S3 Peer-exchange workshop

Qualitative mapping - guidelines for execution
29.3.2022

COCREATION
D O M E N   B O L E

Qualitative mapping or 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 – „reality check"**:
  - to overcome the constraints of existing industry and scientific classifications
  - to uncover real sectors and value chains they represent.

QA within the RIS3 design process (S3 Framework)
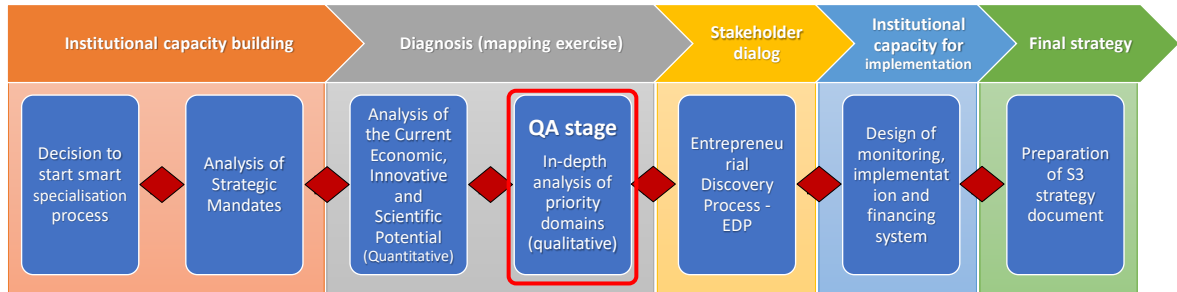
- **QA position**: from analysis to increased **stakeholder participation and visibility**
- **Stage-gate process**: progress only after **formal approval** to ensure **high standards**

The inputs for the QA

Inputs should come from the first three stages:

- Agreement of key policy actors on the **position and scope of RIS3** within the national policy landscape:
  - **how RIS3 policy mix will be harmonized** with other relevant policies?
  - **how RIS3 priority areas will be harmonized** with priority areas identified by other strategies?
  - **national vs. regional** approach?
- What is the existing economic, scientific and innovative potential? What are the priority areas that have potential for smart specialization?
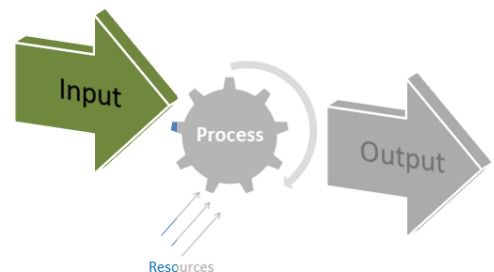
Process of the Qualitative analysis stage

- Numerous interviews
- Structured input for the qualitative report:
  - Real sectors based on true value chains
  - Key players & Ambassadors
  - Attractive title of domains
  - Verify proposed EDP
- Inclusiveness of JRC in establishment of the priority domains

| 4.1	Expert interpretation of the results of mapping exercise	The qualitative interpretation of the results is necessary to overcome the constraints of existing industry and scientific classifications and uncover real sectors and value chains they represent. Specific value chains for priority domains have to be identified together with challenges and trends. It can be done on the basis of in-depth interviews, focus groups or case studies with experts representing the key and most innovative companies, sectorial experts and researchers cooperating with business. If interviews are considered, minimum 10-15 interviews with key organisations should be conducted per preliminary priority domain. The result of this analysis is the better definition of preliminary priority domains for the purposes of entrepreneurial discovery process.
4.2	Publication of the report	The smart specialisation process has to be transparent. The qualitative report should be made available to the public minimum in electronic version and made available (in English) on the S3 Platform portal. If necessary it should also be translated to the local language. Mapping report and qualitative report can be published together.
4.3	Decision on priority domains for EDP	After the quantitative an qualitative analysis, a common panel should be organized involving national smart specialisation team, experts and JRC representatives in order to establish the priority domains for the entrepreneurial discovery process.

