

TECHNICAL S3
WORKSHOP
(LEVEL 1)

Qualitative analysis for smart specialisation priorities

2.12.2020

CCCREATION
D O M E N B O L E

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Outline



- QA in general
- Main factors influencing the QA process
- General recommendations on the QA process
- Conclusion

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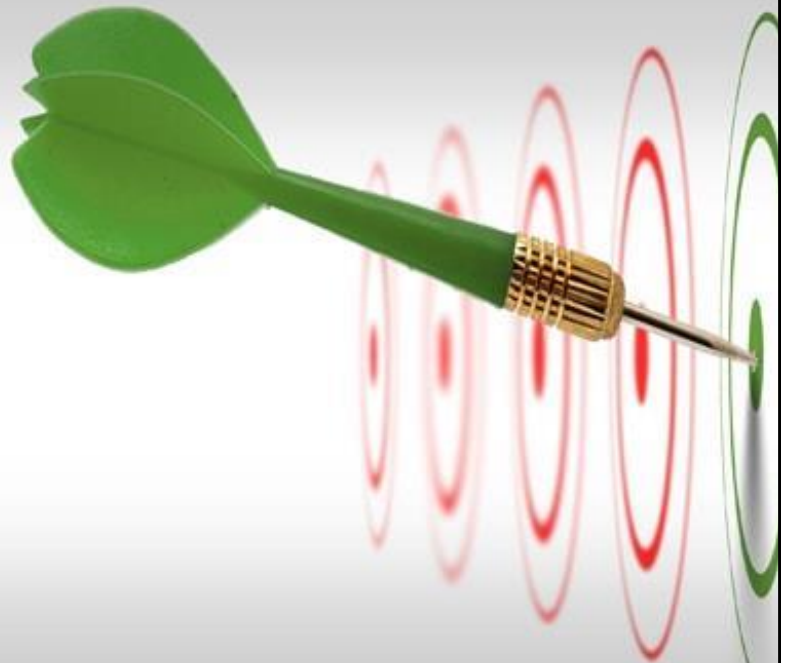
Qualitative analysis (QA) in general

- **In the RIS3 design FW stage:** “In-depth analysis of priority domains (qualitative)”
- **Main activity:** Meeting experts from preliminary priority domains to gain qualitative interpretation of the mapping result
- **Purpose:**
 - to overcome the constraints of existing industry and scientific classifications
 - to uncover real sectors and value chains they represent.

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Key objectives

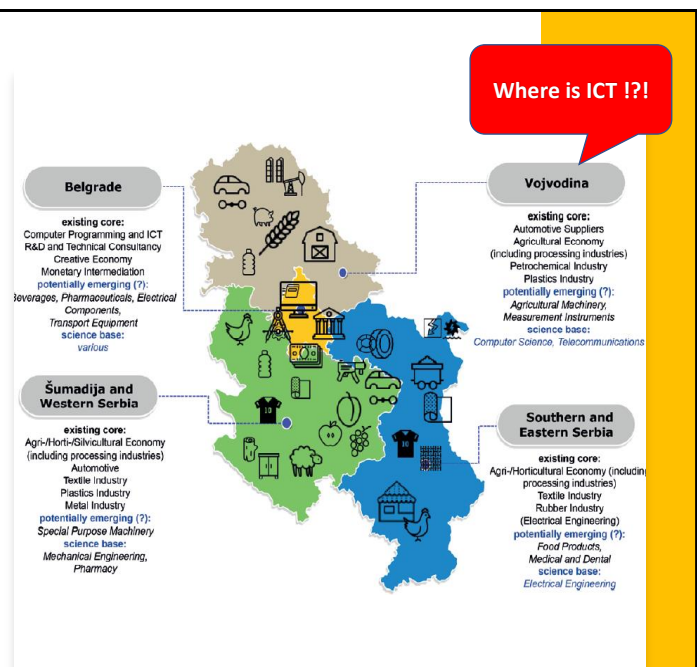
1. Attract (and retain) **national stakeholders** from the preliminary priority domains
2. **Collect qualitative data** from these stakeholders
3. **Analyse data and justify priority domains** needed to proceed to the next stage of RIS3 designs



