

# S3 training – II part

S3 AWARENESS AND TRAINING EVENT  
Podgorica, 13.5.2024

**COCREATION**  
D O M E N B O L E

## Outline

Stage 5:  
Entrepreneurial  
Discovery  
Process - EDP



Stage 6: Design  
of monitoring,  
implementation  
and financing  
system



General  
recommendations



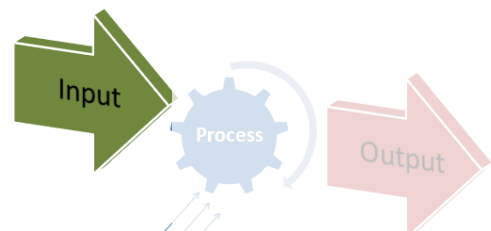
## Stage 5: Entrepreneurial Discovery Process - EDP

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## Key inputs and enabling factors

- **Roadmap** for S3 design
- **Decision** on strategic mandate of S3
- **Decision** on national / regional level
- **Information on budget** (order of magnitude)
- Preliminary **priorities for EDP**
- Input on **key stakeholders**
- Inputs for **shaping the EDP**
- **Co-ordinators and facilitators**
- **Target promotion** of S3 and EDP



## Process: sub-stages, activities and roles

Nr	Sub-stage	Activities	Role of national/regional administration
5.1	EDP training	Training of EDP coordinators and facilitators is organized by JRC and designed to prepare the teams of national coordinators and facilitators (moderators) of the EDP workshops. The coordinators represent National Smart Specialisation Teams and facilitators are experienced moderators with business experience.	Mobilising coordinators / moderators
5.2	Identification of stakeholders for each priority domain	For each priority domain, relevant stakeholders need to be identified. They include key players in value chains, innovative companies, cluster members, chambers of commerce and other business associations, researchers and organizations from related fields. They can be identified by desk research and interviews or a more objective network analysis of scientific and innovation cooperation.	Coordination of the identification exercise
5.3	EDP plan and working rules	Before the EDP is formally launched, clear rules should be defined for participation and decision-making process. They need to be communicated to the members of working groups together with the invitation or at the first meeting. As the EDP includes a series of workshops, often organized in different regions, a plan has to be developed and communicated to the participants.	Definition and communication of the working rules and plan
5.4	Definition of EDP working groups	The working groups should well represent the value chains identified in qualitative mapping for each priority domain, researchers from relevant domains, intermediaries and government agencies active in the priority domain. Representatives of companies should constitute minimum 50% of participants of each working group.	Inviting and mobilising the WG members
5.5	EDP workshops	A series of workshops should be organized for each priority domain. The deliverables of the EDP workshops :• EDP kick-off conference presenting all priority domains• SWOT analysis• Vision for the future and final name of priority domain• Policy mix (objectives and actions with indicators)	Organization of the workshops
5.6	EDP input for S3	The results of the EDP process should be the main input for the smart specialisation strategy. The coordinators and facilitators should provide written conclusions from each workshop and consult them with the participants.	Coordination of the delivery of S3 input



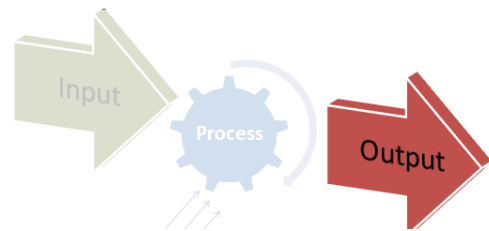
## Process improvements: Guidelines for the stakeholder dialogue

- **Published by** the JRC
- **Authors:** Radovanovic, N., Bole, D.
- **Contains also:**
  - EDP experiences from the EU Enlargement and Neighbourhood Region
  - Lessons learned
  - Step-by-step methodological advice



## Key outputs

- EDP working groups **plans and rules**
- **Clear value propositions** for all types of stakeholders
- **Adequate** working group compositions
- Timely invitation to EDP workshops
- List of working group participants
- **Approved** meeting minutes from EDP workshops
- **Approved** reports with conclusions from EDP workshops
- **Final reports** with EDP input on: definition of S3 areas, input on SWOT, vision, strategic goals and policy mix.



