

ACTIVITY 2.1

D.T2.1.5

STAKEHOLDERS INVOLVEMENT

Stakeholders involvement

FINAL VERSION

11/2020

DEX Innovation Centre - PP5 - Czech Republic





Project Number	CE1492
Project Name	Towards the application of Industry 4.0 in SMEs
Project Acronym	4STEPS
Work package	WPT2-From catalogue to action: local implementation of and intervention plan
Activity	Activity 2.1.Transnational action Plan
Deliverable	Deliverable D.T2.1.5 - Stakeholders involvement
WP responsible partner	DEX Innovation Centre
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Author	Jan Marek
Contributors	PP5 Michal Štefan



1. Introduction of the 4STEPS project

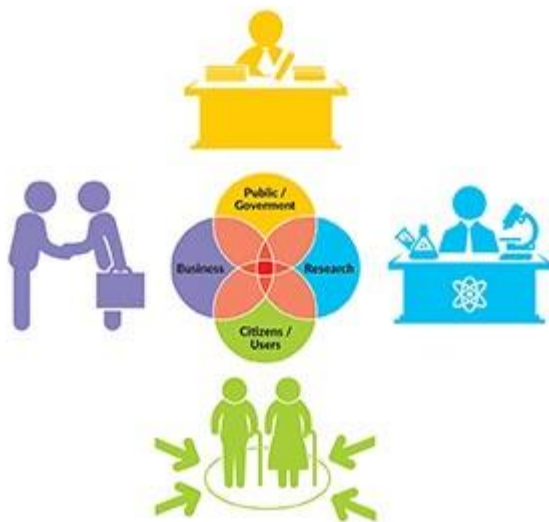
4STEPS project is addressing the main challenge of Industry 4.0 (I4.0) as a tool towards a new, digital industrial revolution holding the promise of increased flexibility in manufacturing, mass customisation, increased speed, better quality and improved productivity and its development is supporting the RIS3 in the target regions in the different sectors. SMEs in the target regions are lagging behind in the adoption of innovative tools and solutions proposed by I4.0 revolution and need to increase transnational collaboration in facing this challenge.

The main project objective is to support the successful RIS3 implementation applying the I4.0 to all the industrial sectors identified by each region. The innovative elements of 4STEPS will be the methodology applied based on the involvement of all the actors of the quadruple helix, thanks to a bottom up approach.

2. Stakeholder involvement

4STEPS project partners need to ensure the involvement of all key quadruple-helix stakeholders into the definition of the Transnational Action Plan, starting from the research and business sector, through society (mainly through A.T2.2) to the decision-makers (primarily through D.T2.1.4).

QUADRUPLE-HELIX MODEL



This deliverable defines the methodology for the involvement of all relevant stakeholders and lists possible existing participatory methodologies.



2.1. Step 1 - Whom to involve?

The first necessary step is to map all relevant quadruple-helix stakeholders and possible groups of users (SMEs, large enterprises, non-governmental organizations, policy-makers, innovation agencies, public authorities, universities and research centres, laboratories, business support organizations, chambers of commerce, schools, associations and individuals) together with their primary motivations for being potentially involved in the Digital Innovation Hub and the Transnational Action Plan.

The stakeholders have been partially contacted in the framework of deliverable D.T1.2.1 (Mapping report the 9 elements of Industry 4.0 compared to SMEs needs in each RIS3 region) and D.T1.3.2 (The TML applied to the sector of the RIS3). Therefore, the definition of their needs is not a task from the beginning, but a continuation on already accomplished tasks.

Importantly, partners need to analyze who could be the RIS3 responsible institutions, how the RIS3 strategy is being formed and who can influence it through for instance their participation in the relevant discussion/decision platforms.

The expected process of this step per partner is

- i) stakeholder map listing stakeholders into 4 quadrants together with the motivation for potential involvement,
- ii) power-interest matrix comparing these stakeholders also on a 2-axis power-interest map.

The below examples provide inspiration for partners' work on Step 1.