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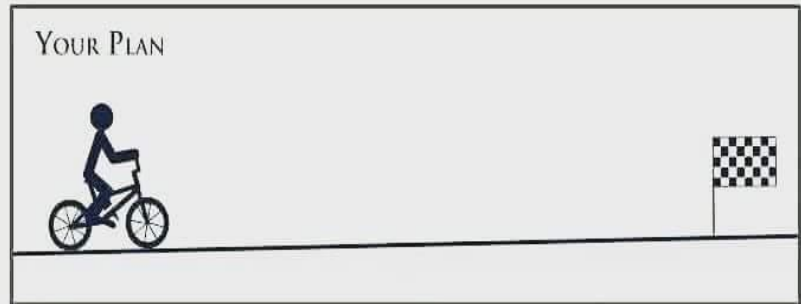
Case: The constraints of existing classifications

- **Problem:** Vojvodina region is well known as centre of ICT in Serbia, but this was not recognised by the Quantitative Analysis → the **outrage of ITC community**
- **QA activity:** A case study was conducted, including 40+ interviews with different stakeholders
- **Conclusion:**
 - ICT was not recognised as main actors used different NACE classification for main activity to be legible for tax relieves.
 - Big potential in custom software solutions.



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QA seems straight forward...



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Case: Plan vs. reality

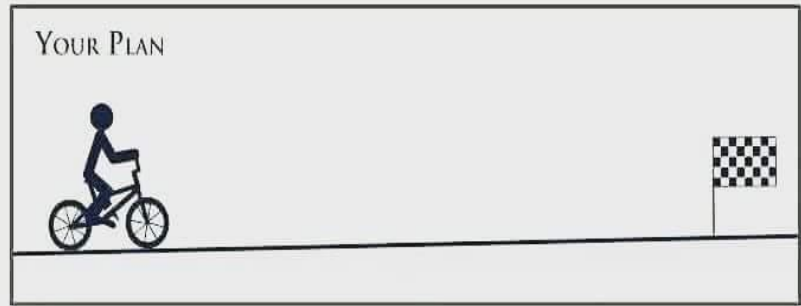
- Initial plan in Serbia:
 - Duration: **4 months**, April 2018 – August 2018
 - Local S3 team: **6 people**
 - Symbolic financial resources

- In reality:
 - Duration: **8 months**, August 2018 – March 2019
 - Local team of 7, Chamber of commerce team of 6, International project lead, Inter-ministerial working group with Public Policy Secretariat: **20+ people**
 - HR, PR, travel and material costs: **20,000+ EUR** (SECO and World Bank)



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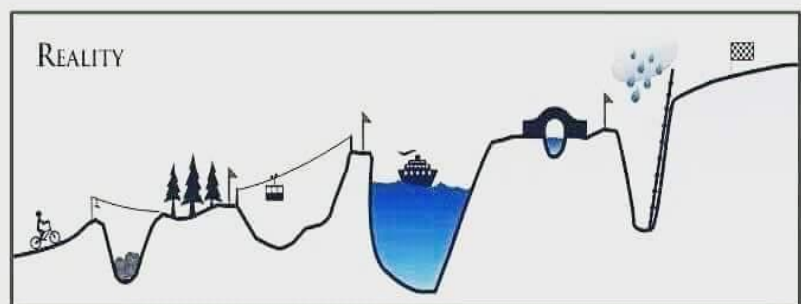
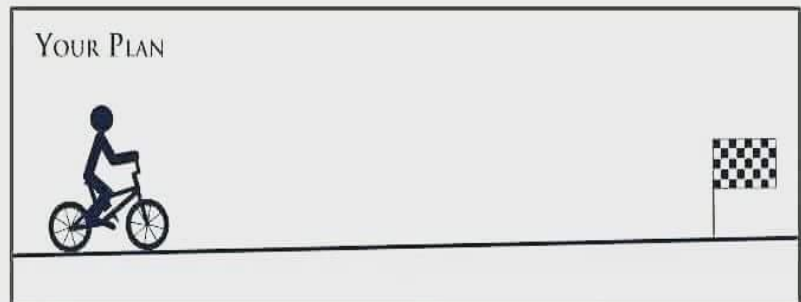
QA seems straight forward...