## Cases: Entrepreneurial Discovery Process - EDP

- **North Macedonia:**
  - EDP under the **tight constraints of COVID19 measures**.
  - Recognised for **mixing online & face-to-face** approach. Successfully delivered all EDP workshops in compliance with all S3 elements and S3 framework.
  - This experience has **enriched the pool of EDP approaches** set future standards for remote EDP.
- **Serbia:**
  - **Time pressure: Tailored planning**, ensuring adequate resources & intensive training before and during EDP.
  - **The same team conducted qualitative analysis and EDP** which resulted in continuity, high level of trust and other synergies.
  - Tailored EDP plan involved **PR activities** making EDP highly visible.



## Complexity of the EDP

### • Preparatory activities:

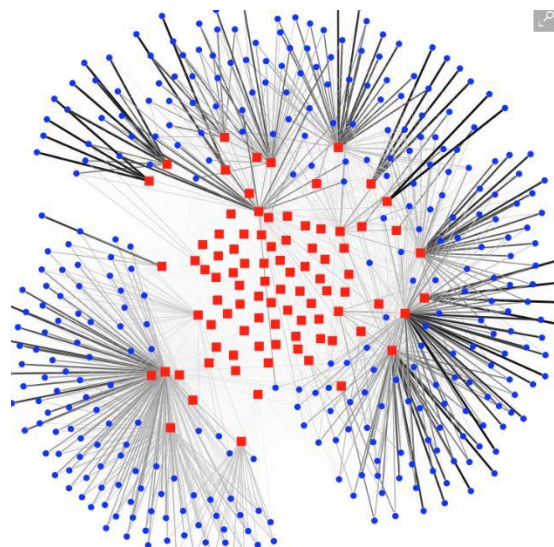
- Internal workshops of EDP team: 16
- Internal meetings of S3WG: 19
- Number of deliverables for JRC and donors: 112 + 29 = 141

### • Activities with participants:

- EDP workshops: 17
- Nr. of participants: 283 + 45 + 30

### • Project management activities:

- Tasks specified & delegated: 550+
- Task conducted: 521
- Tasks conducted within deadline: 510 (93%)



## Satisfaction with the stage and key factors

	Montenegro	Serbia	North Macedonia	Albania	Kosovo*	BiH	Türkiye - Trakya	Average
Decision to start smart specialisation process	4	4	4	5	4	2	5	4,0
Analysis of strategic mandates	3	4	4	4	5	2	3	3,6
Analysis of existing economic, scientific and innovative potential (quantitative)	3	3,5	3	3	3	4	5	3,5
In-depth analysis of priority domains (qualitative)	4	4,5	3	4	4	4	1	3,5
EDP - Entrepreneurial discovery process	4	4,5	5	5	5			4,7
Design of monitoring, implementation and financing system	4	2,5	3	-	3			3,1
Preparation of S3 strategy document	4	3	3					3,3
<b>DESIGN PHASE AVERAGE</b>	<b>3,7</b>	<b>3,7</b>	<b>3,6</b>	<b>4,2</b>	<b>4,0</b>	<b>3,0</b>	<b>3,5</b>	
<b>STANDARD DEVIATION</b>	<b>0,5</b>	<b>0,8</b>	<b>0,8</b>	<b>0,8</b>	<b>0,9</b>	<b>1,2</b>	<b>1,9</b>	



