

JRC SCIENCE FOR POLICY REPORT

Rethinking the 'Entrepreneurial Discovery Process' in times of physical distancing

Lessons from Portuguese regions

Laranja, M.

Marques Santos, A.

Edwards, J.

Dominique, F.

2021



This publication is a Science for Policy report by the Joint Research Centre (JRC), the European Commission's science and knowledge service. It aims to provide evidence-based scientific support to the European policymaking process. The scientific output expressed does not imply a policy position of the European Commission. Neither the European Commission nor any person acting on behalf of the Commission is responsible for the use that might be made of this publication. For information on the methodology and quality underlying the data used in this publication for which the source is neither Eurostat nor other Commission services, users should contact the referenced source. The designations employed and the presentation of material on the maps do not imply the expression of any opinion whatsoever on the part of the European Union concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

Contact information

Name: Anabela Marques Santos
Address: Edificio EXPO, c. Inca Garcilaso 3, 41092 Sevilla, Spain
Email: anabela.marques-santos@ec.europa.eu
Tel.: +34 95-448.71.61

EU Science Hub

<https://ec.europa.eu/jrc>

JRC123818

EUR 30615 EN

PDF ISBN 978-92-76-30903-1 ISSN 1831-9424 doi:10.2760/094408

Luxembourg: Publications Office of the European Union, 2021

© European Union, 2021



The reuse policy of the European Commission is implemented by the Commission Decision 2011/833/EU of 12 December 2011 on the reuse of Commission documents (OJ L 330, 14.12.2011, p. 39). Except otherwise noted, the reuse of this document is authorised under the Creative Commons Attribution 4.0 International (CC BY 4.0) licence (<https://creativecommons.org/licenses/by/4.0/>). This means that reuse is allowed provided appropriate credit is given and any changes are indicated. For any use or reproduction of photos or other material that is not owned by the EU, permission must be sought directly from the copyright holders.

All content © European Union 2021, except: *cover, light_bulbs_strategy_(c)_EtiAmmos_230583074, 2020. Source: stock.adobe.com*

How to cite this report: Laranja, M.; Marques Santos, A.; Edwards, J.; Foray, D., *Rethinking the 'Entrepreneurial Discovery Process' in times of physical distancing: Lessons from Portuguese regions*, EUR 30615 EN, Publications Office of the European Union, Luxembourg, 2021, ISBN 978-92-76-30903-1, doi:10.2760/094408, JRC123818.

Contents

1	Introduction.....	5
2	Understanding “Entrepreneurial Discovery Processes” and “Smart Specialisation Strategies”.....	6
3	Challenges for governance in “normal circumstances” and in times of Covid-19 pandemic.....	9
4	Covid-19 and the use of synchronous communication tools to support online events.....	12
5	Prototyping Online “Entrepreneurial Discovery Process” events in Alentejo and Algarve: Lessons Learned.....	13
6	Event evaluation: Stakeholders perception and suggestions for improvements.....	18
7	Conclusions and Discussion: Opportunities to further improve support to Entrepreneurial Discovery Processes.....	20
	References.....	21
	Annexes.....	23
	Annex 1. Agenda Entrepreneurial Discovery Process workshop “Sustainable Bioeconomy in the Alentejo Region”, 24 June and 30 June 2020.....	23
	Annex 2. Agenda Entrepreneurial Discovery Process workshop “Innovate in Tourism: from Digital transition to Smart Destination” 30 September and 8 October 2020.....	24
	List of abbreviations and definitions.....	25
	List of boxes.....	26
	List of figures.....	27
	List of tables.....	28

Abstract

The “Entrepreneurial Discovery Process” is a key element of Smart Specialisation Strategy, referring to stakeholder involvement in policy design to ‘discover’ and identify new or existing priorities for innovation investment, based on region strengths and market trends. However, studies have revealed that this principle has been one of the most demanding for regions (or countries) to implement, and such interaction between stakeholders has been even more challenging in times of physical distancing, as the result of the COVID-19 pandemic.

The present report aims to present the lessons learned from pilot actions conducted with the Alentejo and Algarve regions of Portugal for prototyping online events to support the “Entrepreneurial Discovery Process”. The pilots provide the opportunity to design and test whether online workshops could be used to support EDP more widely, and what adaptations would be needed for a new online context.

For both events the objective was to stimulate regional actors to participate in an initial exploration of relevant thematic areas, in order to define them as possible priority domains for the next Smart Specialisation cycle. Participating actors in both regions were invited to participate, share experiences, identify obstacles, and suggest solutions to strengthen the innovative capacity of the region in these thematic areas. Hence the events were prepared to bring together a range of actors in the territory, from business, research, and the public administration to discuss issues relevant to their regional strategies.

This report sets out the lessons learned from this experience with organising and participating on online events to support EDP can be divided in before-the-event, during-the-event and after-the-event.

Furthermore, an *ex post* online survey to participants revealed an overall high satisfaction with online EDP events and that future similar events associated with the EDP process could have a mixed format, where physical meetings could (if possible) be used to complement online meetings. Altogether, such findings suggest adopting a digital approach would ensure not only the continuity of the policy process in difficult times, but can also be a way to improve the participation in the governance model in the post-corona crisis.

Keywords: COVID- 19; Entrepreneurial Discovery Process; On-line event; Portugal.

Acknowledgements

The authors would like to thank CCDR-Alentejo and CCDR-Algarve for their collaboration as well as all participants to the EDP events online. They also thank Mark Boden from the JRC for his encouragements and support to write this paper.

Authors

Manuel Laranja

ISEG, Lisbon School of Economics & Management, Universidade de Lisboa, Portugal

Anabela M. Santos

Joint Research Centre, European Commission

John Edwards

Joint Research Centre, European Commission (until August 2020), CICS-NOVA and Policy Experimentation and Evaluation Platform (from October 2020)

Dominique Foray

College of Management of Technology, École Polytechnique Fédérale de Lausanne

Executive summary

The COVID-19 pandemic, first identified in December 2019 in Wuhan, the capital of the Chinese province of Hubei, quickly spread round the world within weeks and was declared a pandemic by the World Health Organization, on 11 March 2020. Lockdown, confinement and travel limitations were some of the measures adopted by governments to stop the disease from spreading. When economic activities allowed it, teleworking has been an alternative for some companies to continue operating. Teleworking was also followed by increasing use of digital platforms for communication, and such a trend may persist beyond the short term and even post-COVID (Marques Santos et al., 2020).

Policy context

In addition to the contribution of digitisation to the private sector, remote communication technologies can also help to improve mechanisms of support to the Smart Specialisation policy process, as well as beyond, in times of physical distance. For instance, they allow the involvement of stakeholders dispersed in remote places or territories (e.g. islands or remote places distant from the region's capital) in the design and follow-up of policy interventions. Re-thinking the support of the “Entrepreneurial Discovery Process” (EDP) and adopting a digital approach can ensure not only the continuity of the policy in difficult times but can also be a way to improve participation in the S3 governance model in the post-corona crisis.

Under the project “Targeted Support to Lagging Regions”, funded through a European Parliamentary Action, the JRC-B3 implemented a pilot action with the Alentejo and Algarve regions of Portugal, to experiment how support to “Entrepreneurial Discovery Process” can be undertaken using online events.

Key conclusions

The lessons learned with organising and participating on online events to support EDP revealed that the large majority of the participants were welcomed with the experience. They also expressed their preference for a mixed format where in-person meetings could (if possible) be used in complement of the online meetings.

Furthermore, this pilot action allows to draw some guidelines on the organisation of online events to support the EDP, distinguishing between what can be done before, during and after the event.

Digitalisation of support to EDP allows for more regular interactions, even if it lacks the ‘human touch’ of meeting physically. It also allows for a potentially more inclusive process as people can join online events from wherever they are based. As we enter the ‘new normal’, which although is still far from clear, support to EDP can surely be improved and strengthened by experimenting with and building on new opportunities in the digital world.

Related JRC work

This report complements JRC work on Smart Specialisation Strategies in Portugal, namely with a focus on the assessment of S3 implementation (see Laranja, Edwards, Pinto and Foray, 2020) as well as complementary work on the involvement of higher education institutions in S3.

1 Introduction

This report discusses how support to the “Entrepreneurial Discovery Process” (EDP), which lies at the heart of Smart Specialisation Strategies (S3), can be undertaken using online events.

While there are many aspects of S3 and EDP that have been discussed in the literature, relatively less attention has been paid to how EDP would be supported by regional authorities and, in particular, how such support would be delivered in this new pandemic context., where in-person meetings and events have become much more difficult and virtual gatherings have become much more common.