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QA seems straight forward, but it's NOT!

Initially planned timelines and resources are in practice breached by several times!



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Main factors influencing the process

- JRC standards: Framework & RIS3 guide
- Macro-regional specifics and culture
- National / regional context
- COVID 19 measures

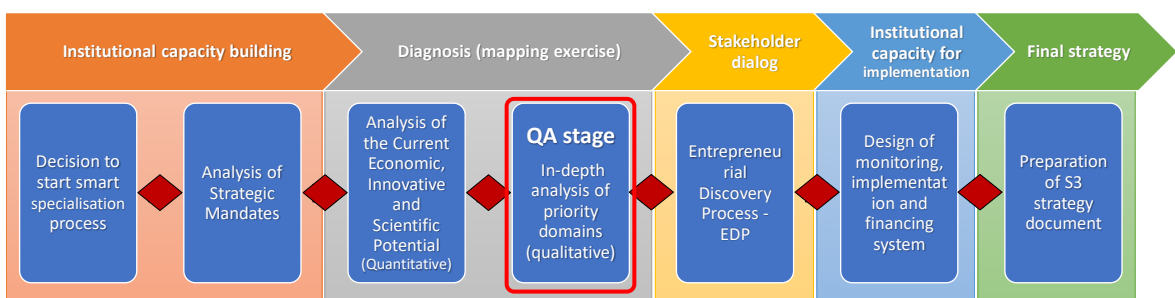
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Main factors
influencing the
process

JRC standards on QA: Framework & RIS3 Guide

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QA within the RIS3 design process (Framework)

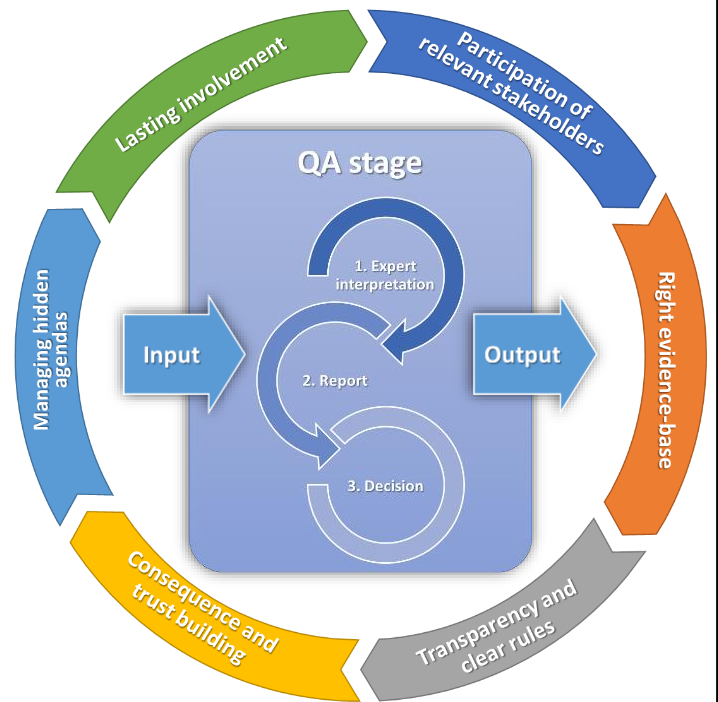


- **QA position:** from analysis to increased **stakeholder participation and visibility**
- **Stage-gate process:** progress only after **formal approval** to ensure **high standards**

