



Deliverable 2.1

Responsible Innovation Lab Methods Report



RESPONSIBLE INNOVATION
COMPASS



Grant agreement number	710543
Project acronym	COMPASS
Project website	www.innovation-compass.eu
Deliverable number	2.1
Version/last editor	2/ Christophe Gouache 17/07/2017
Work package number	2
Lead	SDS
Nature	Report
Dissemination level	Public
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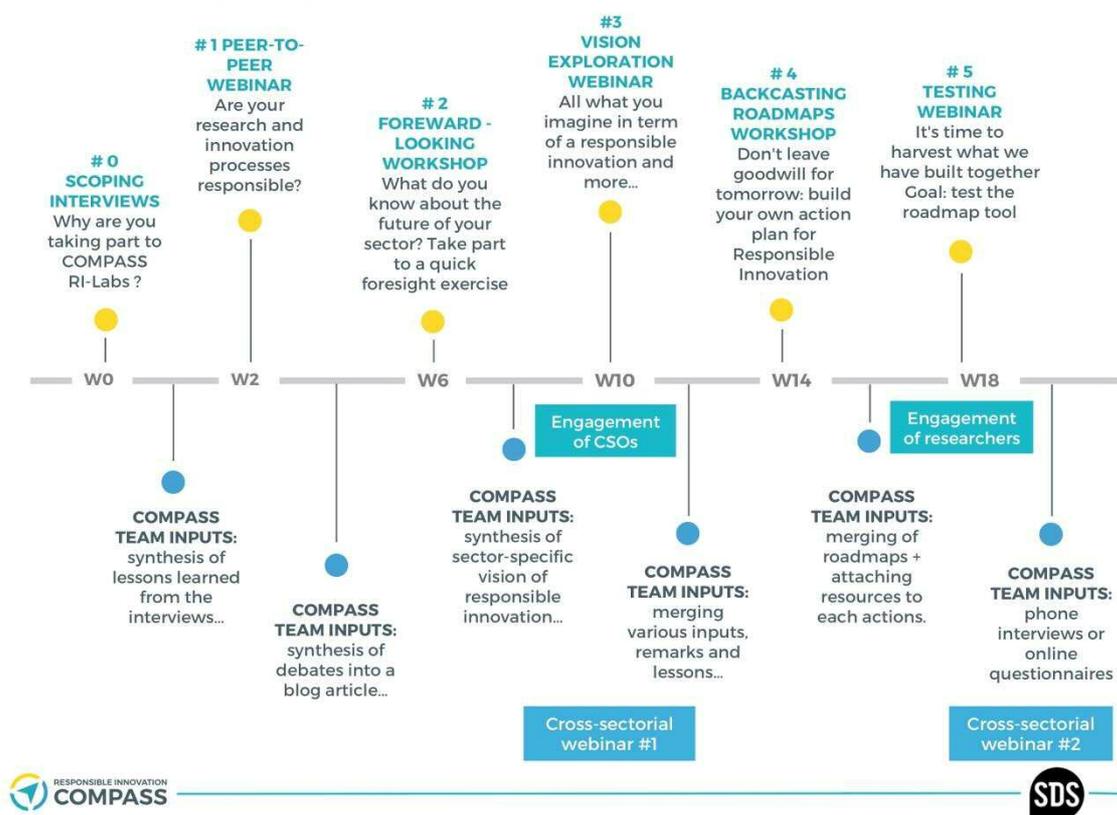


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1. Introduction

This Responsible Innovation Lab Methods Report presents the method to be used by the partners responsible for the implementation of the RI-Labs of the COMPASS project (710543). We shall call these partners the “RI-Lab Coordinators”. This methodology was co-created by the partners of the project in winter 2016. The presented version was adjusted after interactions with the partners. To make this report operationalisable, it is divided along the steps of the project, what we call a “choreography” as presented in the figure below.

RI-LABS' CHOREOGRAPHY



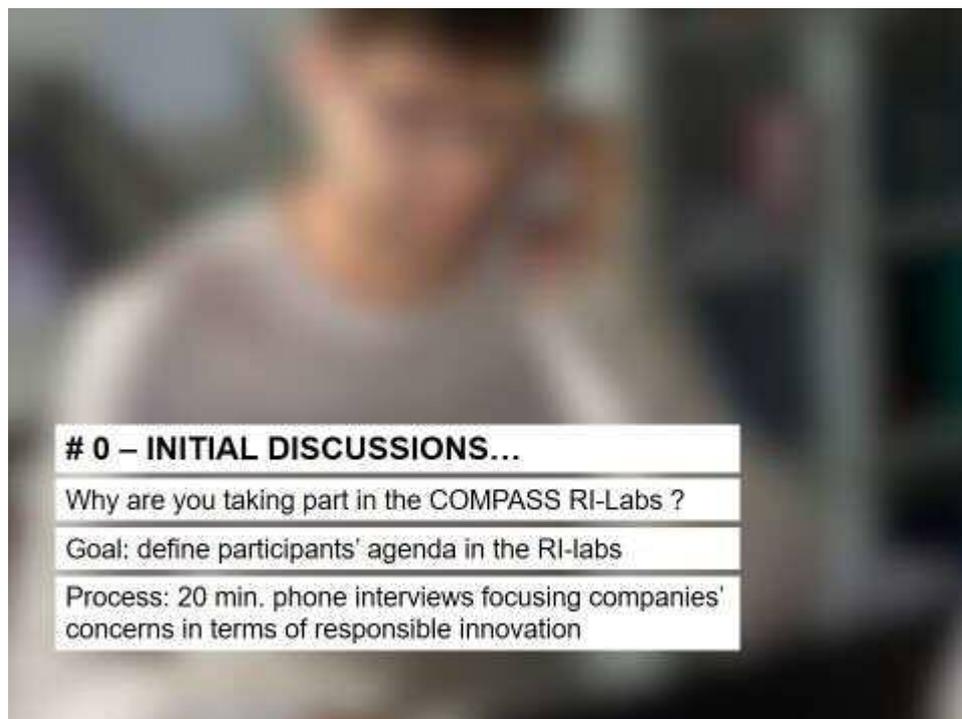
2. Foreword

The methodology encapsulates the individual steps to be undertaken within each of the labs, i.e. by each of the RI-Lab Coordinators. Yet, this methodology is not to be seen nor used in a strict way. It will need to be adjusted according to the sectors and the reality of recruitments and availabilities.

The RI-Labs Coordinators will ensure that the main aims and outcomes of the method will be encapsulated as foreseen. For example, instead of a webinar, the RI-Lab Coordinator could choose to host a forum which will present the same main information and extract the same main outcomes. An RI-Lab Coordinator might also decide to run workshops in individual company rather than workshops involving several ones.

The Responsible Innovation Lab Methods Report is a “living document”. As such, it will be updated as the RI-Labs progress.

3. Step #0: initial discussions



3.1. Aim

The initial discussions with participants should help define participants' agenda in the RI-labs. It will be beneficial at two levels. In particular, with regard to the methodology, The RI-Lab Coordinators should aim at:

- getting an overview of the profiles they will have;
- adjusting the methodology (see the outputs); and,
- enhancing the chances of participation.

With regard to the SME level, the RI-Lab Coordinators should aim at:

- engaging the participants: making it personal and being clear with the pitch;
- starting to familiarize them with Responsible Innovation; and,
- engaging and preparing for the #1 online forum.

3.2. Methodology

3.2.1. Process

The phone discussions will be undertaken with companies one by one. Each phone discussion should take around 20 minutes, with the following structure (to be adjusted depending on the content, local situation, and flow of interaction):

- Presenting the RI-Lab Coordinator and its organisation;
- Presenting the general scope of the project and of the RI-Lab;
- Asking the SME to present itself;
- Asking for expectations from the participants;
- Opening the discussion; and,
- Presenting the following steps and planning of the RI-labs.