In the short term, this may help all regions to adapt the process of revising their S3 ahead of the next programming period of EU funds (2021-2027), although as we will underline, regional authorities’ role in supporting and facilitating EDP cannot be reduced to an one off event at the beginning of the S3 policy cycle, and needs to be taken as a continuous process. Holding online events is one way to continue holding relatively large gatherings and there is a growing number of organizations already experimenting with virtual events for different purposes at different scales. The COVID-19 pandemic has accelerated the use of digital communication platforms and even if in the future physical meetings become safe as they used to be, online means of supporting the entrepreneurial discovery process may become part of the ‘new normal’. This will not be a case of physical meetings being entirely replaced, since we know that person-to-person interactions are important for innovation, but a way of complementing and strengthening the process.

Despite support provided at EU level (Kyriakou et al., 2017), providing regional support for entrepreneurial discovery remains a major challenge, particularly for less developed regions with lower innovation policy capacity. Digitalising the support to EDP could be an advantage for peripheral and rural regions that by nature benefit less from agglomeration and physical interaction that drive innovation in many places.

Before the pandemic the European Commission’s Joint Research Centre (JRC) was already providing hands on support for implementation of EDP as part of its project on Targeted Support to Lagging Regions, funded through a European Parliamentary Action. Based on our experience of co-organising EDP online events in the regions of Alentejo and Algarve in Portugal with the support of the JRC, in this report we provide a critical reflexion around EDP and how it can be supported, providing practical guidance for organising online EDP support events.

The next section of the paper reviews the concept of entrepreneurial discovery within the smart specialisation approach, while section three discusses governance challenges for policy support through EDP, section 4 reflects on new challenges presented by the COVID-19 pandemic and the rise of online events in general. Section five reports on the lessons learned from the pilot on-line workshop in Alentejo and Algarve. Finally, section six reflects on how this experience can help strengthen EDP despite the challenges and difficulties brought by the pandemic.

2 Understanding “Entrepreneurial Discovery Processes” and “Smart Specialisation Strategies”

The S3 approach focuses on the deployment of innovative activity and the establishment of new connections within and beyond the region, enabling the region concerned to transform itself and develop new competitive advantages based on these transformations. The other *raison d'être* of S3 is to encourage regions to build these competitive advantages on their specific strengths, potentials and opportunities, rather than doing as others do. Thus, they avoid doing the same “good” things as others, which in the end will in many cases prove inconsistent and unrelated to the region’s existing assets and potentials and does not provide any comparative advantage.

To attain these very general objectives, the principles identified in 2009 remain valid:

Concentrate on certain priorities. This principle aims to generate a certain density of actors and projects that are related as they are dedicated to the same priority – an imperative condition to benefit from the resulting synergies, complementarity and agglomeration, which are essential determinants of innovation, creativity and R&D productivity. This is also an important condition for a government to be able to reach the level of input specificity required to innovate in a given industrial or technological domain. Governments cannot address all specific innovation infrastructures and specific services for all markets and activities. They need to choose.

Concentrate not on structures (for example the region’s three most important industries) but on the transformation of these structures. Each priority includes one or several sectors as well as a direction of change. If both elements are combined and sufficiently well defined to create the density effects mentioned above, they build a priority area, a cornerstone of a smart specialisation strategy.

Favour an entrepreneurial discovery logic, which means simply that the targeted transformation will not follow a path that is decided from the top but will be discovered as the process unfolds. There is therefore no *ex ante* plan, but rather a permanent process of navigation in line with the transformation objectives, which implies rigorous feedback, monitoring and flexibility mechanisms. This does not mean that objectives should not be set but rather they should be pursued and adjusted in line with emerging evidence and experience.

The S3 approach is thus marked on the one hand by a high level of intentionality and strategic focus on priorities. On the other hand, it is characterised by a high level of self-discovery and initiative by the actors of the innovation process. It is this combination of two policy logics – a planning logic and a self-discovery logic, frequently opposed in the literature and in practice – that constitutes its trademark!

Instead of talking of a large number of stages within a rigid process that must be respected at all costs, it is undoubtedly wiser to suggest just three steps to regions, which they can then conduct as they prefer.

The identification of thematic priority areas is the starting point. The goal of this step is to make explicit what transformations are desirable for what kind of sectors. A priority area must include one (or several) sector(s) with a clear direction of change.

It must be noted here that there is not really any entrepreneurial discovery at this stage and what is needed is a more “simple” participatory process. Having no entrepreneurial discovery here is not a problem because, as already stated, the S3 design is structured to involve two logics of policy actions – a planning mode and a self-discovery mode. Clearly, the first step (selecting a few priority areas) has a planning aspect while the second and third ones will be profoundly influenced by the entrepreneurial discovery process (below). There is therefore no room or need for an entrepreneurial discovery process at the priority area selection stage. The entrepreneurial discovery will very quickly materialise during the following two phases.

The translation of a priority area into a transformational roadmap through EDP is the second step. It involves the definition of the nature, scope and meaning of the investments for transformation and transition within the considered sector(s). It is important to emphasize this step because it has been observed that many regions that had correctly conducted their prioritisation task found it very difficult to concretise and implement these priorities. And yet this is the crucial phase: the conversion of each priority into a more concrete transformational roadmap – a set of projects and actors – all committed to following the same direction of change – and thus linked by this common direction.

The problem can be expressed thus: an identified priority area targets a certain transformation of one or several industries – e.g. the transition of electromechanical sector towards industry 4.0. Before S3 is designed and implemented, we are at a certain level of technology, employment and qualification, business model and performance and we are aiming to move to a higher level of digital innovation in this industry. This requires a full understanding of the obstacles to this transformation: Why haven’t we already reached this level? What

constraints, market and coordination failures, obstacles of all kinds prevented this evolution? How can it work? All the identified projects and actors are going to address these problems and constraints that concern not only R&D but enterprises with their suppliers and clients, with the need for new skills and qualifications, new forms of management and logistics, specific public goods (specialised services, and adoption of certain key technologies (diffusion). Here, in the identification and search for resolutions to these obstacles, is where entrepreneurial discovery kicks in.

All of these diversified projects will eventually constitute the transformative activity. The definition of a transformative activity is very simple : It is neither an individual project nor a sector as a whole but a collection of related capacities, projects, activities and people that are present in the region, to which can be added extra-regional capacities and that is oriented towards a certain direction of change.

This translation of a priority into transformational roadmap in order to build and develop a transformative activity is the key transition. It enables many of the S3 objectives to be attained - which we have grouped under the heading the 5 Ds:

It concretises a certain direction of change, initially expressed by the priority, and reveals guidelines concerning the course of action to achieve this change.

It enables the transition from priorities, which can to a great extent be similar from one region to another, to a broad regional differentiation. In fact, similar priorities will lead to different transformative activities as the latter are designed as a specific response to problems and opportunities that are specific to the particular region.

The transformative activity is a collection of related projects - linked by the fact that they all contribute in one way or another to the same structural transformation in the priority area. It thus creates relational density and the chance to reap the benefits of a certain coordination between the projects and actors involved in this transformation.

The transformative activity covers a large number of factors, including the formation of human capital, corporate management, adoption of new technologies, etc. It is therefore a collection of distributed capacities and projects, which cannot be reduced to the notion of a single major project (like the creation of a new specialised R&D institute, frequently destined to become the proverbial white elephant).

This is the preferred framework for entrepreneurial discovery. At the end of the priority definition phase, it is impossible to know what the outlines and content of the transformative activities will be. They are built and developed on the basis of the entrepreneurial discovery process.

An important contribution of S3 is that offered by this concept of transformative activity. It reflects the appropriate level of granularity at which the S3 must materialise, once the strategic priority has been identified. This level of granularity is neither that of the sector (S3 is not a sectoral policy) nor that of the individual project (since S3 must create relational density, synergies and complementarities). The appropriate level is therefore that of a set of related projects, covering a multitude of problems to be resolved (research, innovation, infrastructure, training) and all oriented towards the same transformation priority.

We can add one important effect of this translation phase. It operates as a feedback mechanism to verify the pertinence of the priorities. If the transformational roadmap comprises only a few projects, perhaps badly formulated or premature. We should go back to square one and discuss the pertinence of the priority in question again.

Finally, the action plan step centres on the implementation of the transformative activity. It involves mobilising and coordinating financial instruments, which often have different objectives (R&D, training, infrastructures), evaluating projects regarding their financing, designing feedback mechanisms, monitoring and flexibility to maximise the informational effects and spillovers of entrepreneurial discovery – more important than ever at the transformative activity development stage. Finally, the action plan is the right step to acknowledge the strategic complementarity between projects (training, research, technological diffusion, public procurement projects etc.), which implies that there is great advantage to be gained in adopting all these projects simultaneously, resulting in a transformative activity.