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JRC standards for QA

- **Key elements** and principles of stakeholder participation
- **Methodology with 3 sub-stages**
 - Info collected from experts via case studies, focus groups or interviews (10-15) per area!
 - Expert representing the key and most innovative companies, sectorial experts and researchers cooperating with business
 - Fact based decision on priority domains
- Obligatory **inputs** from quantitative analysis
- Obligatory **outputs** as foundations for successful EDP



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Case: JRC standards in QA in North Macedonia

- Quantitative report: 6 preliminary priority domains
- **QA activities based on methodological guidance:**
 - Initial training of the local QA team (6 members from CoC)
 - Creation of uniform questionnaire & list of stakeholders
 - **84 interviews** (10-15 pre domain) experts from industry, academia & government
 - Documenting and approving **84 meeting minutes** (transparency, traceability)
 - Compilation of data in a structured form
- **TO-DO:**
 - Interim report for preliminary findings
 - Focus groups to polish findings
 - Development of the QA report with domain justification
 - Decision on priority domains for EDP, **key input for the design of EDP and list of stakeholders & ambassadors**



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JRC standards just after the QA stage

QA stage has to provide output that will set foundations for successful EDP!

The EDP process in one preliminary priority domain is valid if there are:

- At least 30 unique key stakeholders
- representing quad-helix, at least 50% from industry
- continuously present at EDP thematic workshops and providing feedback



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CASE: JRC requirements for stakeholders participation after QA

For 6 priority domains in North Macedonia:

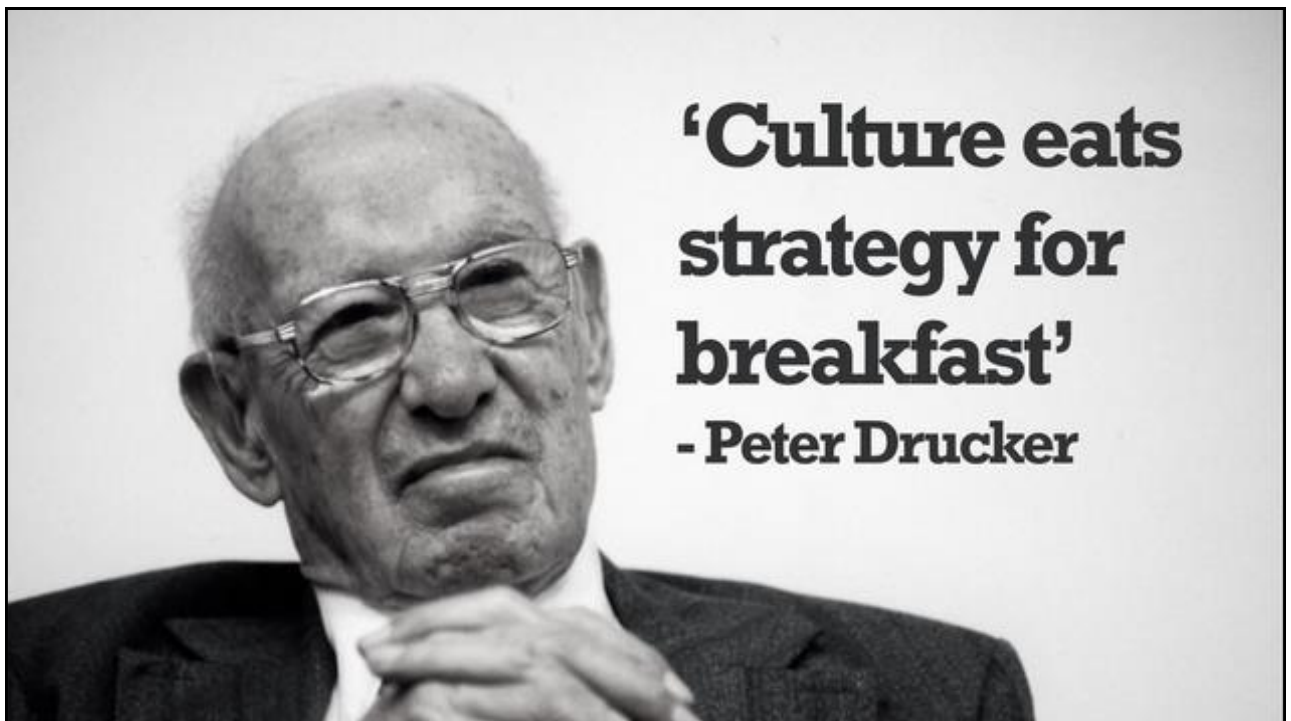
- At least **180 stakeholders** continuously participating in EDP
- At least **90 top innovative businessmen** discussing with academia and government stakeholders
- Physically present at **4 consecutive EDP thematic workshops** for their domain
- Give feedback on the minutes and report of each workshop