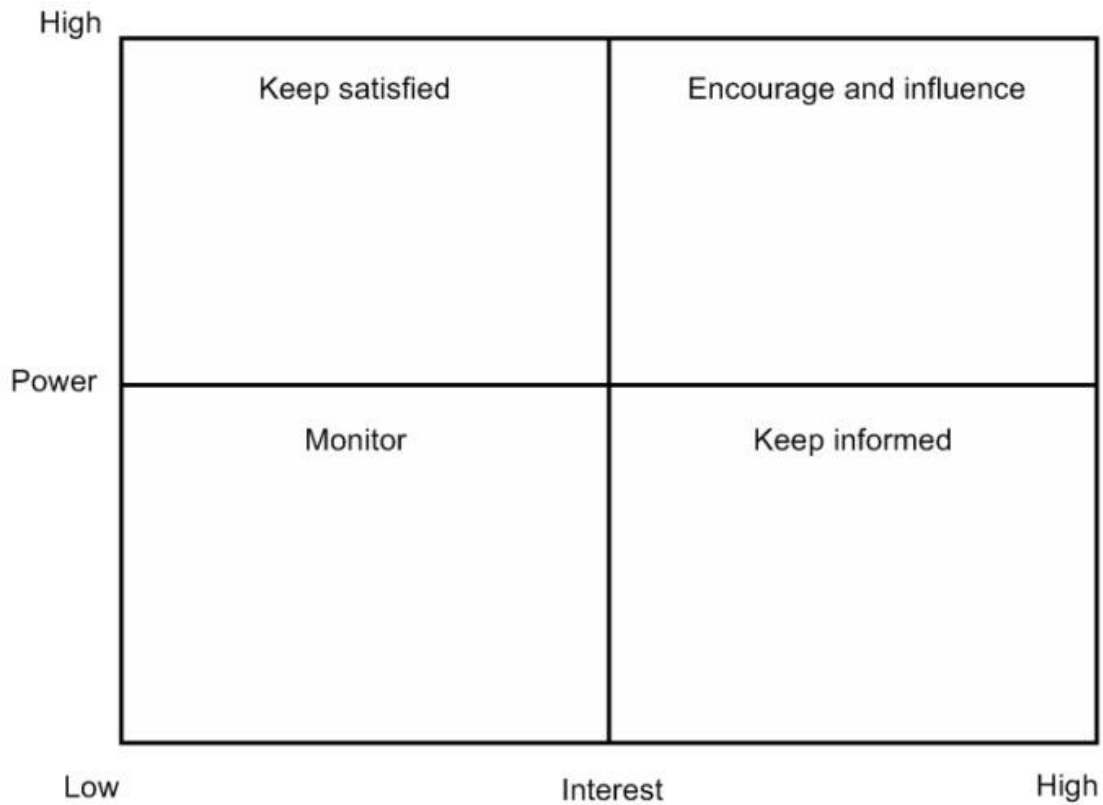
STAKEHOLDER MAP

PUBLIC ADMINISTRATION HELIX			BUSINESS HELIX		
Stakeholder	Motivation	Involvement in RIS3 discussion/decision platform?	Stakeholder	Motivation	Involvement in RIS3 discussion/decision platform?
RESEARCH AND EDUCATION HELIX			CIVIL SOCIETY AND USERS HELIX		
Stakeholder	Motivation	Involvement in RIS3 discussion/decision platform?	Stakeholder	Motivation	Involvement in RIS3 discussion/decision platform?



POWER INTEREST MATRIX

Stakeholder power / interest matrix



2.2. Step 2 - Where and why to involve specific stakeholders?

Having mapped and compared stakeholders, the second necessary step is to define to which 4STEPS activities partners would like to involve specific stakeholders and why. The expected process of this step per partner is

- i) indicative plan for stakeholder involvement into 4STEPS activities.

PLAN FOR STAKEHOLDER INVOLVEMENT

Stakeholder	Worksh ops - Digital Skills for all (YER/N O + why if YES)	Worksh ops - Digital Skills for the labour force (YER/N O + why if YES)	Worksh ops - Digital Skills in education (YER/N O + why if YES)	DIH Instrument 1 (YER/N O + why if YES)	DIH Instrument 2 (YER/N O + why if YES)	DIH Instrument 3 (YER/N O + why if YES)	DIH Instrument 4 (YER/N O + why if YES)	DIH Instrument 5 (Pilot) (YER/N O + why if YES)	Definition of new services for the DIH (YER/N O + why if YES)



		why if YES)	YES)						why if YES)
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2.3. Step 3 - How to involve specific stakeholders?

The last step is to define which involvement formats to use for each selected stakeholder, their aggregated groups or even the whole activity/task. The Digital Innovation Hub run by a 4STEPS partner should be the centre of shared knowledge, perceived as a specialist and the partner in defined knowledge. Regular meetings, networking and education play an important role in keeping stakeholders' involvement. And the partner needs to be active in this process to shape it. The used formats will be highly dependent on the previously mapped power-interest matrix.

While the most important sector is a high power, high-interest stakeholders where individually customized involvement needs to be planned for each stakeholder and activity to encourage and influence them, partners shall also actively work with high power - low interest profiles of stakeholders (usually public administrations or large enterprises) or high interest - low power stakeholders (usually SMEs, non profits, etc.).

The expected final process of this step per partner is

i) specific concepts for 4STEPS specific activities as detailed e.g. in D.T2.1.2, D.T2.2.1-3 and D.T2.3.1).

3. List of participative methodologies available for stakeholder involvement

As we aim to engage influential relevant stakeholders with high competency in their specialisation, these are usually stakeholders who have many activities, several competencies and responsibilities and therefore they consider carefully their time investment in any activity. For this reason it is very important to consider motivation of the stakeholders to invest their time into the activities of the Digital Innovation Hubs (DIHs).