To close this section, it is useful to observe that recent and current experiences in various regional settings show clearly that S3 design and implementation are feasible but challenging. It is difficult to identify a relevant priority area, but even more so to translate it into a transformative activity and finally move towards the action plan. The main problem is that the construction of the transformative activity requires from the policy agency a very detailed understanding of the coordination relationships between different types of

investments as well as a deep knowledge of the specific inputs, which are needed to innovate within a particular set of industries. These informational requirements are hard to meet.

The logic of entrepreneurial discovery offers here a solution to the information problem. This is the role of stakeholders – firms, research, etc. – to discover what needs to be done; the kind of investments required at a very high level of details and specificities. The notion of entrepreneurial discovery should – by no means – be viewed as just an elegant academic trick – theoretically useful to minimise the top-down logic of the process. It is a true necessity – to overcome the informational challenge raised by the logic of constructing and developing transformative activities within the selected priority areas.

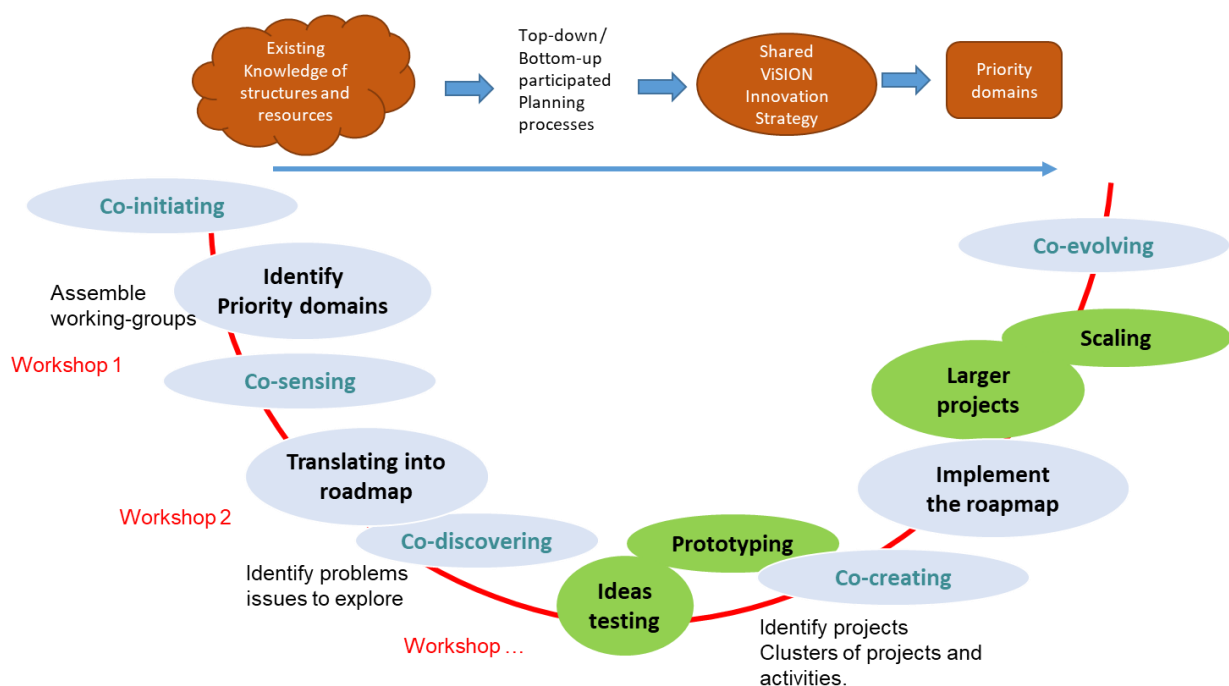
3 Challenges for governance in “normal circumstances” and in times of Covid-19 pandemic

Existing literature on S3 and EDP (Foray, 2014; EC, 2012; Gianelle et al, 2016) provides relatively little attention to how should public authorities provide support and facilitate the whole S3 design and implementation process and, in particular, how should EDP be facilitated.

For example, Aghion, David and Foray (2009) refer that governments must drop their traditional role as principal-agent of a top-down planning and control process and learn a new role as facilitators and co-discoverers, stimulating and promoting the design and implementation process. However, this new role as facilitators requires governance structures other than the existing hierarchical structures. Haussman and Rodrik (2006) recommend exploring “network arrangements” and/or industrial and trading associations (possibly cluster associations) as intermediaries that may support and speed up the process.

In **Figure 1** we illustrate two different understandings of regional innovation strategy. Along the top we have regional innovation plans elaborated through a top-down participated process, arriving at a common vision for improving general R&D infrastructures and innovation activities. After such participated planning for general innovation, policy makers usually concentrate on monitoring and control of public support expenditures related to R&D and Innovation according to the plan.

Figure 1. S3 as Strategic Planning Process and S3 as a balanced planning and participatory incremental process



Source: own elaboration

In a S3 policy process, designed in **Figure 1** as a U curve, the idea is to concentrate on a certain density of inter-related projects and activities in specific priority domains, in order to experiment whether the resulting synergies, complementarities and agglomeration trigger regional economic transformation on the longer term.

Finding areas or domains for concentration of projects and activities is, however, a decentralised “self-discovery” process (Haussman and Rodrik, 2003), that should be driven by local enterprises and entrepreneurs (i.e. not driven by local government and not driven by local universities). Which means that the domains the region believes may trigger the targeted transformation processes are not, as referred in the previous section, entirely pre-defined but discovered as the process unfolds. S3 is therefore a blending of strategic-planning

with strategic-practice processes (Whittington, 1996) i.e. initial ill-defined priorities evolve through a step-by-step experimental process that (re)discovers or redefines at lower granularity levels, narrower domains for concentration of concrete R&D, experimentation and prototyping initiatives.

In section 2 we suggest to organize the S3 policy process into 3 stages: (1) identification of thematic priority areas; (2) translation of a priority area into a transformational roadmap through EDP, and (3) an action plan for the implementation of the transformative activities. Looking at the S3 policy process from the perspective of providing a framework that encourages engagement, collaboration and learning amongst public and private participant actors, these stages can be further characterised into activities of co-initiating, co-sensing, co-discovery, co-creating and co-evolving – **Figure 1**.

To achieve transformation, the S3 process starts from an initial process of co-initiating where regional actors (public and private) come together for a first attempt to define possible directions of transformation for groups of sectors (including directions to change existing R&D and technology infrastructure). At the next stage of co-sensing regional actors work in groups to define at lower granularity levels specific market-needs and technological problems and opportunities that need to be addressed. At co-discovering actors will then attempt to explore, test and experiment with R&D and ideas that may solve the problems and/or address the opportunities. In these two stages regional authorities with the support of regional actors, will therefore produce a roadmap of selected projects and initiatives. At co-creating relevant regional actors would further develop their ideas beyond initial testing, receiving support for larger projects. However, to be transformative some projects must scale-up and evolve to a stage where they will generate local spill overs, encouraging entry of more players and wide market diffusion of the new discoveries, through increasing returns (Arthur, 1996) and entrepreneurial “creative imitation”.

Success in spreading imitation and generating spill-overs appears to depend on important issues associated to related variety, access to specialised suppliers, also on local turnover of skilled workers and managers and on easy access of “imitators” to local key knowledge-capability infrastructures (which may not be available within the region) as well as access to markets and adequate finance.

Because S3 in this U curve model is not just a matter of planning how to go from one current stage to another future stage, but the continuously negotiated accomplishments of an assembly of resources and initiatives, instead of the traditional hierarchical governance structure serving a centralised top-down decision process, we suggest the use of participatory governance. Particularly for the initial stages co-sensing and co-discovering where regional actors learn and discover common needs and problems, defined at lower granularity levels, participatory governance may accelerate learning and discovery.

The use of participatory processes will most likely enhance the quality of the policy-decision process in terms of depth of discovery, meaningfulness, capacity to monitor progress and, more importantly, will enable business and entrepreneurial learning which is needed to feed the discovery process. It will also facilitate the need to counteract the entrenchment of incumbents and vested interests of the more powerful regional actors that may constrain opening and exploring new directions for discovery. In addition, as the process self-folds and if initial discoveries prove successful, participatory governance may help to smooth the tensions between private appropriation and the need to promote local spill-overs (Foray, 2014).

In this regional participatory process, **policy makers play the role of facilitators** and therefore could use facilitation-consultants. The quality of participatory governance is greatly enhanced by the use of facilitation tools, enabling dialogic interactions between multiple actors (consumers, producers, intermediaries, regional authorities, etc.) i.e. enabling deep dialogue where actors listen and understand each other reaching consensus and collectively legitimizing decisions. Tools that may be used to facilitate the participatory process supporting EDP include, for example, “Open Space Technology” (Harrison, 2008) and practices such as Art of Hosting – AoH, World Café (Brown and Isaacs, 2005). Other frameworks such as Appreciative Inquiry (Coppinger and Whitney, 2005) or even Theory U - based on the human capacity to “presence” and to “pre-sense” an emerging future (Scharmer, 2007), may also be useful. Used mostly on other policy areas such as social and sustainability policies, these facilitation tools enable actors to go beyond explicit knowledge and analysis of hard evidences on markets and on their own resources and capabilities. They enable to sense, amplify common understandings, build awareness, legitimize viewpoints, clarify zones of opposition and indifference, change perceived risks, put forward ideas and concepts, create early commitment from local actors, manage coalitions, and finally stimulate actions.