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Specifics of innovation ecosystems

- Instead of intensive collaboration, today parts of **innovation ecosystems operate in silos**, maintaining the culture of **poor dialog and non-collaboration**, which further deepens the gaps among them
- **Gaps and systemic distrust** made stakeholders suspicious about the clear intention of the RIS3 process and consequently refused to participate or share information
- Smaller regions with **small number of stakeholders**



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Motivation, ownership and resources for S3

- **Lack of funding for implementation is hampering the motivation** of additional key stakeholders from different ministries, academia and industry to participate in the RIS3 process.
- **The ownership for implementation** will only be developed by co-creation where all stakeholders feel they contributed and will also gain a lot. However, the lack of participation described above is seriously affecting the ownership as well.
- Countries need to (re)allocate other, mainly national resources, which can lead to **conflicts regarding resources and ownership needed for implementation**.
- **Lack of resources for the RIS3 design** can seriously hamper the quality and fluidity of the process.



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Regional specifics hamper stakeholder participation and collaboration!

RISK:

Lack of participation & collaboration → No RIS3

MITIGATION:

- Attention to this issue must be dedicated before the EDP even begins **and the QA stage is the last one before EDP!**
- **The QA stage is where trust and motivation must be created to ensure future participation.**



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Case: Building stakeholder trust in QA in Serbia

Goal: Besides **participating to the QA interview**, stakeholders need to **remain active participants** later on.

Activities to build trust in the QA process were:

- **Support of the PM cabinet**
- **Securing funds** for the design (and estimation of funds for implementation)
- Building the local **QA team of respected insiders**
- **Careful planning** of the QA stage and beyond
- **Extensive onboarding** with development of **clear value proposition** for stakeholders
- Extending the QA with **additional outputs**:
 - List of Key stakeholders and ambassadors
 - Preferences for the design of EDP



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Web Meeting on
qualitative
analysis
methodological
guidelines

National / regional context influencing the QA

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Existing policy framework

- **RIS3 is only one of the strategies** contributing to the regional development; FDI, industrial strategies, capital investments and have tangible results and are much more popular.
- Much needed **cross ministerial collaboration** (economy, science, finance, agriculture, tourism) **is seldom** the case.
- In the less developed economies **horizontal framework conditions tend to be the main subject of interest to the key stakeholders**, however the RIS3 is not about these measures.
- The strategy document to be adopted on the national level, it should also meet the national requirements, which **is not always synchronized with JRC standards**.

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Available support, resources and vision

1. The High-level support and awareness
2. RIS3 process governance structure
3. Strategic positioning and mandate of S3
4. Input from the quantitative mapping report
5. Available financial resources and desired timeframe
6. Human resources, skills and knowledge of the local team
7. Clear vision of the future process and stakeholder participation
8. Clear value proposition for motivation of stakeholders
9. Visibility, PR and IT support

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Case: Re-establishing support for the RIS3 before the QA

Disagreement between crucial stakeholders before QA.