3.2.2. Step-by-step

The recruitment strategy is defined in details in the deliverable 5.1 “Stakeholder & multiplier engagement strategy”. Yet, this Responsible Innovation Lab Methods Report suggests adopting a posture whereby the COMPASS project (710543) is offering a free consulting to companies. It should also be stressed that the RI-Labs process is based on a succession of co-elaboration sessions (online and offline) and in between periods of synthesis/re-elaboration/enrichment from the “COMPASS consultant team”... As such, the whole process will take 2.5 days, planned to be over 5 months.

We propose that the recruitment takes the following steps (in completion to what is already presented in deliverable 5.1 “Stakeholder & multiplier engagement strategy”):

1. **Identifying companies**, through a mix of formal and informal mechanisms adjusted to each sector, e.g. : as part of interviews for WP1, at conferences and events, via multipliers and business associations, through snowballing;
2. **Sending out a first email** for an initial discussion presenting the project;
3. **Preparing** the discussion while checking the company’s profile and identifying the first specificities;
4. **Carrying out a discussion** with the companies, while noting down important issues for the methodology and the burning questions;
5. **Following-up** the discussion:
 - a. sending a **follow-up email** thanking for the initial discussion, providing details of the RI-Labs as well as details for the first online forum: date and time the ways to access it
 - b. sending a **reminder** the day before the first online forum

3.3. (Check)list of material

For this step, we would suggest to use the following material:

Templates

- Invitation email (*to be designed by each RI-Lab Coordinator depending on their sector and local context, incl. a guide on using GoToMeeting: <https://care.citrixonline.com/gotomeeting/attendee-user-guide>)*
- Presentation of COMPASS and of the RI-Labs (*see Annex 1: The COMPASS project in a nutshell*)

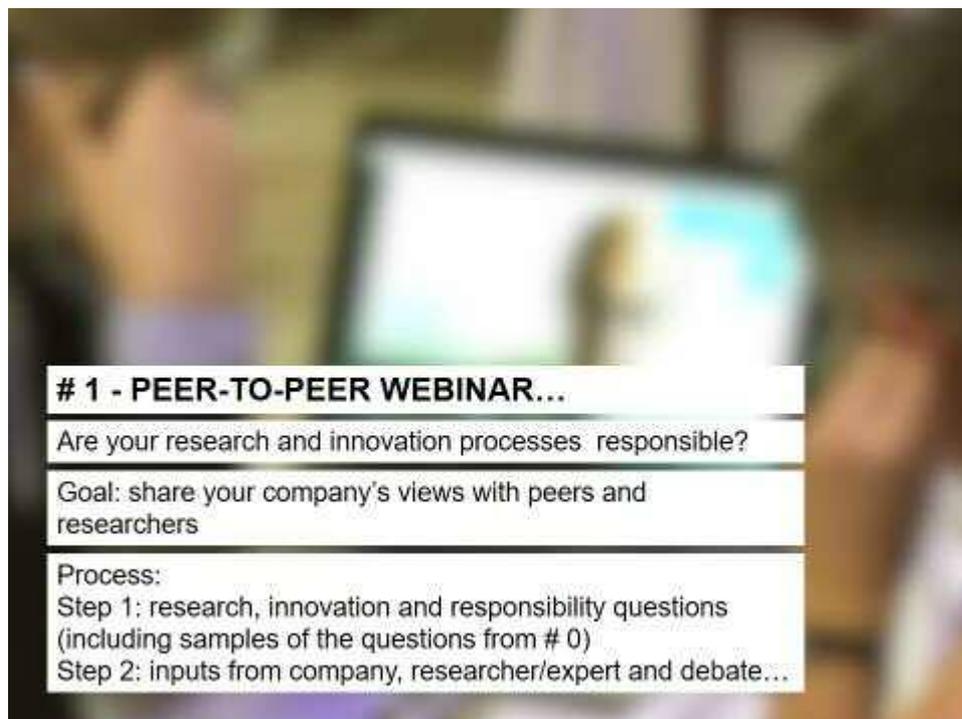
Infrastructure needed

- Telephone
- Computer and/or paper and pen

3.4. From step #0 to step #1

The step #0 will produce a synthesis of lessons learnt from the interviews that will enable sharing 3-4 burning sector-specific questions impacting responsible innovation for step #1: after each of the introductory interview, the Ri-Lab Coordinators will note down the questions, issues at stake, worries, expectation and will synthesize them, enabling preparing key questions to dynamise the step #1, the first online forum.

4. Step #1: first online forum



4.1. Aim

The first online co-design forum will seek to create a community of participants along the critical issues and Responsible Innovation entry points identified in WP1. It will aim at:

- setting-up a **working group** of stakeholders (SMEs and more...);
- **familiarizing** with Responsible Innovation, examples and benefits/barriers; and,
- **engaging** and **preparing** for the Step #2 co-development workshop

It is important to note that the methodology plans one webinar for the #1 step and aims at 10-15 participants. If, by chance, there were more participants, the RI-Lab Coordinators should schedule two (or more) webinars.

4.1. Methodology

4.1.1. Process

The webinar should last 60 minutes with the following structure:

STEP 0: INTRODUCTIONS/PRESENTATIONS (5 min.)

Presentation of the webinar, timing and aims.

STEP 1: ROUND OF SHORT PRESENTATIONS (10 min.)

Presentation of the participants to the webinar (incl. RI-Lab Coordinator), using one slide per participant.

STEP 2: RESEARCH, INNOVATION AND RESPONSIBILITY QUESTIONS (15 min.)

The RI-Lab Coordinator will give a short feedback on the initial discussions and triggers the conversation with the 3-4 questions emerged from the synthesis from # 0.

STEP 3: INPUTS FROM COMPANY, RESEARCHER/EXPERT AND DEBATE (20 min.)

1 expert/researcher will make a short presentation about COMPASS, Responsible Innovation, RI-benefits for SMEs and about RI-labs (10 min.)

1 company, e.g. the winning cases from the competition (the video from the Applied Nanoparticles case study), will make a short presentation about its experience/pathway to implement more Responsible Innovation and benefits, (10 min.)

STEP 4: SHORT Q&A (10 min.)

Round of comments/lessons learned about the added value for SMEs to take part in the RI-Labs and wrap-up

4.1.2. Step-by-step

Setting up the webinar should take the following steps:

Preparation

- sending the **RI Tools video** (<https://www.youtube.com/watch?v=ZOGnZr6Ki1g>);
- **asking for specific slides** on a specific template (2 weeks in advance);
- identifying the **expert** who can present; and
- identifying the **company** that is willing to present: it should have reached an **accessible target** so that the other participants can identify themselves.

Logistics

- defining webinar organizers' **roles** in advance (3 predefined roles: presenter / chat moderator / tech. assistant);
- identifying a **suitable room for the webinar moderation**; and,
- **testing** out the webinar device.

Follow-up

- **saving** the chat; and,
- sending a **follow-up email**: thank you, link to blogpost and invitation for next step.

4.2. (Check)list of material

For this step, we would suggest to use the following material:

Templates

- Template for presentation (*to be found in Annex 2: template for presenting the companies taking part in the RI-labs*)
- Thank you email (*to be designed by each RI-Lab Coordinator*)