In addition to participatory governance supported by facilitation techniques, monitoring of S3 must also be taken as participatory monitoring. While in a traditional planning-control approach, monitoring is usually based on investment data and indicators illustrating possible changes in the regional context (Kleibrink,

Gianelle and Doussineau, 2016), in a strategy-as-practice approach there is a need to engage participants on critical analysis of successes and constraints in formulating and implementing their projects and initiatives with transformative potential. In participatory monitoring regional actors share control over the content, the process and the results of their on-going activities and projects in each domain, engaging in identifying and taking corrective actions if necessary. Information generated throughout the process would be used to help understand which experimental discovery activities should be corrected, stopped, or whether it is too soon to stop experimentation.

4 Covid-19 and the use of synchronous communication tools to support online events

In “normal” circumstances, S3 and governance supporting the EDP process as described in the previous sections, would benefit from a series of in-person workshop-events. Different stages of the EDP process would have different kinds of workshops, such as EDP-focus-groups or Project Development Labs (Boden et al., 2016). For example, co-initiating would be supported by workshops that envision improving the perceptions of all actors about their domain ecosystem (see and sense the system), followed by workshops that stimulate ideas and creativity for definition of problems and needs (co-sensing) and workshops for helping with ideas prototyping and project roadmapping (co-discovery). These series of workshops may be organized by priority-domains and would envisioning to further define and explore areas for concentration experimental projects and activities.

With the new reality of “physical distancing” due to the Covid-19 pandemic, the rapid rise in the use of synchronous communication tools for all kinds of meetings and events suggests that in-person EDP events could be adapted to online events/workshops. For instance, in April 2020, 67% of the worldwide businesses increased spending on web conferencing software (Figure 2) and Cisco’s video conferencing business Webex reported more than three times more meeting minutes than in January 2020 (Figure 3).

Figure 2. Business software spending increases amid COVID-19 worldwide, April 2020

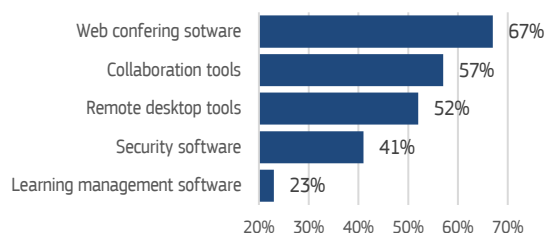
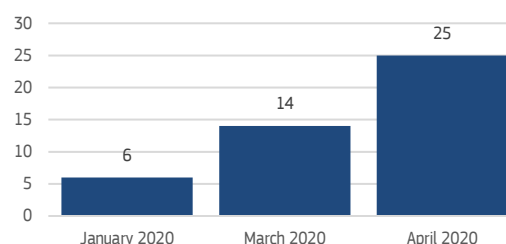


Figure 3. Reported meetings minutes of Cisco Webex worldwide, Jan-April 2020 (billions)



Source: Statista (2020).

In addition, the Open Space Technology tools, referred in the previous section can also be adapted to shorter online events. While these tools can be a refreshing alternative to the stultified, over programmed event formats of keynotes and discussion panels, nevertheless their use needs to be carefully organized.

The Prototyping of such online event for the initial stages of EDP in the regional of Alentejo and Algarve suggested that careful preparation of these online event and of the specific facilitation techniques to be used is one a key aspect. However, even if online events have several advantages in comparison with in-person events, namely in terms of time-saving and cost reduction, there will always be a loss of personal and human contact (**Table 1** *Error! Reference source not found.*). This last aspect is particularly important when stakeholders are invited to discuss and discover new ways to foster the innovative capacity of a region, through EDP supported by online platforms.

Table 1. Pros and Cons of online versus in-person meetings/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

Source: Own elaboration.

5 Prototyping Online “Entrepreneurial Discovery Process” events in Alentejo and Algarve: Lessons Learned

In preparation of the next S3 cycle (2021-2027), workshop events in Alentejo and Algarve that were planned as physical in-person events, had to be modified and adapted to online events. This provided the opportunity to test whether support to EDP could be transferred to an online context and what would be the main issues to consider. Both events were organised by the regional authorities in charge of implementing S3 in their regions, with the support of the JRC-B3 in the context of the Lagging Regions project. For Alentejo the theme was “Sustainable Bioeconomy” and for Algarve the “Digitalisation in Tourism”.

For the Alentejo’s workshop, bioeconomy was defined as all the activities related to agriculture and livestock, forestry, fishing and aquaculture, food and beverage manufacturing, and wood and cork manufacturing (for more details see Fialho, 2020). This theme was articulated with the concepts of sustainability and circular economy, due to several bottlenecks that bioeconomy is faced regarding waste management and a more efficient use of natural resources. Furthermore, it also represents the alignment of S3 priorities (**Figure 2**) to the EU’s new growth policy, the European Green Deal, developed on the basis to become climate neutral in 2050. Such new directionality of the S3 is also in line with the previous work of Neto, Serrano and Santos (2018), who analysed the new possible evolutions for strengthening the implementation of RIS3’s strategic rationale in the context of grand societal challenges. In a similar vein, McCann and Soete (2020) come more recently to present some reflections on how place-based innovation policy can support the achievement of the European Green Deal.

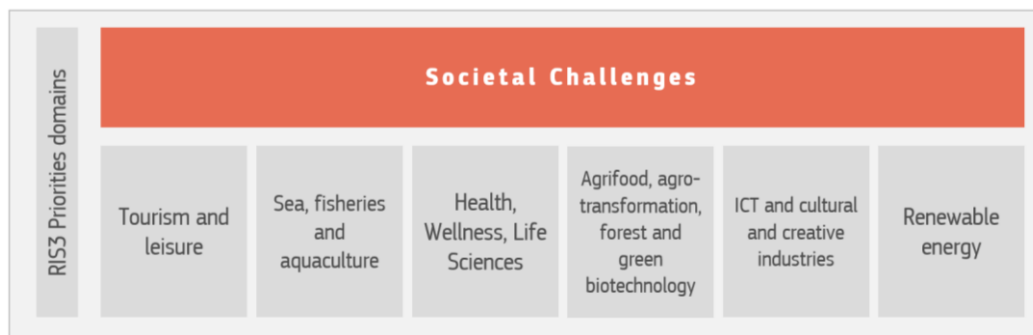
Figure 2. RIS3 Innovation priorities for the Alentejo region in the period 2021-2027



Source: Marques Santos, Madrid and Haegeman (2020).

For the Algarve event, the selected theme was related to the concept of “Smart Tourism Destination”, combining two innovation priorities domains of the region: tourism with the digitalisation (**Figure 3**). “Smart Destination” was a difficult concept to define as it involves how regions as tourism destinations, use technology for attraction of the tourists, as well the increasing digitalisation of operations and services involved in the tourist visit to the region. Many destinations are now modernising to include increased use of smart technology in their tourist operations e.g. use smartphones to pay for taxis, order meals, check queue times, read information on the destination, use of a supplied QR code to access to specific information on local attractions, etc. The ultimate aim of smart tourism is to improve the efficiency of resource management and enhance sustainability through the use of technological innovations and practices. Furthermore, the selection of the theme appears also as the result of the current pandemic context. Indeed, the Algarve is one of the Portuguese regions most affected by COVID-19, due to its highest tourism intensity and high dependence on foreign tourists (Batista e Silva et al., 2018; Marques Santos et al., 2020). Secondly, new market trends appearing in tourism sector, in a context marked by fear to travel, were implemented for trying to recover tourist confidence and for sanitary reasons, as a contactless system.

Figure 3. RIS3 Innovation priorities for the Algarve region in the period 2021-2027



Source: Own elaboration based on information provided by CCDR-Algarve.

Preparatory meetings with the regional authorities and with experts on each domain enabled to build a small list of what appeared to be fundamental issues related to the priority-domains that could be used to stimulate participation and discussion of relevant actors (Table 2).