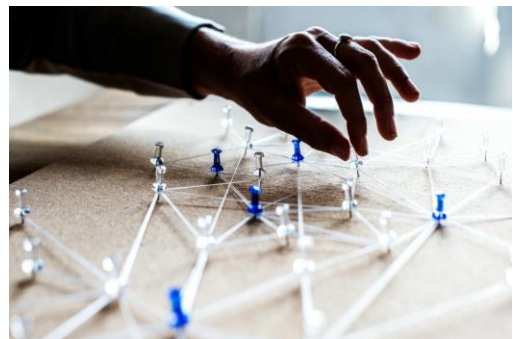
## Key success factors

- Selection of **top local experts**, coordinators and facilitators (ideally inherited from QA)
- Intensive **training** of local experts
- Co-development of tailored **EDP plan**
- **Securing ALL resources** for EDP
- Adjustment to **agile governance**
- **Clear value propositions** for all stakeholders
- **Ensuring lasting participation of gov.** stakeholders
- **Limit additional topics** to be explored in the EDP workshops.
- **“Harmonization of EDP input”** should be added at the end of the EDP stage



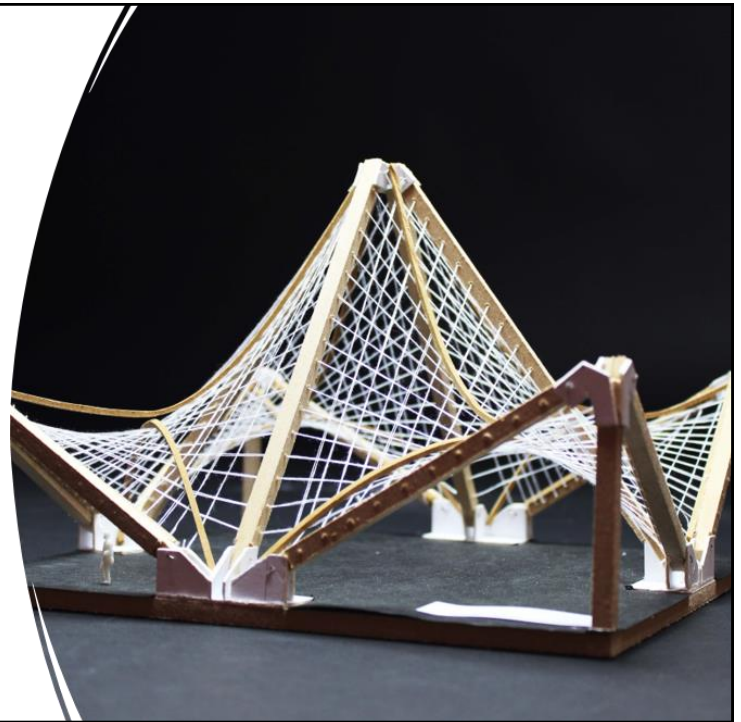
## Dependencies

- **Lack of funding for resources:** pause in the process, poor quality exports
- **Poor selection of experts:** poor planning and implementation of workshops, poor participation, poor input for strategy document
- **Poor participation in number** of stakeholders: repetition of EDP workshops, pause in the process
- **Poor participation in quality** of stakeholders: poor input, repetition of EDP workshops
- **Lack of lasting participation of business and academia:** poor justification of priorities, poor input for strategy document, lack of ownership in implementation of measures
- **Lack of lasting participation of government stakeholders:** poor quality input for policy mix, lack of ownership for implementation



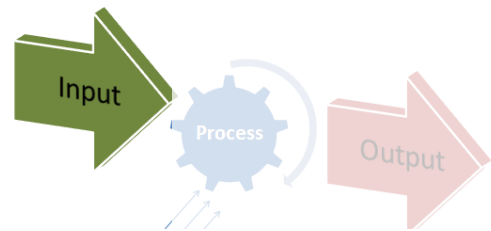
## Stage 6: Design of monitoring, implementation and financing system

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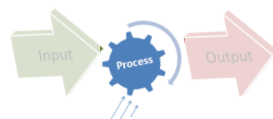
## Key inputs and enabling factors

- **Roadmap** for S3 design
- **Decision** on strategic mandate of S3
- **Decision** on national / regional level
- **Clear information** on budget
- **Comprehensive EDP final reports with input on:** definition of S3 areas, input on SWOT, vision, strategic goals and policy mix (including indicators).