Infrastructure needed

- Quiet and comfortable meeting room
- Webinar software
- Headsets
- Computers

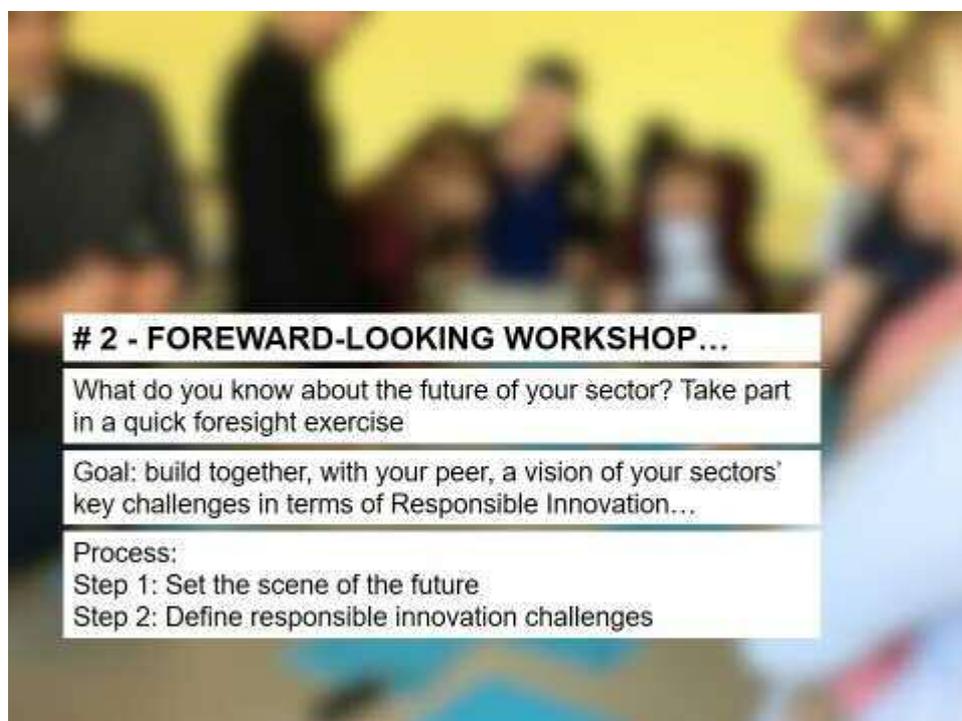
Facilitation tools

- Presentation of COMPASS
- Presentation of the winning Case Studies

4.1. From step #1 to step #2

The step #1 will produce a synthesis that will enable engaging the participating companies for step #2: After each webinar, the debates will be saved. Each RI-Lab manager will write a blog article for the COMPASS website, summarising the main discussion points in an engaging way. The article will then be posted and shared with the participants.

5. Step #2: Forward-looking workshop



5.1. Aim

The first co-development workshop will create a Responsible Innovation Vision adapted to each sector through an interactive comparative assessment of common core and industry-specific needs, perceived benefits, expectations, etc. This exercise will make use of foresight methodology:

- It will discuss and build a common understanding of **challenges and opportunities in the future**;
- It will define collectively a **desirable vision of Responsible Innovation** at company level and at sector level; and,
- It will provide **synthesis** of sector-specific vision of responsible innovation...

5.2. Methodology

5.2.1. Process

The workshop will take 3.5 hours, with the following structure.

STEP 0: WELCOME AND WARM-UP (30 min.)

During this step, we shall also have participants signing a consent form.

STEP 1: SET THE SCENE OF THE FUTURE (60 min.)

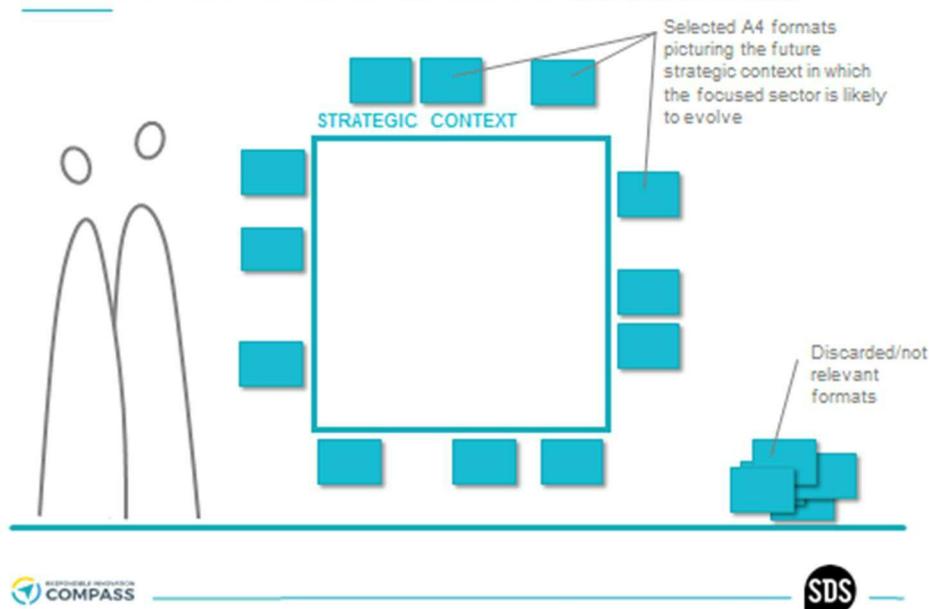
This step will aim at warming-up the group and share views, opportunities and threats on how the future is likely to be for the participating companies.

Participants will work first in pairs and read the blue cards. The set of blue cards should be split equally in between the pairs (depending on the number of participants you may need to print 2 sets). The pairs discover the cards and discuss them in order to choose the **most relevant macro-trends**.

In total, participants should select 10-15 cards, so depending on the number of pairs you have, participants may have to choose 2-3-5 cards from the ones they received. (Optional) – In order to help the selection, you can propose participants to place the cards on an axis on the table from the less relevant (left side of the table) to the most relevant (right side of the table). They will then discard the cards on the left side of the axis. –

Once each pair has made their selection of cards, they all go to the display wall/table. Each pair comments what motivated their choice: why did they select this card? and then stick them on the wall/table in the "Strategic Context" part (outside the square). Each pair does so until all of them have commented their cards and stuck them. After each card's explanation, you can offer participants to respond/react if they want to say something, ask questions or make comments. Finally, cards shall be clustered thematically whenever it makes sense (some cards may remain alone) and a title for each cluster can be written down.

#2 FIRST CO-DEVELOPMENT WORKSHOP METHODOLOGY...



STEP 2: BUILD A RESPONSIBLE INNOVATION VISION (90 min.)

This step will aim at projecting participating companies in the future foreseen at step 1 and imagine needs and developments in terms of Responsible Innovation.

Participants are then given the RI yellow cards. Depending on the number of participants you can divide the group into small groups of 3-4 people and split the set of cards in between the subgroups. In the end, the participants need to come out with around **10-15 most relevant Responsible Innovation** yellow cards (and discard the others) so similarly to the previous step, you need to adapt the number of cards you ask them to select depending on the number of subgroups you make (if you make any). In case you keep the participants all together as one (because they are only 3-5), you can give them sticky dots to vote for the ones which are the most relevant to them: each participant receives 5 dots and can vote once per card.

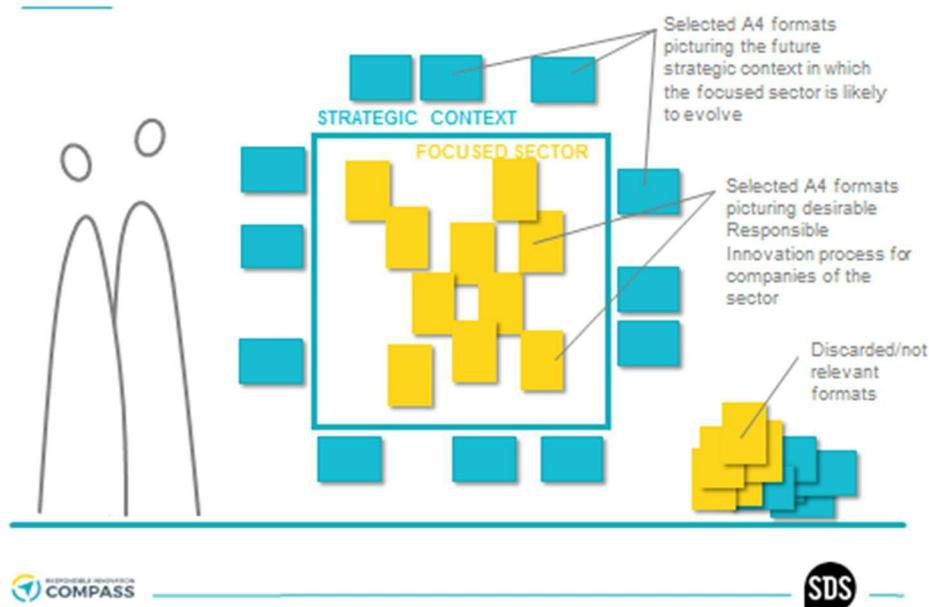
Participants are allowed to rephrase the cards if they feel like it but also generate new ones using blank cards.