Table 2. List of initial issues to stimulate discussion in the Alentejo and Algarve workshops

Alentejo “Sustainable Bioeconomy”	Algarve “Digitalisation in Tourism”
<ul style="list-style-type: none"> — Need to organize the Bioeconomy domain — Regional weaknesses in qualified human resources and articulating supply and demand of vocational and higher education — Economic valorisation of local waste and sub-products of the local food and forestry industries and across industries — Bureaucracy and legal issues for enterprises — Better coordination and articulation of all relevant actors along the value chain — Weaknesses in local technology and R&D infrastructure and in mapping acknowledging already existent knowledge 	<ul style="list-style-type: none"> — Principles of Smart Destination — Use ICT-based tools for data collection, processing and analysis — Improve efficiency in the use of resources and enhance sustainability — Increase tourist satisfaction

To avoid online fatigue, events online are normally shorter events when compared with face-to-face physical events and therefore the workshops, they were divided into two separate sessions i.e. two half days. The agendas are included in the supplement material.

A third issue to consider was whether facilitation techniques, used in face-to-face events to increase the quality of the participatory process, could be used on an online context. We decided to try a most simple and well known technique – now used in many different kinds of events – which is a World Café. A World Café process is driven by 15-20 minutes rounds of conversation for small groups of people seated around a (virtual) table. At the end of period some people may move to a different new table. However usually one member known as the “table host” stays for the next rounds. Each round is prefaced with a question specially crafted for the specific context of the World Café. The same questions can also be used for more than one round, or they may build upon each other to focus the conversation or guide its direction. After the small groups finish all rounds (and/or in between rounds, as needed), table-hosts are invited to share insights or from their conversations with the rest of the large group.

As referred before both workshop events were divided into two sessions. On the first session and after a brief welcome and introduction to the themes (by invited experts), participants were divided in small groups by virtual rooms and asked to work on a series of questions (**Table 3**) that guided World Café rounds. On the second session, the rapporteur of each virtual room was asked to present the main conclusions and suggestions discussed in their group ⁽¹⁾, as listed in Table 4. Following from this, all participants questioned and commented on each other's proposals.

Table 3. Word Café questions in the Alentejo and Algarve workshop

Alentejo “Sustainable Bioeconomy”	Algarve “Digitalisation in Tourism”
<ol style="list-style-type: none"> 1. Please identify market needs that could be met by development of BioEconomy in Alentejo 2. Characterise the identify needs <ul style="list-style-type: none"> - What are the problems? - 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 	<ol style="list-style-type: none"> 1. Please identify market needs that could be met by development of Digitalisation of Tourism and “Smart Destination” in Algarve 2. Characterise the identify market needs for Digitalisation of Tourism in Algarve <ul style="list-style-type: none"> - What are the problems? - What new problems result from the COVID-19 crisis? - What are the causes of that problem? - Who feels the problem? 3. Propose ideas or projects leading to discovery of innovative solution to the problems and needs identifies

Table 4. Summary of the main conclusions of the workshops (*)

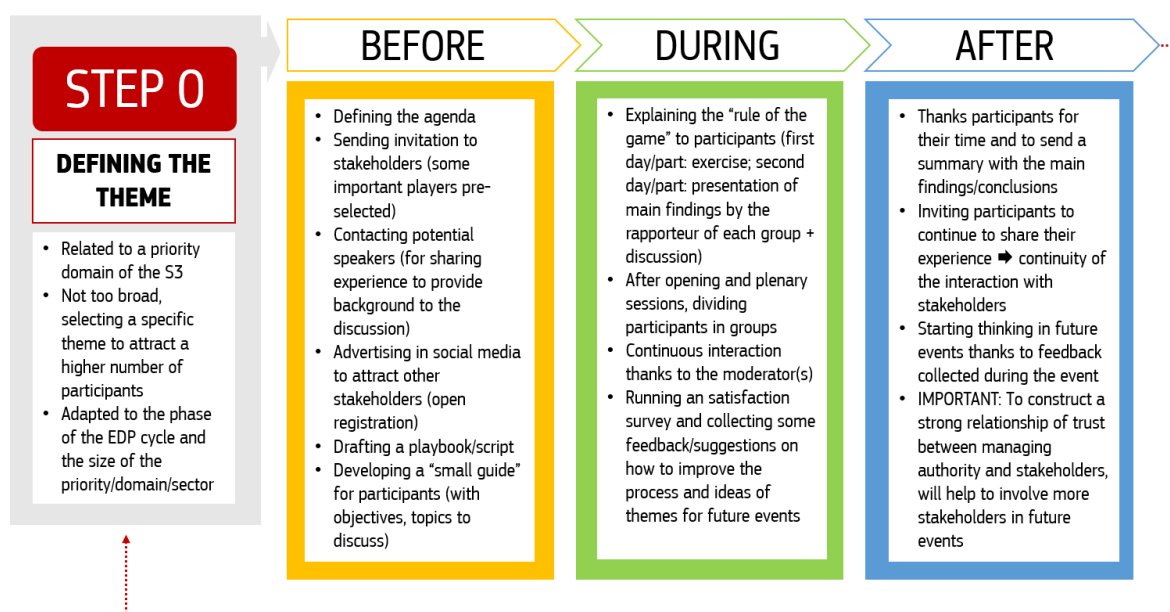
Alentejo “Sustainable Bioeconomy”	Algarve “Digitalisation in Tourism”
<ul style="list-style-type: none"> — Inadequate framework conditions (legal and infrastructures) and disarticulation between skills needs and education/training available were highlighted as some of the barriers to innovation — Greater articulation between the different actors in the value chain and a more integrated/systemic approach are some of the identified needs of the market 	<ul style="list-style-type: none"> — Lack of adequate skills, inadequate infrastructure (communication and transport), weak links between tourism services and others economic activities and ineffective data collection and analysis are some of bottlenecks. — Better data management, diversification of tourism offer, more networking and cooperation are some of the identified needs of the market

(*) For more details see Marques Santos, Edwards and Laranja (2020a, b).

The experience of prototyping online EDP-events in Alentejo and Algarve lead to a number of lessons illustrated in **Figure 4** and summarised in **Box 1**, **Box 2** and **Box 3**.

⁽¹⁾ Main conclusions of both workshops are available in Marques Santos, Edwards and Laranja (2020a, b).

Figure 4. Steps of an online EDP workshop



Source: Marques Santos, Edwards and Laranja (2020a).

Box 1. Lessons learned: Before the event phase

Type of event - The type of event to organise depends on to the stage of the S3 policy process. Initial events at an initial innovation planning stage to find define priority domains may serve to characterise and sense the system while exploring and validating the general domains proposed by regional authorities. Events at later stages, may focus on stimulating ideas and creativity for (re)definition of priority-domains and helping with project road-mapping i.e. project ideas events or project road-mapping events. At stages where domains are better defined, regions may already have working groups (composed by relevant actors on a particular priority domain) and therefore choice of theme should be discussed with the working-group. Nevertheless, the theme should be clearly defined in order to attract sufficient interest from potential regional participants.

Choice of Platform - Another important aspect for organising events is the choice of platform. There are different synchronous communication platforms able to support online events. Although they appear similar, they do not provide the same features, particularly with regards assigning participants to virtual side sessions or rooms and bring them back to the main plenary meeting which was one of the features needed to implement World Café rounds online. In addition, one feature that may be useful is the use of Waiting Rooms enabling the organisers to validate participants' registration and admit them one by one or all at once. One particular important aspect to consider is how the need to share visuals and documentation during the event. For sharing content during the event, ideally one should standard formats (e.g. pdf files) uploaded through chat facilities.

Duration of the event - Because of online fatigue, the duration of an online event is usually shorter. Shorter events of half-day maximum should be considered even if the workshop needs to be divided in different days. Likewise, the duration of the speakers' communications should be kept to a minimum, ideally 10 minutes.

Playbook - Another aspect that may be useful is the preparation of a Playbook detailing all the operations (pre-, during-, and after-the-event) needed to implement the event. The details usually include precise definition of tasks/actions, costs, deadlines, as well as roles and responsibilities of different people intervening throughout the event operations-flow at different stages. A more complete Playbook, may also may also include contingency actions e.g. what to do in case key actors are not present? What to do if internet connection is lost during the event?

Guide for participants - It is important to provide beforehand a small guide for participants. This could be a PowerPoint or Word document with the objectives of the participatory exercise and questions and topics to be discussed with the participants (Word Café – generative questions). This small guide should be posted on the event website, or alternatively in the website of the organiser. It can also be sent by email to invited/registered participants.

Calling question - In any event, all operations regarding promotion and invitations are very important. We found particularly important the way in which the invitation expresses a "calling-question" that attracts wide interests from a variety of actors related to the event theme.

Invitations - Care should be taken in preparing a list that has plenty of actors from the private-sector, both large and smaller companies. Although business and sectoral associations may also be present, presence of regional entrepreneurs to benefit from their entrepreneurial knowledge and real case experiences.

Registration - It is also important to make registration compulsory in order to control the number of participants. Nevertheless, last minute participants without previous registration, if relevant for the theme in discussion may also be allowed to enter the virtual event.