The output of the QA

- Providing answers to following questions:
  1. What are the **preliminary priority areas** for EDP and their basic characteristics?
  2. Who are the **relevant stakeholders** in these areas?
  3. What are the **preferences** of the **relevant stakeholders regarding the execution of EDP**?
- **This information is the input for the next stage: the Entrepreneurial Discovery Process**
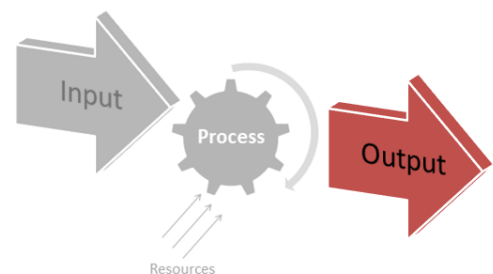
The key objectives

1. **BUILD TRUST**!!! 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
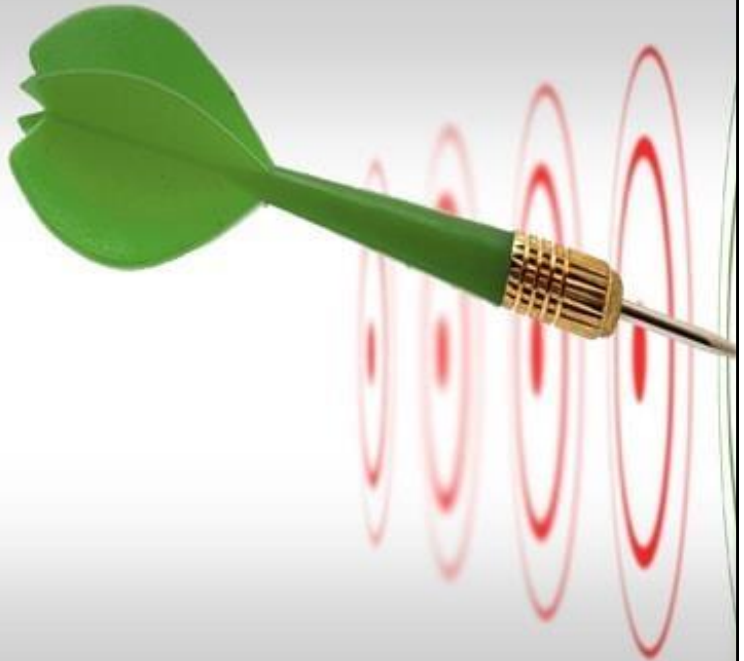
QA Team and other resources

- The QA team will be the first who will **have face-2-face contact with key stakeholders,** which must also to remain active participants.
  - High level of motivation
  - High reputation
  - Great network
  - Ideally two local experts per domain (need to cover/understand stakeholders from business, academia and government)
- Ideally this team would **conduct also the EDP**
- Secure **enough time & finance**

Capacity building of the QA team on S3

Prior to execution of the QA interviews, **the QA team members must build the capacity to become credible promotors of the S3 process:**

- General framework & principles of the RIS3 design
- **Strategic position of the S3** and the **scope of measures** that can be a part of RIS3 policy mix
- Available **resources for implementation**
- **Clear value proposition** for motivation of stakeholders
- **Vision of the future process and required stakeholder engagement**
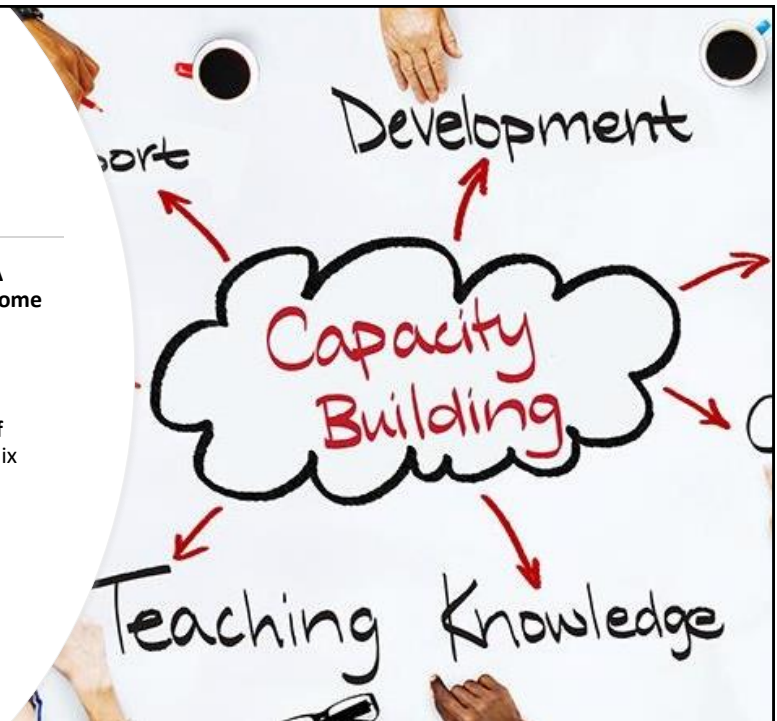
Co-creation of fine-tuned QA plan