Once the final selection is made, participants shall fill in the cards with their own cases so they need to distribute the cards equally in between themselves. Participants fill the cards answering this question: how would you implement this in your organization?

Then, they display the cards on the wall in the "focused sector" square. Participant(s) will **comment the selected cards and explain why they selected it and how they would implement it. Those comments shall be video recorded.**

Cards can be rearranged within the square and placed near to the challenges (strategic context) they correspond the most when it is relevant.

#2 FIRST CO-DEVELOPMENT WORKSHOP METHODOLOGY...



STEP 3: FINALISATION (30 min.)

After all cards have been presented and video taped, each participant is given 3 sticky dots: 2 of one color and 1 one of an other color. The 2 dots will highlight which is, for them, within the yellow cards, the 2 “most important and achievable“ RI practices. And with the 1 dot, they will highlight the RI practice yellow card they consider “very important but hard(er) to achieve“. Ask a couple of participants to comment some of the cards that emerge from the voting.

Run a quick round of lessons learnt. Explain about the next steps and wrap-up the workshop.

5.2.2. Step-by-step

Setting the workshop should take the following steps:

Recruitment

- **inviting back** the previous participants/those wishing to continue

Preparation

- none for the participants

Logistics

- identifying a **suitable workshop room**;
- defining **roles** in advance;
- **preparing** the material (see checklist); and,
- **testing** the infrastructure (e.g. videorecording).

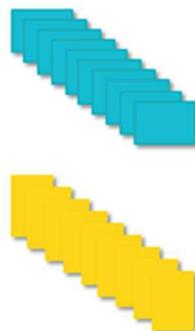
Follow-up

- sending out a **follow-up email** : thank you, consolidated sectorial vision and invitation for next step

#2 FIRST CO-DEVELOPMENT WORKSHOP STEP-BY-STEP...

Large wall (about 2x2 m) with **large square** in the middle (1x1 m) picturing the limit between the focused sector and the strategic context (see scheme next slide)

STRATEGIC CONTEXT



for Step 1: A set of 30 **A4 blue** formats with a range **macro-trends** likely to influence future of participating companies

for Step 2: A set of 30 **yellow** formats with **different dimension of Responsible Innovation** in companies with space for making it more sector/company-specific

5.3. (Check)list of material

For this step, we would suggest to use the following material:

Templates

- Invitation email (*to be designed by each RI-Lab Coordinator*)
- Thank you email (*to be designed by each RI-Lab Coordinator*)
- Templates for blue and yellow cards
- Consent Form

Infrastructure needed

- Meeting room
- Drinks and snack
- Camera
- Computer

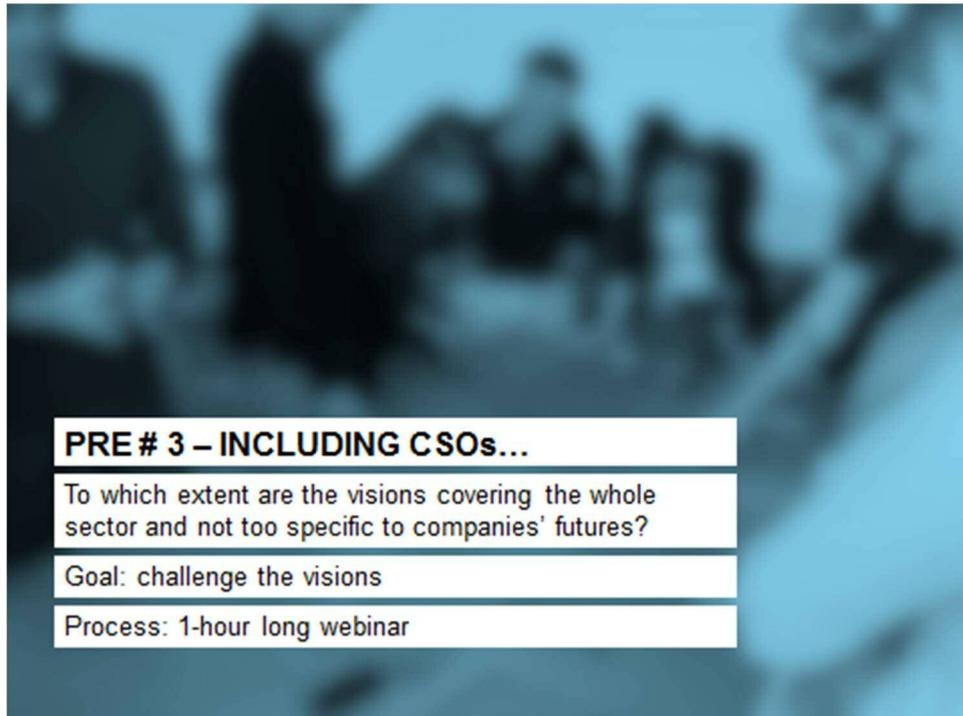
Facilitation tools

- Blue and yellow cards (*see Annexes 3*)
- Pens, Blue tack, scotch tape

5.4. From step #2 to step #3

The step #2 will produce a synthesis of sector-specific vision of responsible innovation that will enable designing a plausible/desirable vision of a responsible innovation in the sector for step #3. The RI-Lab Coordinators will take pictures of the final visualisation of the visions and will summarise the content of the yellow and blue cards based on the exchanges during the workshop (recorded in video). The major elements will be consolidated and phrased so that a single vision of the sector is compiled.

6. Pre-step #3: Including CSOs



6.1. Aim

RRI is about the inclusion of stakeholders in R&D. The RI-Labs have focused on the co-constructions of roadmaps by **SMEs**. Although this makes sense as we want to support them in developing tools that are dedicated to them, their infrastructure and their needs (as also offering them a sort of consultancy), it is relevant to include other stakeholders to assess and comment on the scope of the roadmaps and the steps that they encompass. Yet, each stakeholder can contribute in its own way to the RI-Labs. As such, the RI-Labs will include 1 to 3 **Civil Society Organisations between the #2 and #3**, in order to **challenge** and **comment** on the visions of the sector and complete with their own perspective of the prospects.

6.2. Methodology

6.2.1. Process

The webinar should last 60 minutes with the following structure:

STEP 0: INTRODUCTIONS/PRESENTATIONS (5 min.)

Presentation of the webinar, timing and aims.

STEP 1: ROUND OF SHORT PRESENTATIONS (5 min.)

Presentation of the CSOs, using one slide per RI-Lab Coordinator.

STEP 2: CHALLENGING THE VISIONS (20 min.)

The RI-Lab Coordinator will ask CSOs to challenge the presented visions, and use the initial discussions as a trigger for reaction.

STEP 3: IMPROVING THE VISIONS (20 min.)

The RI-Lab Coordinator will try to make concrete suggestions come out of CSO's knowledge and experience.

STEP 4: SHORT Q&A (10 min.)

Round of comments/lessons and wrap-up.

6.2.2. Step-by-step

Setting the webinar should take the following steps:

Recruitment

- **identifying and selecting** of CSOs specialised in each RI-labs' sector (e.g. NanoForum, Nano2All project for the NGOs specialized/focused on nanotechs) through a mix of formal and informal mechanisms adjusted to each sector: as part of desk research, at conferences and events, via multipliers and business associations, through snowballing; and,
- sending an **invitation** email on the project and purpose for our contact.

Initial discussion by phone

- **presenting the project**;
- discussing RRI and **interest of CSOs** to contribute to the RI-Labs process;
- presenting the **work on the visions**; and,
- **inviting** to the webinar.

Preparation to the webinar

- sending the visions **in advance** to the participants (allow time for their review); and,
- sending **practical information** about the webinar (date, time, link, functionalities).

Follow-up

- the CSOs are **thanked** for their participation;
- they **receive** the improved visions; and,
- they are kept informed of the RI-Labs process.