Box 2. Lessons learned: During the event phase

Moderators – Our most important lesson during the events relate to the importance of having good moderators for the whole event (a Host and a Co-host) and of having moderators and or rapporteurs for the group sessions. The whole structure of the event i.e. how different sessions are organised and how the virtual group discussion sessions will work should be clearly explained to participants during the event. Moderator's knowledge of facilitation techniques (Word Café and others) will be most helpful to increase the quality of the participatory process.

Assigning participants to discussion groups - Using the participants' final list the event-will attribute different participants to the virtual discussion groups / rooms. Depending on which platform is used it is possible to distribute participants randomly by virtual rooms. The number of participants per discussion group should be around 6 participants so that each participant has enough time to express his/her views. During the discussion-group sessions, it helps if one of the co-hosts is not assigned to any particular room and is allowed to enter and leave any of the parallel discussion-group sessions.

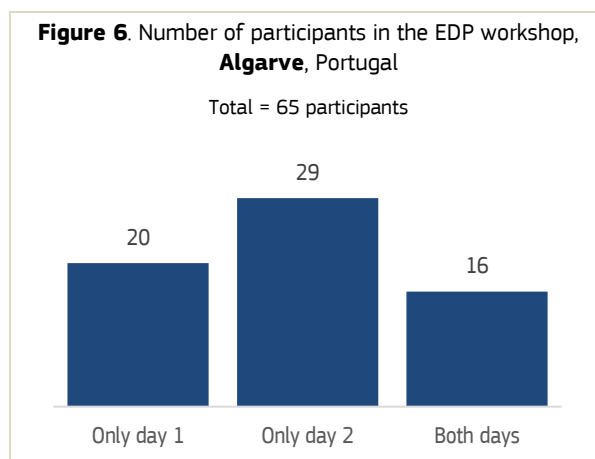
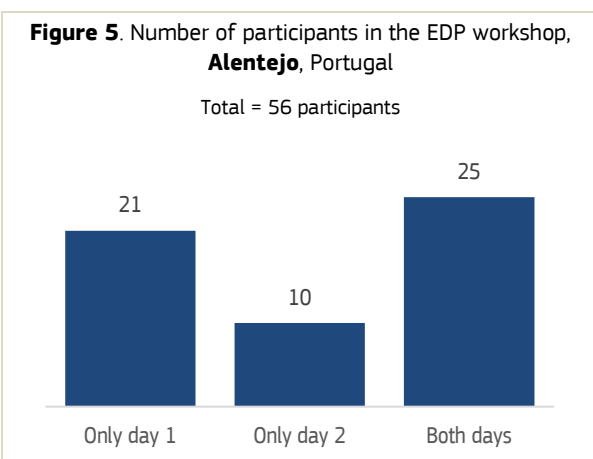
Box 3. Lessons learned: After the event phase

Evaluation of the EDP online event – It is most useful to run a short on-line survey at the end of the second workshop session (second day) to get participants feedback on the event and suggestions on how to improve the process and ideas of themes for future events.

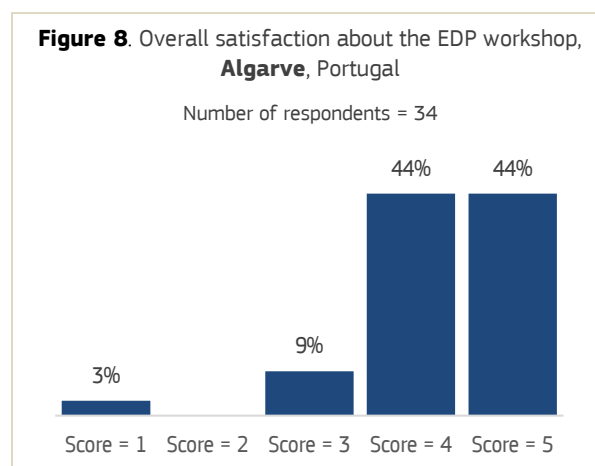
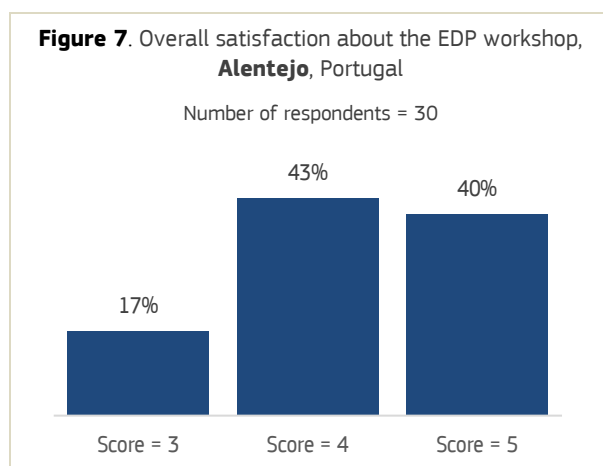
Follow-up – After the two sessions, it is important to send messages to all participants acknowledging the importance of their contributions. In addition a summary with the main findings of the event should be circulated (or posted on the event website). It is important to keep the dialogue going, by inviting participants to continue to share their experience. This can be done by continuing to organise workshops related to different stages of the regions EDP.

6 Event evaluation: Stakeholders perception and suggestions for improvements

Over the two half-day event 56 (and 65 stakeholders) participated in the Alentejo (and Algarve) EDP workshop. Some of them only for one of the days (Figure 5 and Figure 6). During the second sessions of the workshop-events in Alentejo and Algarve, participants were asked to respond to a small online satisfaction survey to assess their satisfaction and provide some suggestions for next events. Results of these surveys are reported in this section of the report.



The overall satisfaction of participants in the EDP workshops was high, with an average score of 4.2 out of 5 for Alentejo workshop (**Figure 7**) and 4.3 out of 5 for the Algarve ones (**Figure 8**).



To test the most adequate duration for the World Café session in day 1, in the Alentejo workshop two hours were given for the participatory exercise whereas 1h30 for the Algarve ones. Satisfaction on the duration of the session revealed that in any workshop participants considered the time allotted for exercising too long (**Figure 9** and **Figure 10**). Even if around 90% of the participants consider adequate time for a group discussion in day 1, around 10% suggest having more time. Additional comments received by participants in Algarve workshop indicated having between 30 and 60 minutes more for group discussion. Altogether, this suggest that up to two hours could be the most adequate for an online intensive interaction between stakeholders.

Figure 9. Satisfaction on the duration of the World Café session in day 1 (2h00), **Alentejo**, Portugal

Note: Number of respondents = 30

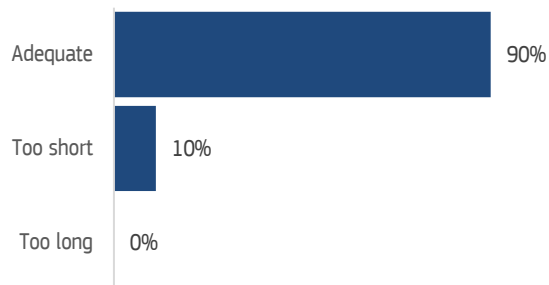
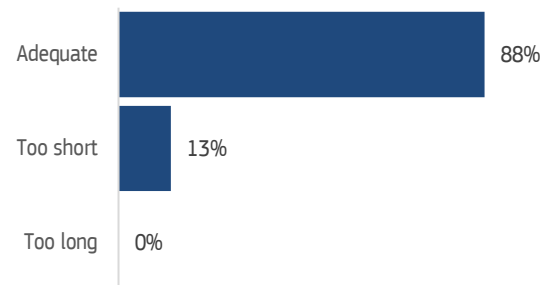


Figure 10. Satisfaction on the duration of the World Café session in day 1 (1h30), **Algarve**, Portugal

Note: Number of respondents = 24



Concerning the format of future EDP workshops, around 50% of the participants in both workshops revealed preferences for mixed events, online and in person (**Figure 11** and **Figure 12**). Participants in Algarve workshop demonstrated a higher preferences for only on-line events (48.5%) than that in Alentejo ones (21%). Few of them in the Algarve event have preferences for exclusively in-person events (3%), whereas in Alentejo 21% still have preferences for this format.