- **Detailed action plan**
- Harmonization of **list of stakeholders**
- Standardized **communication messages with benefits & channels for invitations**: pitches, email templates, formal supporting letters, referrals
- Uniform **questionnaire** for stakeholders, with **questions that target group can understand**.
- **Documenting process**: forms, tables, report templates for minutes, documenting system and access rules
- **Management protocols**: task assignment, reporting, communication and documenting & approving procedures

Identification of relevant stakeholders

- At least 10-15 stakeholders for each focus area:
    - Businesses (at least 50%).
    - Relevant researchers
    - Government officials
    - Civil organizations.
- **Relevant stakeholders** should meet these criteria:
    - In-depth knowledge of the sector; its position in the global value chain, competitiveness at global and regional levels, trends, key players and best-case examples of innovation
    - Extensive personal network.
   - High reputation in the community.

Attract stakeholders

- **Prepare for each stakeholder**: know who they are, what their expectations are and adapt!
- **Use agreed unified communication messages** & channels for invitations
- Invitations should **not be sent all at once**
- Do not contact the most important stakeholders first, **rather test your questions and assumptions with those that you know best**.
- Use referrals

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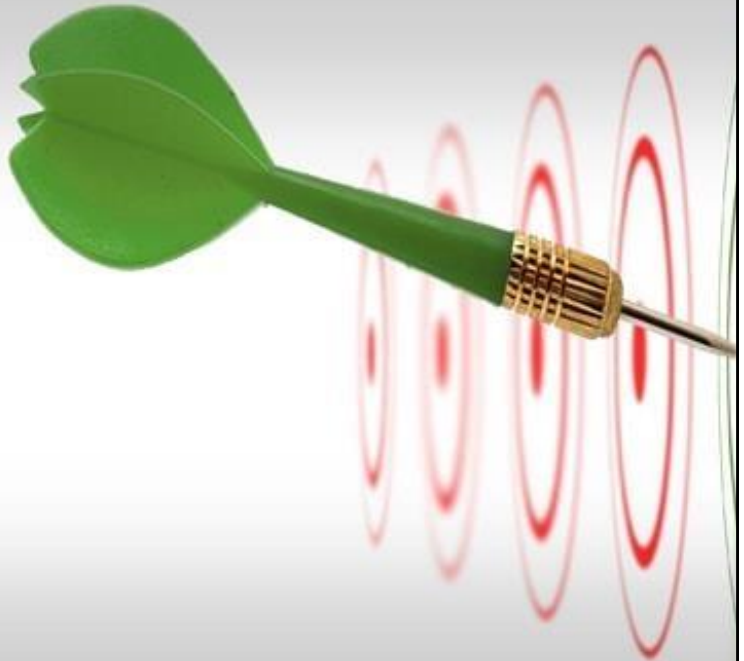
Research questions to be answered

- **In-depth definition of preliminary priority domains**:
    - What are the outstanding products and services?
    - How competitive is industry & research at the international / regional level? Level of industry & academia collaboration?
    - What is the position of national players in global value chains? Which parts of the value chain are present and in which regions?
    - International/regional comparative strengths & challenges?
    - Is the level of internationalization generally high or low?
    - What is the role of start-up, scale-up and other SMEs?
    - What are the significant future trends?
    - What is the potential for cross-sectoral innovation?
- Who are the key stakeholders in priority domains?
- How to adjust the future EDP to the needs and capabilities of key stakeholders?
- Who are the "ambassadors" of processes?