6.3. (Check)list of material

For this step, we would suggest to use the following material:

Templates

- Invitation email to the project (*to be designed by each RI-Lab Coordinator*)
- Invitation email to the webinar (*to be designed by each RI-Lab Coordinator depending on their sector and local context, incl. a guide on using GoToMeeting: <https://care.citrixonline.com/gotomeeting/attendee-user-guide>)*)
- Thank you email (*to be designed by each RI-Lab Coordinator*)

Infrastructure needed

- Telephone
- Quiet and comfortable meeting room

- Webinar software
- Headsets
- Computers, Paper and pen

Facilitation tools

- Presentation of COMPASS (*see Annex 1*)
- Presentation of the visions (*to be prepared by each RI-Lab Coordinator*)

6.4. From step #2 to step #3: Pre-Step #3

This step prior to step #3 will challenge the visions which would have been developed before and will produce an improved plausible/desirable vision of a responsible innovation in the sector: the inputs from the CSOs will be integrated in the existing visions and the visions will then be consolidated.

7. Cross-sectorial webinar #1



CROSS SECTORIAL WEBINAR #1
How have the RI-Labs gone so far?
Goal: adjusting the methodology and getting on the same track for the remaining steps
Process: 1.5-hour long webinar

7.1. Aim

The first cross sectorial webinar will aim at engaging the responsible for the 3 RI-Labs in discussions about the processes they will have carried out at two given points. In particular, the first cross sectorial webinar will take place between #2 and #3, after Pre- #3 in order to:

- Exchange on the first interactions with the participants;
- Expand on the visions and try and identify some common trends;
- Learn from the partners on the engagement on RRI in the respective sector;
- Discuss any technical issues; and.
- Update the timing and methodology if need is.

7.2. Methodology

The webinar will take place between #2 and #3, ideally after Pre-#3. It will last 1.5 hour. The agenda will be based on the objectives agreed with RI-Lab Coordinators. The time for each point will be decided amongst RI-Lab Coordinators.

7.3. (Check)list of material

For this step, we would suggest to use the following material:

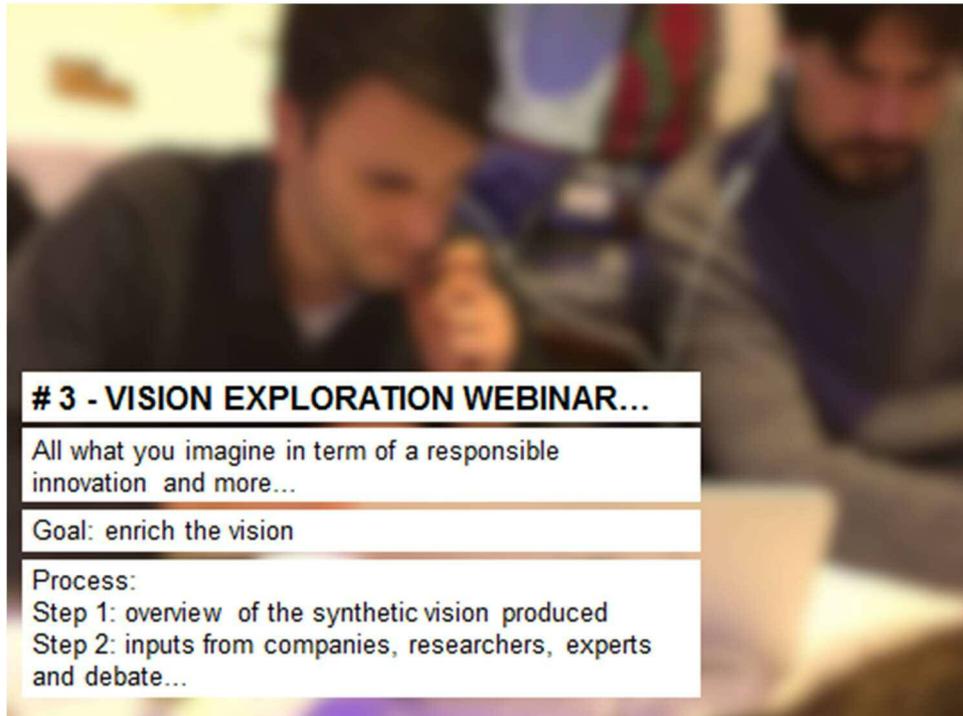
Infrastructure needed

- Quiet and comfortable meeting room
- Webinar software
- Headsets
- Computers

Facilitation tools

- Preparing comments on the points on the agenda

8. Step #3: vision exploration webinar



8.1. Aim

The second online co-design forum will validate the finalised vision and launch the co-creation of the roadmaps. It will:

- review **relevance/coherence of the Responsible Innovation Vision** elaborated in previous step #2; and,
- infer from the generic vision at sector level **a more specific Responsible Innovation Vision at each participating company business level.**

8.2. Methodology

8.2.1. Process

The webinar should last 60 minutes with the following structure:

STEP 0: INTRODUCTIONS/PRESENTATIONS (5 min.)

Introduction to the webinar and stage in the RI-Lab process.

STEP 1: OVERVIEW OF THE SYNTHETIC VISION PRODUCED (15 min.)

The aim will be to present to the participants the RI-Vision that has been synthesized from the outputs of #2 first co-design workshop.

The RI-Lab Coordinators will **present the Responsible Innovation Vision** to the participants who will take **notes on what makes sense for their particular case** (i.e. *"While looking at the presentation of the whole vision, take note of the key implications / inputs / ideas for your own business"*).

STEP 2: INPUTS FROM COMPANIES, RESEARCHERS, EXPERTS AND DEBATE (30 min.)

The aim will be to share the different single interpretations of the visions.

The participants will **share the key elements of what makes sense** for their own case.

STEP 3: FINALISATION (10 min.)

Round of lessons learnt, next steps and wrap-up.

8.2.2. Step-by-step

Setting the webinar should take the following steps:

Recruitment

- **inviting back** the previous participants/those wishing to continue.

Preparation

- none for the participants;
- preparing a presentation of the visions.

Logistics

- defining **roles** in advance (3 predefined roles: presenter / chat moderator / tech. assistant);
- identifying a **suitable room for the webinar moderation**; and,
- **testing** out the webinar device.

Follow-up

- **saving** the chat; and,
- sending a **follow-up email**: thank you, enriched vision, and invitation for next step.

8.3. (Check)list of material

For this step, we would suggest to use the following material:

Templates

- Invitation email to the webinar (*to be designed by each RI-Lab Coordinator depending on their sector and local context, incl. a guide on using GoToMeeting: <https://care.citrixonline.com/gotomeeting/attendee-user-guide>)*
- Thank you email (*to be designed by each RI-Lab Coordinator*)
- Guiding questions for taking notes (*see Annex 4: single distillation of the vision*)

Infrastructure needed

- Quiet and comfortable room
- Webinar software
- Timer
- Computer

Facilitation tools

- Preparing the presentation of the visions

8.4. From step #3 to step #4

The step #3 will merge the inputs, remarks and lessons in order to enrich the vision of a responsible innovation in the sector: the online debate will be saved and each comment will be carefully noted down. The comments will be integrated in the previous version of the vision.

9. Step #4: backcasting roadmap workshop



9.1. Aim

The second co-development workshop will focus on the co-creation and fine-tuning of Responsible Innovation Roadmaps for each of the target industries, with an identified common core:

- each participating industry will **develop its own roadmap from the present situation to reach the expected single Responsible Innovation Vision**; and,
- the RI-Lab Coordinators will analyse the different Responsible Innovation Roadmaps emerged and **differentiate common roadmap elements from company-specific issues**.

9.2. Methodology

9.2.1. Process

The workshop will last 3.5 hours, with the following structure.

STEP 0: WELCOME AND WARM-UP (30 min.)