Figure 11. Format preferences for future EDP workshops, **Alentejo**, Portugal

Number of respondents = 28

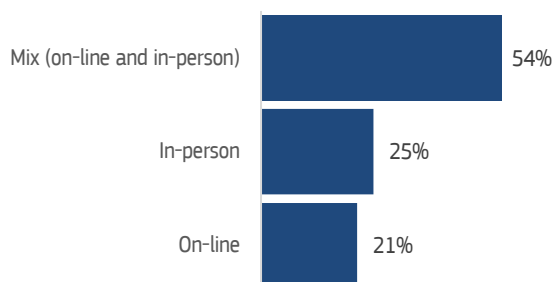
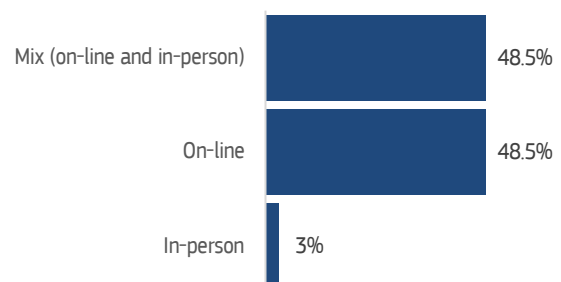


Figure 12. Format preferences for future EDP workshops, **Algarve**, Portugal

Number of respondents = 33



7 Conclusions and Discussion: Opportunities to further improve support to Entrepreneurial Discovery Processes

Regional Smart Specialisation Strategies are much different from regional strategic innovation plans that are elaborated through a top-down participated process, and then followed by monitoring and control of public support expenditures related to R&D and Innovation according to the plan. In S3 regions are to concentrate on a certain density of inter-related projects and activities in specific priority domains, in order to experiment whether the resulting synergies, complementarities and agglomeration trigger regional economic transformation on the longer term. However this process of concentration is a decentralised “self-discovery” process (Hausman and Rodrik, 2003), driven by local enterprises and entrepreneurs i.e. not driven by local government, and not driven by local universities.

In “normal” circumstances, S3 and the EDP would be supported by a series of in-person workshop-events such as EDP-focus-groups or Project Development Labs (Boden et al., 2016). However, with the new reality of “physical distancing” due to the Covid-19 pandemic, the rapid rise in the use of synchronous communication tools for all kinds of meetings and events suggests that in-person EDP events could be adapted to online events/workshops.

The pilot workshops in Alentejo and Algarve suggest that support to EDP can be continued and improved, even in difficult circumstances. EDP events organised by regional authorities should have the objective of creating a space or fora for understanding current regional innovation capabilities and learning-by-discovery opportunities to explore. These workshops are by no means the start and end of the process and therefore cannot be considered a tick box exercise when designing or revising a strategy. Before innovation actors can independently take the process forward, events organised by regional authorities can help create a shared understanding of what is required if S3 is to be properly implemented through EDP.

Going forward, the type of event depends on the stage of the S3 policy process. Events at the beginning of the process may serve to characterise and sense the system while exploring and validating the general domains proposed by regional authorities. Events at later stages, may focus on stimulating ideas and creativity for (re)definition of priority-domains at lower granularity levels and helping with project design and roadmapping. As with physical events however, there needs to be sufficient human and financial resources allocated to support the role of facilitation and moderation of the entrepreneurial learning activities.

One advantage of online meetings is that the proceedings can be easily recorded. To keep a synchronous conversation alive, one idea is to synthesize key themes and next steps, then cut and paste them into an online community discussion board, blog, microblog, or community website. Ideally this could be done on the regional authorities website or even better on a specific micro-site to support the S3 process. This type of follow up is good practice for any type of event, not just digital ones. In fact, physical meetings may create lots of dynamics on the day but this energy is often subsequently lost. Moving from events to online communities and discussion groups associated to each domains, is one way to keep the EDP alive. Therefore, regions should encourage the development of open discussion groups in each priority domain.

These on line open discussion groups in each domain can be supported by multiple channels. While some channels such as text chat, are synchronous (real-time), others such as blogs and wikis, are asynchronous. Some, such as most blogs, are one-way, and others, such as wikis and those using voice-over-IP, are two-way. For example, participants can post suggestions related to the event(s) theme on an online discussion board. In addition, announcements of the events, registration, pre-session preparations, places to post session topics can be organized the workshop site or alternatively on the sites of the organizers. However, unlike in-person events, because of online fatigue online events must be shorter and full day events should be avoided.

Overall, digitalisation of support to EDP allows for more regular interactions, even if it lacks the ‘human touch’ of meeting physically. It also allows for a potentially more inclusive process as people can join online events from wherever they are based. As we enter the ‘new normal’, which although is still far from clear, support to EDP can surely be improved and strengthened by experimenting with and building on new opportunities in the digital world.

References

- Aghion, P., David, P. A., and Foray, D. (2009). Science, Technology and Innovation for Economic Growth: Linking Policy Research and Practice. *Research Policy* 38 (4): 681–693.
- Arthur, B. (1996). Increasing Returns and the New World of Business. HBR July-August
- Batista e Silva, F., Herrera, M. A. M., Rosina, K., Barranco, R. R., Freire, S., and Schiavina, M. (2018). “Analysing spatiotemporal patterns of tourism in Europe at high-resolution with conventional and big data sources”. *Tourism Management*, 68:101-115
- Boden, M., Dos Santos, P., Haegeman, K., Marinelli, E. and Valero, S. (2016). Implementing RIS3 in the Region of Eastern Macedonia and Thrace: towards a RIS3 toolbox. JRC Technical Report, JRC101214. Retrieved from: <http://tinyurl.com/hxubb6xBrown>, J. and Isaacs, D. (2005). *The World Cafe, Shaping Our Futures Through Conversations That Matter*, Berrett-Koehler Publishers, ISBN 9781576752586
- Cooperrider, D. and Whitney, D. (2005). *Appreciative Inquiry: A Positive Revolution in Change*. Berrett-Koehler Publishers, ISBN 9781576753569
- EC (2012). Guide to Research and Innovation Strategies for Smart Specialisation (RIS 3). May 2012, JRC S3-platform. Retrieved from: <http://s3platform.jrc.ec.europa.eu/s3guide>
- Fialho (2020). *Domínio de Especialização Bioeconomia Sustentável - Alentejo 2030, Estratégia Regional de Especialização Inteligente*, Webinar EDE 24 June 2020.
- Foray, D. (2014). From smart specialisation to smart specialisation policy. *European Journal of Innovation Management*, 17(4), 492–507. DOI:10.1108/EJIM-09-2014-0096
- Gianelle, C., D. Kyriakou, C. Cohen and M. Przeor (eds) (2016). *Implementing Smart Specialisation: A Handbook*, Brussels: European Commission, EUR 28053 EN, doi:10.2791/610394 Retrieved from <http://s3platform.jrc.ec.europa.eu/s3implementation-handbook>
- Harrison, O. (2008). *Open Space Technology: A User's Guide*. Third edition. Berrett-Koehler Publishers; Oakland, CA.
- Hausmann, R. and Rodrik, D. (2003). Economic Development and self-discovery. *Journal of Development Economics* 72(2) pp.603-633.
- Hausmann, R., & Rodrik, D. (2006). Doomed to choose: industrial policy as predicament, Blue Sky Seminar, Center for International Development, John F. Kennedy School of Government, Harvard University.
- Kleibrink, A., Gianelle, C. and Doussineau, M. (2016). Monitoring innovation and territorial development in Europe: emergent strategic management, *European Planning Studies*, doi: 10.1080/09654313.2016.1181717
- Kyriakou, D. (ed) (2017). Addressing EDP pitfalls. Exit, Voice and Loyalty. In Kyriakou, D., Martinez M.P., Peiáñez-Forte, I., Rainoldi, A. (eds) (2017). *Governing Smart Specialisation* Abington: Routledge
- Kyriakou, D., Martinez M.P., Peiáñez-Forte, I., Rainoldi, A. (eds) (2017). *Governing Smart Specialisation* Abington: Routledge
- Laranja, M., Edwards, J., Pinto, H. and Foray, D., *Implementation of Smart Specialisation Strategies in Portugal: An assessment*, EUR 30287 EN, Publications Office of the European Union, Luxembourg, 2020, ISBN 978-92-76-20400-8, doi:10.2760/363370, JRC121189
- Marques Santos, A., Madrid, C., Haegeman, K. and Rainoldi, A. (2020). Behavioural changes in tourism in times of Covid-19, Publications Office of the European Union, Luxembourg, ISBN 978-92-76-20401-5, doi:10.2760/00411, JRC121262.
- Marques Santos, A.; Madrid, C.; Haegeman, K. (2020). *The Role of Smart Specialization in Tourism Recovery*, SMARTER 2020 Conference: 1st Webinar - Place-based responses to the COVID-19 economic crisis, 17 September 2020.
- Marques Santos, A., Edwards, J. and Laranja, M. (2020a). Challenges, Opportunities and Needs for a Sustainable Bioeconomy in the Alentejo Region, Territorial Development Briefs Series, European Commission, JRC122316

Marques Santos, A., Edwards, J. and Laranja, M. (2020b). From Digital Innovation to “Smart Tourism Destination”: some stakeholders’ reflections in times of a pandemic, Territorial Development Briefs Series, European Commission, JRC122316

Marques Santos, A. (2020). *How has COVID-19 accelerated digitization and changed consumer preferences? Focus on the tourism sector*, Presentation in “Innovate in Tourism: From Digital Transition to Smart Destination EDP Workshop”, Algarve, 30 September 2020

Mccann, P. and Soete, L., *Place-based innovation for sustainability*, Publications Office of the European Union, Luxembourg, 2020, ISBN 978-92-76-20392-6, doi:10.2760/250023, JRC121271

Neto, P.; Serrano, M. M.; Santos, A. (2018). “Renewed challenges for public policies in post-2020 Cohesion Policy: From RIS3 to RIS4 and a new social dimension for smart specialisation”, *Public Policy Portuguese Journal*, 3(1): 8-26.