Adjust the questions to the target group!
It is the respondent that must understand the question!

Interviews

Minimum 10-15 face-to-face interviews per domain must be conducted, at least 50% of stakeholders from industry.

Interviews should be **conducted by a pair of local experts:**

- At least one person should be **expert in the field,** enabling sophisticated conversation and understanding of the respondent's sector specific input.
- The other person should be **focused on taking notes**.

Recommendations:

- **Know the respondents, their expectations and adapt.**
- **Ask for referrals.**
- **Intermediary workshops** to exchange experience.
- Stick to project procedures and communication rules.
- Mind the GDPR

Documenting

Data collected **should promptly be documented:**

- **in the uniform manner** (into a spreadsheet)
- And **meeting minutes** should be created and **approved by the respondent**

Document as a team:

- Personnel conducting interviews should **discuss and compose the input** as a team.
- Compile **joint conclusion on the go**, thus improving the qualitative insights in the sector
- This will contribute:
    - to the quality of further interviews and
    - facilitate the overall analysis and reporting.

Focus groups

Focus groups usually follow 1st round of interviews **with a goal**:

- to confirm findings from the intermediate analysis for each preliminary priority area.
- to clarify comments and fill gaps in the intermediate report.

Each focus group **should ideally be composed**:

- of up 5-6 key stakeholders that were identified as possible ambassadors and
- and some additional key stakeholders that should also participate in future EDP.

The composition should follow similar structure as the population of the respondents in during interviews (at least 50% from industry)

Case study

- **In-depth analysis of one preliminary domain:**
  - Development and approval of web questionnaire
  - On-line data collection
    - Analysis of data collected online
  - Interviews & focus groups
    - Analysis of data collected online
  - „Market analysis": turnover, HR, import / export
  - Final report

- **High work-load and time consuming:**
  - **Duration of 6+ months**
  - **5 local experts**
  - 50+ pages report, 40 questionnaires, 20+ minutes

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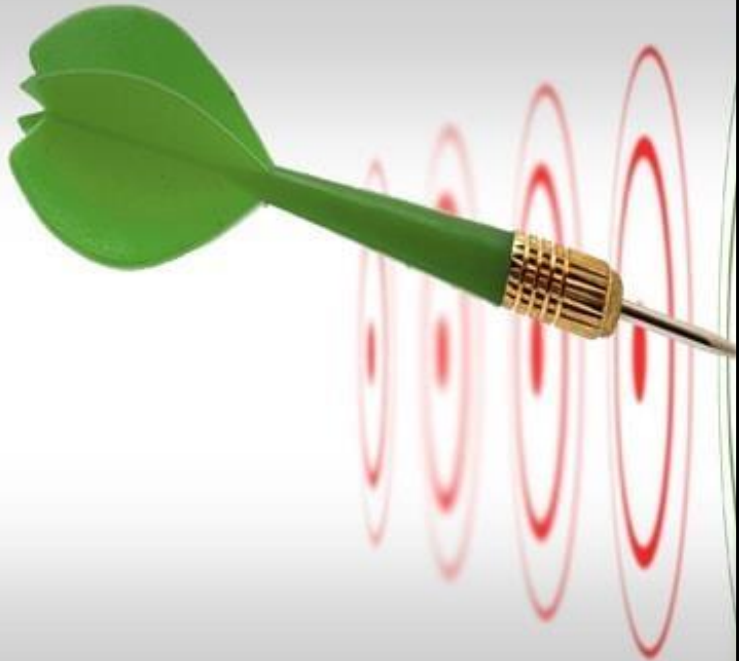
Qualitative data analysis

- The responses from the interviews should be **analysed in-depth** in terms of:
    - **identifying common denominators** and identifying major variations and
    - explaining what **factors lead to differences**
- This will also provide qualitative insights needed to successfully manage the future EDP.

Standards of the final report

- **The main source** of data for the Final report is the **stakeholder feedback analysis**.
- The sources of each statement should strictly be indicated and could be either:
    - **In-depth analysis** of feedback obtained through interviews.
    - **Focus group conclusion**.
    - **Additional or alternative** sources, with the reference clearly stated.
- Use concise, scientific language and style.

FINAL

REPORT

Questions & Answers