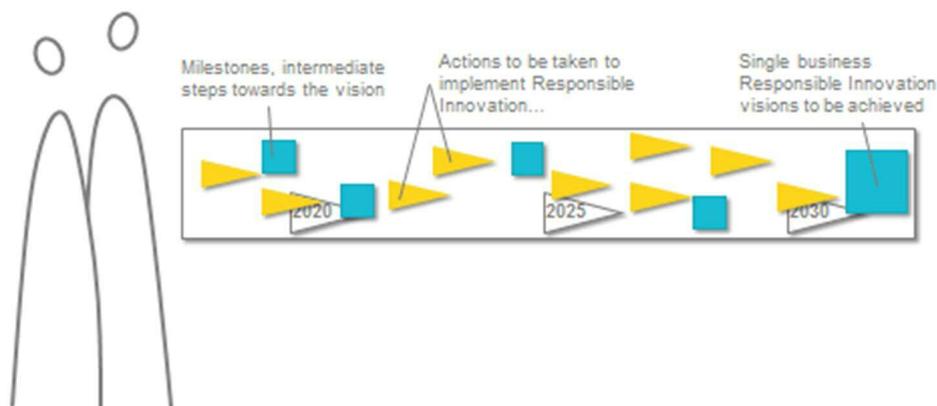
STEP 1: BUILD YOUR COMPANY ROADMAP (60 min.)

During this workshop, each participating company will be developing its own roadmap from the general sector vision (#2) and from its specific interpretation (#3).

Participating companies representative will work in pair – and as much as possible within their own company - with a RI-Lab Coordinator **on the timeline in a backcasting mode:**

1. they will **reformulate/rewrite their targeted** Responsible Innovation vision in 2030 (based on the sector vision from #2 and specific interpretation from #3) (blue A4 forms);
2. they will fill into a timeline with "**milestones/intermediate steps**" to reach the targeted vision (blue squared forms); and,
3. they will **imagine "actions" they could implement** going backward from the expected RI-vision to reach the present situation (yellow triangle forms).

#4 SECOND CO-DEVELOPMENT WORKSHOP METHODOLOGY...



COFFEE BREAK (15 min.)

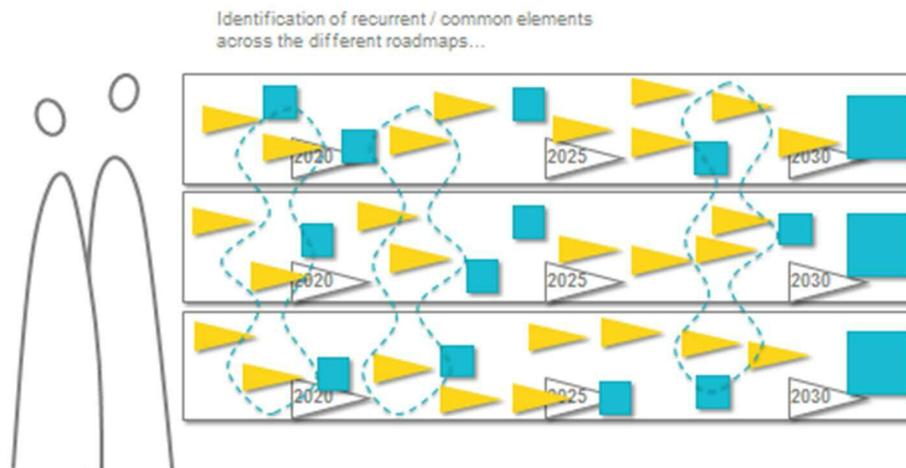
STEP 2: SHARING A COMMON ROADMAP (45 min.)

This step will bring together different specific backcastings to distinguish company-specific and common elements of the roadmap

Each participating industry will pin its **timeline one on top of the other** on the wall (by groups of max. 5 single timelines). They will then each presents briefly (in **3-5 min.**) his/her the timeline (video-recorded). The participants will then all together discuss critically and **constructively on the credibility and achievability** of the single roadmaps (i.e. "*will these*

actions effectively lead to these milestones?»; "are expected transformations likely to happen in the time span allocated ; etc.)

#4 SECOND CO-DEVELOPMENT WORKSHOP METHODOLOGY...



STEP 3: BUILDING A COMMON ROADMAP (45 min.)

The participants will distillate **common/shared/collective roadmap elements** (i.e. *what are the common elements likely to form the backbone of the Responsible Innovation roadmap for the sector? And what are company-specific issues that may be inspiring but not necessary fitting to other companies?*)

STEP 4: FINALISATION (15 min.)

Round of lessons learnt, next step and wrap-up.

9.2.2. Step-by-step

Setting the workshop should take the following steps:

Recruitment

- **inviting back** the previous participants/those wishing to continue.

Preparation

- none for the participants.

Logistics

- identifying a **suitable workshop room**; and,
- **preparing** the material (cards, triangles, white stripes, pens, blue tack, ...).

Follow-up

- sending a **follow-up email**: thank you, generic and individual roadmaps in pdf (from PowerPoint) and invitation for next step.

9.3. (Check)list of material

For this step, we would suggest to use the following material:

Templates

- Invitation email (*designed by each RI-Lab Coordinator*)
- Thank you email (*designed by each RI-Lab Coordinator*)

Infrastructure needed

- Meeting room
- Drinks and snack
- Recorder
- Camera
- Computer

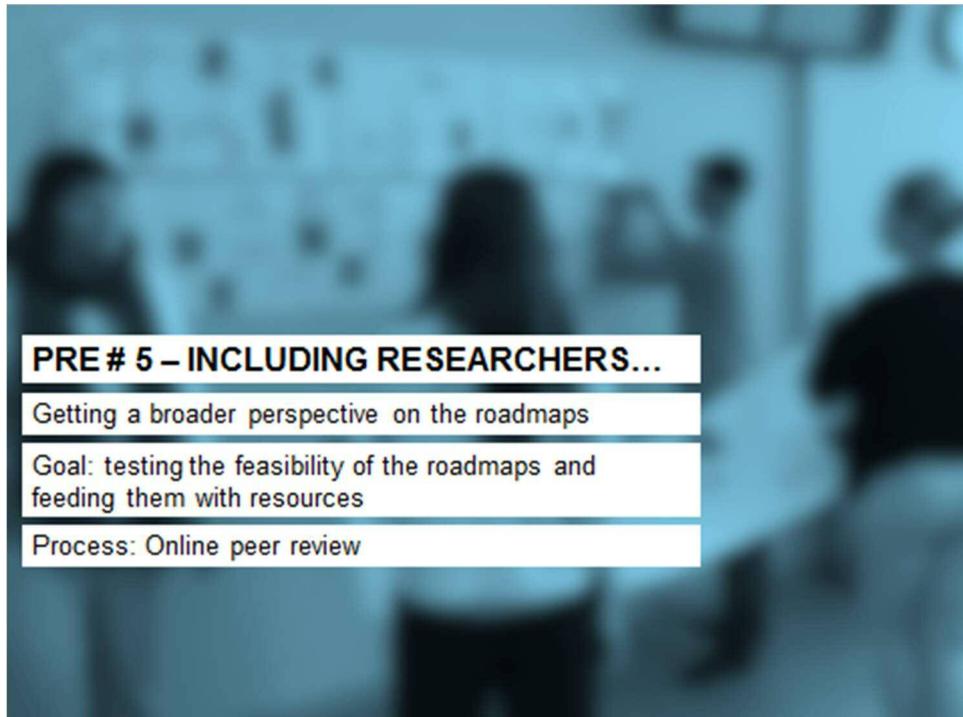
Facilitation tools

- #2 visions and #3 specifics summaries (*to be prepared by the RI-Lab Coordinators*)
- Stripes and cards (as per the instructions), *per participating company (see Annex 5: Material for #4 second co-development workshop):*
 - 1 **long stripes of paper** 200 x 40 cm
 - A set of **4 white triangle formats** with year “20 ...”
 - 1 **5 A4 blue formats** for the vision. *An example will be provided*
 - A set of **5 blue squared formats for milestones** : “At this point we achieved...” for participants to set up their likely intermediate targets. *An example will be provided.*
 - A set of **10 yellow triangle formats for actions**: “To achieve an intermediate goal, we did ...” for participant to describe the steps they could carry out. *An example will be provided.*
- Pens, Blue tack, scotch tape

9.4. From step #4 to step #5

The step #4 will merge the roadmaps while attaching resources to each actions what will enable creating an interactive sector-specific roadmap with milestones, actions and resources. After step #4, each individual roadmap will be saved individually and a sectorial roadmap presenting the main actions and milestones of the individual roadmaps will be created. For each of the actions, specific resources will be described (tools, practices, links...) and the roadmaps will be presented in a user-friendly format (prezi).