Rodrik, D. (2004). Industrial policy for the twenty-first century. Discussion Paper Series, No. 4767, CEPR, November.

Scharmer, C. Otto (2007). *Theory U: Leading from the Emerging Future As It Emerges. The Social Technology of Presencing*, Cambridge, MA: SoLPress.

Whittington, R. (1996) Strategy as Practice. *Long Range Planning*, 29, 731-735. [http://dx.doi.org/10.1016/0024-6301\(96\)00068-4](http://dx.doi.org/10.1016/0024-6301(96)00068-4)

Statista (2020). Work from home & remote work, Coronavirus (COVID-19) impact – preliminary data.

Annexes

Annex 1. Agenda Entrepreneurial Discovery Process workshop “Sustainable Bioeconomy in the Alentejo Region”, 24 June and 30 June 2020

DIA 1 (24 June 2020)	
10:00 - 10:10	Opening Session <ul style="list-style-type: none"> Welcome Roberto Grilo, President CCDR-Alentejo John Edwards, Joint Research Centre, European Commission
10:10 - 10:40	Plenary session <p>Moderator: Carmen Carvalheira, Vice-President CCDR-Alentejo</p> <ul style="list-style-type: none"> Good governance of RIS3. How to support ‘Entrepreneurial Discovery Process’? Manuel Laranja, ISEG – Universidade de Lisboa Sustainable Bioeconomy in the Alentejo Region Joaquim Fialho, CCDR-Alentejo António Oliveira das Neves, Gabinete Oliveira das Neves
10:40 - 12:30	Participatory Exercise Participants are divided into groups of 5 to 6 people (virtual rooms)
12:00 - 12:15	Plenary Session <ul style="list-style-type: none"> Sharing experience Patricia da Costa Félix Bermejo (FUNDECYT-PCTEX) Closing and next steps of the workshop Carmen Carvalheira, Vice-President CCDR-Alentejo
DAY 2 (30 June 2020)	
10:00 – 10:10	<ul style="list-style-type: none"> Welcome Roberto Grilo, President CCDR-Alentejo
10:10 – 11:30	Plenary session <p>Moderator: Carmen Carvalheira, Vice-President CCDR-Alentejo</p> <ul style="list-style-type: none"> Presentations of the main conclusions from the participatory exercise (10 mins per group) Q&A
11:30 – 12:00	Closing session <ul style="list-style-type: none"> High Technology Incubator in Bioeconomy and Circular Economy Carlos Cabo (FUNDECYT-PCTEX) Closing words – Carmen Carvalheira, Vice-President CCDR-Alentejo

For more information about the event see S3 Platform webpage:

<https://s3platform.jrc.ec.europa.eu/-/alentejo-goes-digital-with-its-edp?inheritRedirect=true>

Annex 2. Agenda Entrepreneurial Discovery Process workshop “Innovate in Tourism: from Digital transition to Smart Destination” 30 September and 8 October 2020

DAY 1 (30 September 2020)	
09:45 - 10:00	Registration / Access / Virtual Welcome coffee
10:00 - 10:10	Opening Session <ul style="list-style-type: none"> • Welcome Francisco Serra, President CCDR-Algarve • Mark Boden, Team Leader, Joint Research Centre, European Commission
10:10 - 10:30	Plenary session Moderator: Aquiles Marreiros, CCDR-Algarve <ul style="list-style-type: none"> • Tourism in the Algarve region: Challenges for a smart destination Aquiles Marreiros, CCDR-Algarve Hugo Barros, CRIA UALG • How has COVID-19 accelerated digitization and changed consumer preferences? Focus on the tourism sector Anabela Santos, Joint Research Centre, European Commission • Good governance of RIS3. How to support ‘Entrepreneurial Discovery Process’? Manuel Laranja, ISEG – Universidade de Lisboa
10:30 - 12:00	Participatory Exercise Participants are divided into groups of 5 to 6 people (virtual rooms)
12:00 - 12:15	Plenary Session Moderator: Aquiles Marreiros, CCDR-Algarve <ul style="list-style-type: none"> • Sharing experience Carmen Carvalheira, Vice-Presidente CCDR-Alentejo • Closing and next steps of the workshop Francisco Serra, President CCDR-Algarve
DAY 2 (8 October 2020)	
09:45 - 10:00	Registration / Access / Virtual Welcome coffee
10:00 - 10:05	<ul style="list-style-type: none"> • Welcome Francisco Serra, President CCDR-Algarve
10:05 - 11:15	Plenary session Moderator: Aquiles Marreiros, CCDR-Algarve <ul style="list-style-type: none"> • Presentations of the main conclusions from the participatory exercise (5-10 mins per group) Q&A
11:15 - 11:30	Closing session <ul style="list-style-type: none"> • Project “Smart Destination” – Digital Innovation Hub Francesco Berrettini, Algarve STP • Interregional partnership for Smart Specialisation on Digitalisation and Safety for Tourism (https://s3platform.jrc.ec.europa.eu/tourism) Ana Moniche, Junta de Andalucía • Closing – Francisco Serra, President CCDR-Algarve

For more information about the event see S3 Platform webpage:

<https://s3platform.jrc.ec.europa.eu/-/innovate-in-tourism-from-digital-transition-to-smart-destination?inheritRedirect=true>

List of abbreviations and definitions

AoH	Art of Hosting
EDP	Entrepreneurial Discovery Process
EU	European Union
IT	Information technology
JRC	Joint Research Center
S3	Smart Specialization Strategies

List of boxes

Box 1. Lessons learned: Before the event phase	16
Box 2. Lessons learned: During the event phase	17
Box 3. Lessons learned: After the event phase	17

List of figures

Figure 1. S3 as Strategic Planning Process and S3 as a balanced planning and participatory incremental process	9
Figure 2. RIS3 Innovation priorities for the Alentejo region in the period 2021-2027	13
Figure 3. RIS3 Innovation priorities for the Algarve region in the period 2021-2027	14
Figure 4. Steps of an online EDP workshop	16
Figure 5. Number of participants in the EDP workshop, Alentejo , Portugal	18
Figure 6. Number of participants in the EDP workshop, Algarve , Portugal	18
Figure 7. Overall satisfaction about the EDP workshop, Alentejo , Portugal	18
Figure 8. Overall satisfaction about the EDP workshop, Algarve , Portugal	18
Figure 9. Satisfaction on the duration of the World Café session in day 1 (2h00), Alentejo , Portugal	19
Figure 10. Satisfaction on the duration of the World Café session in day 1 (1h30), Algarve , Portugal	19
Figure 11. Format preferences for future EDP workshops, Alentejo , Portugal	19
Figure 12. Format preferences for future EDP workshops, Algarve , Portugal	19

List of tables

Table 1. Pros and Cons of online versus in-person meetings/events	12
Table 2. List of the initial issues to discuss in the Alentejo and Algarve workshops	14
Table 3. Word Café questions in the Alentejo and Algarve workshop	15
Table 4. Summary of the main conclusions of the workshops (*).....	15

GETTING IN TOUCH WITH THE EU

In person

All over the European Union there are hundreds of Europe Direct information centres. You can find the address of the centre nearest you at: https://europa.eu/european-union/contact_en

On the phone or by email

Europe Direct is a service that answers your questions about the European Union. You can contact this service:

- by freephone: 00 800 6 7 8 9 10 11 (certain operators may charge for these calls),
- at the following standard number: +32 22999696, or
- by electronic mail via: https://europa.eu/european-union/contact_en

FINDING INFORMATION ABOUT THE EU

Online

Information about the European Union in all the official languages of the EU is available on the Europa website at: https://europa.eu/european-union/index_en

EU publications

You can download or order free and priced EU publications from EU Bookshop at: <https://publications.europa.eu/en/publications>. Multiple copies of free publications may be obtained by contacting Europe Direct or your local information centre (see https://europa.eu/european-union/contact_en).

The European Commission's science and knowledge service

Joint Research Centre

JRC Mission

As the science and knowledge service of the European Commission, the Joint Research Centre's mission is to support EU policies with independent evidence throughout the whole policy cycle.



EU Science Hub
ec.europa.eu/jrc



@EU_ScienceHub



EU Science Hub - Joint Research Centre



EU Science, Research and Innovation



EU Science Hub



Publications Office
of the European Union

doi:10.2760/094408

ISBN 978-92-76-30903-1