All the below mentioned participatory methods are not only an inspiration about the proven processes itself, but also open the dimension of motivation, added value and some kind of reward for the stakeholders.

Possible motivation of stakeholders to participate in activities of DIH:

- Networking - meet new personalities and institutions
- Learn - learn new skills and attitudes, get new insight, new understanding
- Present - give opportunity to present him/herself, company, project, ideas
- Influence - give the opportunity to participate in processes influencing the sectoral environment
- Unusual event - give opportunity to visit unusual locations, unique production technologies, technical monument

Method	Description	Not to forget	Stadium of
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			DIH life where it fits the best
Workshop	A meeting of people to discuss and/or perform practical work in a subject or activity. Stakeholders should actively participate in the development of a relevant document (analysis, strategy, vision, mapping, interpretation). The output must have impact, must be taken into consideration, not useless paper. High importance of the moderator.	Loss of motivation to cooperate, when the output is not used afterwards. Not attractive topics of the workshop or not actual one. Moderators of the working groups as passive elements would poison the activity.	Mainly by conception, definition, partly by facilitation
Focus groups	A focus group is a small, but diverse group of people whose reactions are studied especially in analysis in guided or open discussions to determine the reactions that can be expected from a larger population. The use of focus groups is a research method that is intended to collect data, through interactive and directed discussions by a researcher. This method is useful for research in knowledge, situation or other skills, which are new, not yet described. The discussion must be moderated, scenario (topics) based on previous research is required.	Without previous research and structure of the debate is the focus group only a discussion club. The discussion must have a start and its conclusion. Extreme opinions could be perceived as regular. Evaluation afterwards has to have some opponent assessment. Results must be applied and the participants have to get feedback to be ensured their effort was not useless.	Mainly by conception, definition, partly by facilitation.
Seminars	A seminar is a form of instruction. It has the function of bringing together small groups for recurring meetings, focusing each time on some particular subject, in which everyone present is requested to participate. This is often accomplished through an ongoing dialogue with a seminar leader or instructor,	The topics (readings) must be chosen with respect to the interests of the participants/ stakeholders. Only interesting content attracts interesting participants. Written output (articles)	Mainly by facilitation.



	<p>or through a more formal presentation. The instrument has the aim to exchange information, networking and learn new knowledge.</p>		
Scenario Workshop	<p>Scenario Workshops involve a group of citizens interacting with other participants to exchange knowledge, experience, develop common visions, debate, provide criticism and produce a plan of community action for potential future developments. The instrument is suitable for creating visions or long-term plans. Scenarios are developed by experts (scientists) and are thoroughly scrutinized by the participants.</p>	<p>Foregoing definition of the scenarios must open question, be inspiration for the discussion within the groups. Active moderator of the workshop is an extremely important condition for the succes.</p>	<p>Mainly by conception, definition.</p>
Excursions	<p>The goal is mainly to motivate busy stakeholders with permanent lack of time to meet with other stakeholders and other participants of the DIH. The visit of extraordinary interesting but usually inaccessible location, company, production ideally somehow linked to the topics of DIH can be an opportunity for non formal talks and gathering.</p>	<p>Take in consideration interests of the participants (stakeholders) and choose the location (attraction) with respect to their specialisation. The location should be unusual, usually not accessible. The excursion is a trick, how to enable networking of personalities, who would never come to other “boring” events.</p>	<p>Mainly by facilitation.</p>
Lecture of celebrities	<p>Special type of seminar, where there is only one (or few) speakers outside the DIH, but in general are for members and stakeholders interesting authorities. This instrument is mainly focused on learning new knowledge (get inspiration) and attracts stakeholders for ongoing non formal networking. The topic should be</p>	<p>Most famous speakers expect to get covered accommodation and travel costs, some of them even expect to receive honorarium. The topic must be therefore attractive to be interesting for as many stakeholders as possible (costs / benefit)</p>	<p>Mainly by facilitation</p>



Newsletter	This instrument has the aim to show on a regular basis presence, activities and assets of the DIH. E-mail newsletters are a waste of time, but nowadays paper based attract more attention because they are rare.	Short information, simply design and interesting topics with unique information can attract the stakeholder to read the newsletter and get an impression about the DIH. Contact and description of the DIH must be included.	Mainly by facilitation
Specialist article / brochure	This instrument has aims to remind of the presence and activities of the DIH and show the special knowledge and competence of the DIH. The article or brochure can be output of other activities. The printed version sent by regular mail is nowadays rare, therefore it draws attention.	Focus of the article is hard to define, if there are too many specialisations in the hub. Should be more effective to prepare the article for all DIH, but only for some specialists. Contact and description of the DIH must be included.	Mainly by facilitation