10. Pre-step #5: including researchers



10.1. Aim

RRI is about the inclusion of stakeholders in R&D. The RI-Labs have focused on the co-constructions of roadmaps by **SMEs**. Although this makes sense as we want to support them in developing tools that are dedicated to them, their infrastructure and their needs (as also offering them a sort of consultancy), it is relevant to include other stakeholders to assess and comment on the scope of the roadmaps and the steps that they encompass. Yet, each stakeholder can contribute in its own way to the RI-Labs. As such, the RI-Labs will include **researchers between #4 and #5**, in order to:

- **test the feasibility** of the roadmaps; and,
- **feed the resources** of the roadmaps.

10.2. Methodology

The process of cooperation with researcher will take the following structure:

Recruitment

- **identifying and selecting** researchers in the specific sectors or RRI: from the consortium, from the Advisory Board, from desk research (e.g. contacted for WP1).

Peer review

- sending the **invitation** to contribute by email: the roadmaps and guidance for revision.

Follow-up

- the researchers are **thanked** for their participation;
- they **receive** the improved roadmaps; and,
- they are kept informed of the RI-Labs process and the project.

10.3. (Check)list of material

For this step, we would suggest to use the following material:

Templates

- Invitation email *(to be designed by each RI-Lab Coordinator)*
- Thank you email *(to be designed by each RI-Lab Coordinator)*

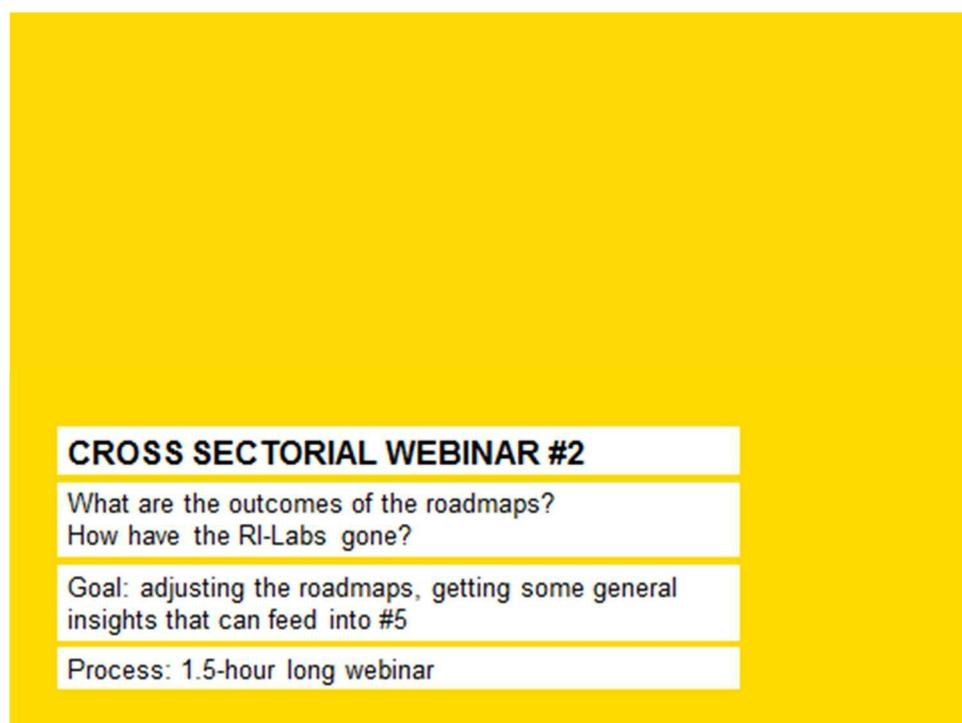
Facilitation tools

- Presentation of the roadmaps *(to be designed by each RI-Lab Coordinator)*
- Guidance for peer review *(to be designed by SDS in due time)*

10.4. From step #4 to step #5: Pre-step #5

This step prior to step #5 will review the roadmaps in order to produce tested and improved sector-specific roadmap with milestones, actions and resources: the comments made by the researchers will be integrated in the roadmaps and the actions and milestones - readjusted and/or improved based on additional resources.

11. Cross-sectorial webinar #2



CROSS SECTORIAL WEBINAR #2
What are the outcomes of the roadmaps? How have the RI-Labs gone?
Goal: adjusting the roadmaps, getting some general insights that can feed into #5
Process: 1.5-hour long webinar

11.1. Aim

The second cross sectorial webinar is to engage the RI-Lab coordinators for the 3 RI-Labs in discussions about the processes they will have carried out at two given points. In particular,

the second cross sectorial webinar will take place between #4 and #5, after Pre-#5 in order to:

- Present and exchange on each sectorial roadmaps;
- Try and identify common trends in the roadmaps that can feed into the last presentation;
- Evaluate the methodology and discuss its relevance for RRI.

11.2. Methodology

The webinar will take place between #4 and #5, ideally after Pre-#5. It will last 1.5 hour. The agenda will be based on the objectives agreed with RI-Lab Coordinators. The time for each point will be decided amongst RI-Lab Coordinators.

11.3. (Check)list of material

For this step, we would suggest to use the following material:

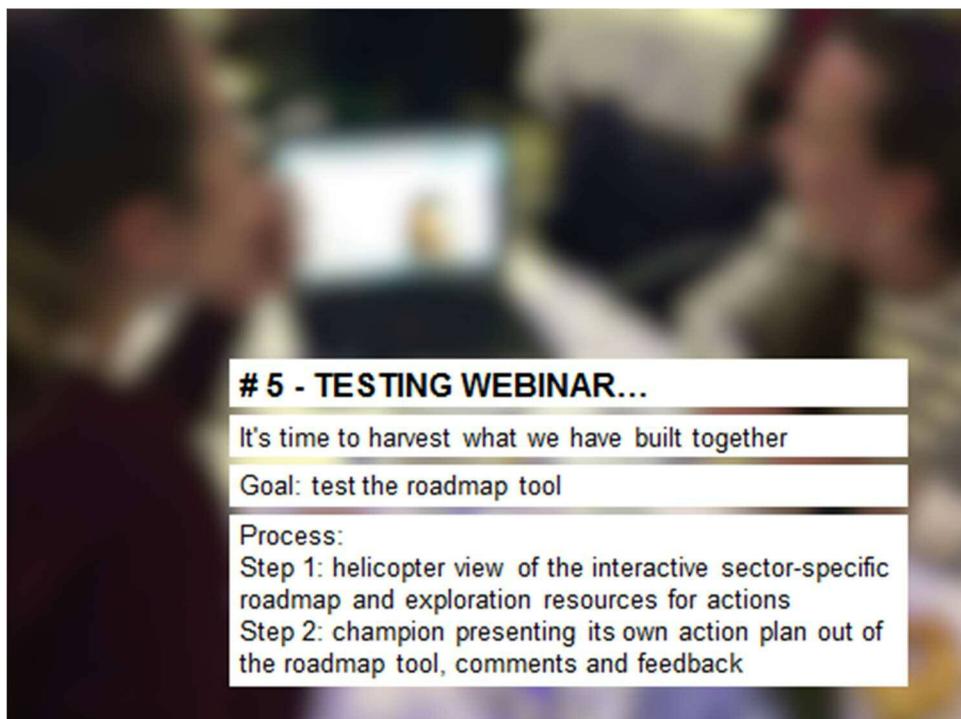
Infrastructure needed

- Quiet and comfortable meeting room
- Webinar software
- Headsets
- Computers

Facilitation tools

- Preparing comments on the points on the agenda

12. Step #5: testing webinar



12.1. Aim

The third and last online co-design forum will finalize the roadmaps and experience of the co-creation process:

- **fine tune and operationalize** the roadmaps;
- give a **feedback** on the whole RI-labs process; and,
- co-design **arguments to engage other companies.**

12.2. Methodology

12.2.1. Process

The webinar should last 60 minutes with the following structure:

STEP 0: INTRODUCTION (5 min.)