Repeating the analysis of strategic mandates, gathering key national policy and intermediary actors to find common understanding about:

- How RIS3 policy mix will be harmonized with other relevant policies (industrial strategy, SME strategy)?
- Where is the place for horizontal measures? How is this linked with the RIS3?
- An estimation of allocated financial resources for the RIS3 implementation?
- Resources, governance and timeline for QA and EDP stage
- Securing financing to cover the design costs (SECO,WB)
- Sponsorship of the prime ministers cabinet



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General recommendations on the QA process

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Complex challenges call for systematic approach

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Secure full high-level political support



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Conduct situation analysis and develop a QA project plan

- **Tasks & Deliverables with Outputs**
- **Resources and partners:** human, financial, support services, etc.
- **Timeline:** A high-level view of project tasks and milestones
- **Project management:** Protocols, procedures, Internal communication and Documentation, monitoring and Governance,
- **Communication plan**
- **Risk Management**



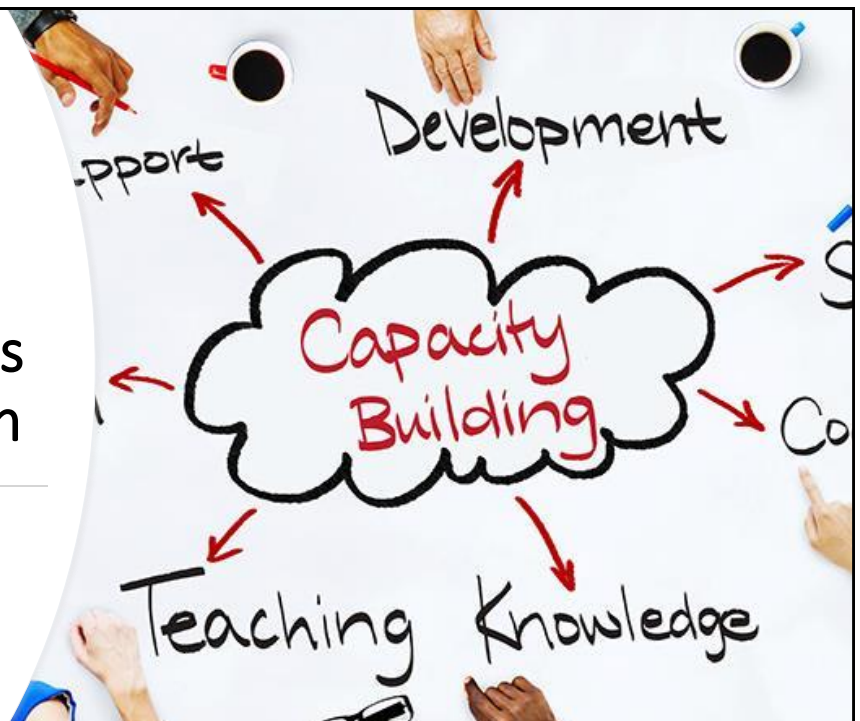
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Adjust governance and allocate resources