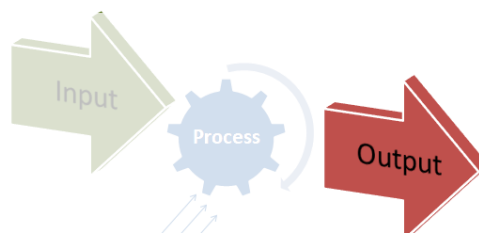
## Process: sub-stages, activities and roles

Nr	Sub-stage	Activities	Role of national/ regional administration
6.1	Monitoring guidance	<b>Monitoring guidance</b> is given during a meeting of National Smart Specialisation Team with JRC. It concerns the rules for the design of indicators and reporting.	Arranging a guidance meeting
6.2	Design of monitoring system	The National Smart Specialisation Team prepares the indicators and designs the monitoring system according to received guidance.	Design of the monitoring system for S3
6.3	Implementation and financing guidance	<b>Implementation and financing guidance</b> is given during a meeting of National Smart Specialisation Team with JRC. It concerns the organizational and financing rules for effective implementation.	Arranging a guidance meeting
6.4	Design of implementation system	The National Smart Specialisation Team prepares the organizational and financing scheme for S3 according to received guidance.	Design of the implementation system for S3



## Key outputs

- **Feasible framework** to support the design feasible S3 strategy (document):
  - Feasible **indicators** and design of the **monitoring system**
  - **Feasible financing** scheme for S3 implementation
  - **Governance system** that will enable and foster the **efficient and effective implementation**





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## S3 lessons learned in the Western Balkans and Türkiye

- **Published by** the JRC
- **Based on:** Comprehensive survey with key S3 actors in the region
- **Contains:**
  - Country progress, characteristics and best practices
  - Cross-cutting analysis for evidence based lessons learned
  - General recommendations on S3
  - Recommendations on the existing methodology and tools



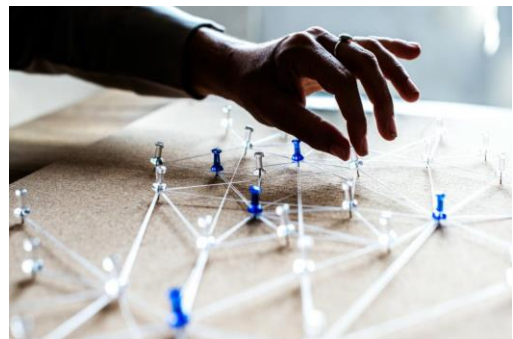
## Key success factors?

- **No best practice** in these stage of S3 design in Western Balkans...



## Lessons learned and dependencies

- Lack of **local resources and knowledge**
  - **Copy/pasting** led to less feasible monitoring, implementation and financing systems
- **No reliable information** on available **funding**
  - **Unrealistically planned policy mix**
- Due to **poor participation of government stakeholders** in EDP:
  - **EDP input** containing many **unfeasible policy actions**
  - Proposed generic **measures unrelated to R&I**
  - **No evidence-base** of policy mix when “inserting” measures not related to the EDP input



## General recommendations

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Recommendation

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

## General recommendations

- Appoint **proactive and sufficient human resources** to lead and implement the S3.
- Develop **tailored action plans** and secure additional resources timely.
- **Clear value proposition, maintain dialog and manage expectations** of all stakeholders.
- Participation to truly co-create a **useful and feasible policy mix** and **monitoring** system.
- **Continuous capacity building** of institutions implementing innovative instruments.
- **Perform. And promote S3 results.** Communicate and raise awareness from the outset.
- **Continuously** secure **government commitment** and a **strategic position of S3.**