Introduction/recap on the process/goals and organisation of the webinar

STEP 1: HELICOPTER VIEW OF THE INTERACTIVE SECTOR-SPECIFIC ROADMAP AND EXPLORATION RESOURCES FOR ACTIONS (20 min.)

The RI Lab Coordinator will present an overview of the generic version of the **roadmap at sector level**. He/she will also present the roadmap steps-by-steps pointing on the new level of resources for actions that has been developed since the step #4.

STEP 2: CHAMPION PRESENTING ITS OWN ACTION PLAN OUT OF THE ROADMAP TOOL, COMMENTS AND FEEDBACK (10 min.)

One company will be presenting the use made from the generic roadmap and its own action plan towards Responsible Innovation developed.

STEP 3: FINALISATION (15 min.)

The RI-Lab Coordinators shall launch the discussion on RRI (e.g. concerning the practical understanding of responsibility in concrete innovation processes, structural changes, cultural changes in the participating organizations) and get a feedback on the RI-lab process, **strengths, possible improvements, opportunities of replications**, etc.

12.2.2. Step-by-step

Setting the webinar should take the following steps:

Recruitment

- **inviting back** the previous participants/those wishing to continue.

Preparation

- none for the participants; and,
- preparing a presentation of the roadmaps.

Logistics

- defining **roles** in advance (3 predefined roles: presenter / chat moderator / tech. assistant);
- identifying a **suitable room for the webinar moderation**; and,
- **testing** out the webinar device.

Follow-up

- **saving** the webinar and chat (if used); and,
- sending a **follow-up email**: thank you, evaluation and invitation for next step of the whole project.

12.3. (Check)list of material

For this step, we would suggest to use the following material:

Templates

- Invitation email to the webinar (*to be designed by each RI-Lab Coordinator depending on their sector and local context, incl. a guide on using GoToMeeting: <https://care.citrixonline.com/gotomeeting/attendee-user-guide>*)
- Thank you email (*to be designed by each RI-Lab Coordinator*)
- Evaluation questionnaire (*to be designed by SDS in due time*)

Infrastructure needed

- Quiet and comfortable meeting room
- Webinar software
- Timer
- Computer

Facilitation tools

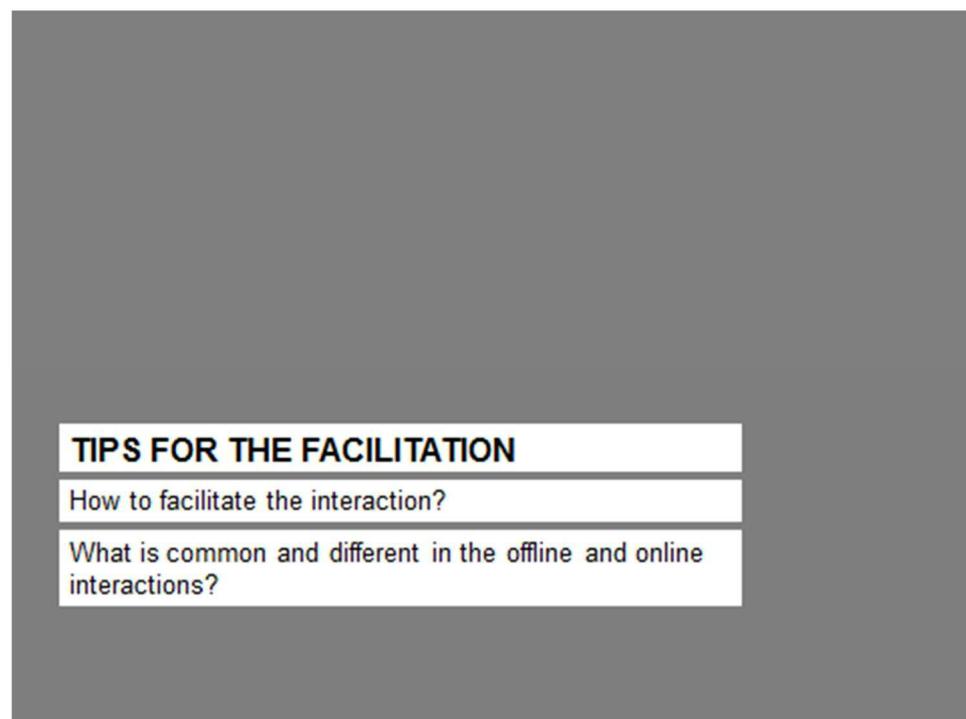


- ❑ Preparing the presentation of the roadmaps (*to be designed by each RI-Lab Coordinator*)

12.4. From #5 to ...

After the step #5 the RI-Lab coordinators will evaluate the process through online questionnaires and phone interviews. This will enable assessing the whole RI-lab process and to propose improvements.

13. Tips for the facilitation



13.1. Why facilitating?

There are few good reasons why we should aim at (well) facilitating the interactions of the RI-Labs:

- We are inviting some companies to take part in our Labs, they should feel welcome and taken care of;
- We need to provide with “something” that would make them want to join and stay throughout the process;
- We are playing our credibility and as such we need to know well: our topic, the participants (their profiles, their needs) and the methodology; and,
- We are the hosts, it is our task!

13.2. How to facilitate?

Time keeping

For each step, we have a strict agenda and issues we want to cover. Yet, we are interacting with humans and not everything can be predictive. Aim at covering the whole agenda but be flexible: readjust amongst steps if need is.

Be gentle to yourself and others: if you need to shorten a slot, notify the need to move on with a big smile. No need to put pressure on the whole group...

Moderation

Where are we going?: Remind regularly to the participants where we are and where we are going, at the beginning, throughout and at the end of the sessions. It is valid for the individual agendas as well as for the whole RI-Lab process, in particular:

- Be clear about the objectives of the sessions, introducing roles and rules
- Remind participants at which stage we are.
- Keep the motivation and enthusiasm by being clear about the next steps at the end of the session.
- When asking participants to contribute, prompt people one after the other

13.3. Tips for the online facilitation

Moderation

- Define three roles within the RI-Lab Coordination's team for the moderation: a presenter, a chat moderator, an technical assistant;
- Only person at a time speaks;
- One person per *RI-Lab Coordinator* speaks;
- Everybody had his/her own computer/account (no sharing!)
- Use headsets
- Mute when you don't talk
- When asking participants to contribute, prompt people one after the other
- Keep the pace enthusiastic and personalized (even though speaking to the camera)
- Check the slides/content in advance
- Check the technicalities in advance

Webinar vs. chat

- Present the participants with the option to use the chat during the webinar: they can share sharp ideas or comments, links to documents, cases, websites...
- Be smooth with the chat: try and launch some discussions reactions. Yet, readjust the interest in its use: if people use it too much, they will not follow the webinar itself. If they do not use it, they might miss a chance to express some concerns or share some thoughts.
- Promote the chat for larger groups: in a group of +/-20 people it makes quite some sense to use the chat. It makes less sense to distract the participants if they are only 5.
- Do not forget to save the chat!

13.4. Tips for the offline facilitation

Moderation

- Define three roles within the RI-Lab Coordination's team for the moderation: a presenter, a time and logistic watcher, an observer/note-taker.



-
- Let the facilitation be flexible: if participants use the cards and tools differently it is fine as long as we get to the overall aim of the workshop.
 - Let the participants be creative and “free” but steer them in the wanted direction.
 - Participants should ideally work in pairs to prompt discussion and exchange (can work by 3 if needed).
 - Combine spontaneous and prompted interaction: for each of the cards and tools, start by asking the companies the way they would address it. We wish to gather suggestions coming directly from the participants. You can propose some suggestions and/or propose empty cards if the participants get stuck. You can then prompt some suggestions that would enable completing the visions/roadmaps.