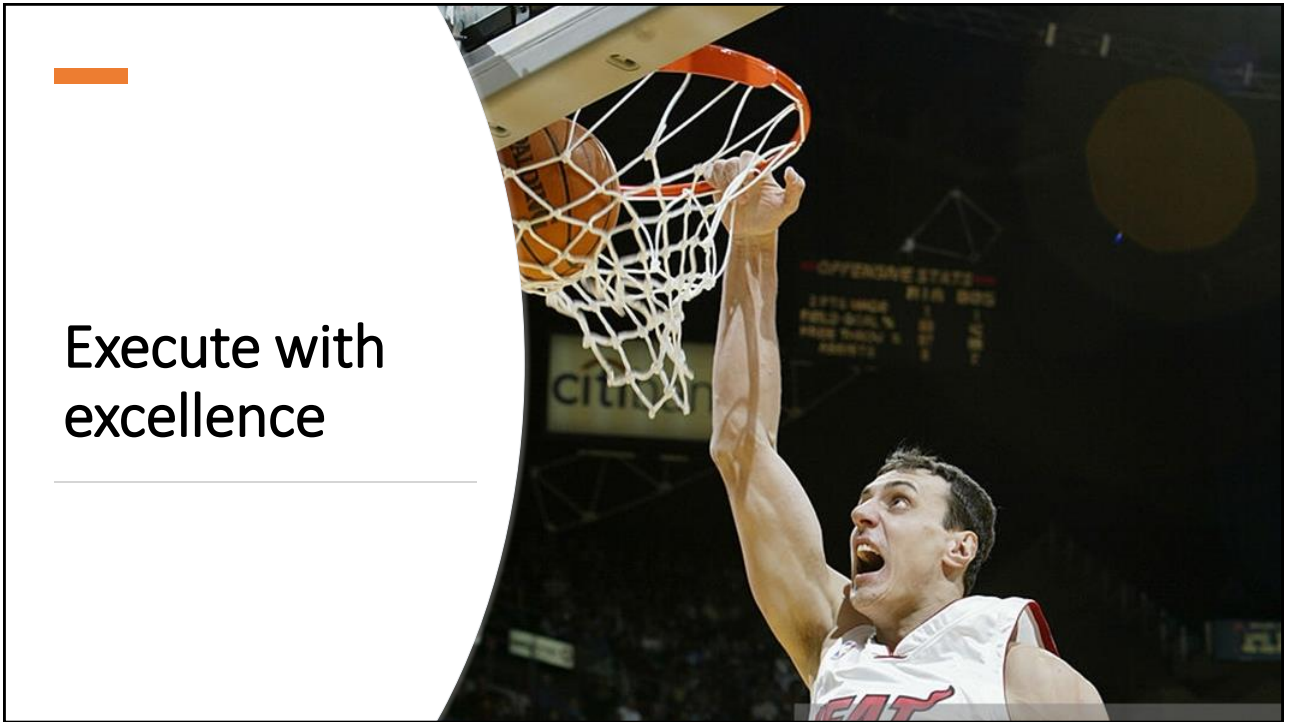


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Build capacities of the QA team



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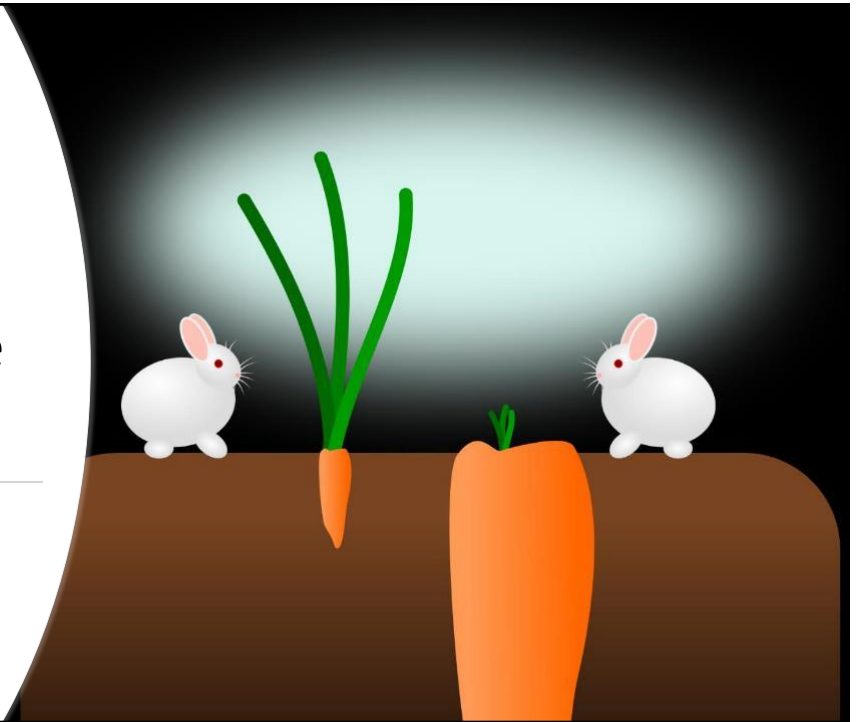


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Do NOT underestimate the QA



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Co-create your own process adopted to local context



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Empower
dedicated
leader with a
clear vision



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Questions & Answers



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