



D.T3.2.3 PILOT LOCAL AREA

Final REPORT

May, 2020

Author:

Lubelskie Voivodeship



Identification			
WP	Activity	Deliverable	Document
T3: RI Pilot Actions	A.T3.2: Pilot Action: Testing RI Tool implemen- tation	D.T3.2.3 Pilot Local Area Final Report	Final version

About this document

Lubelskie Voivodeship (PP11) plays the role of coordinator of WPT3 RI Pilot Actions. PP11 is responsible for preparing all documentation necessary to prepare and implement WPT3. One of the tasks of WPT3 is preparing a practical final report of pilot activities in each local area.

According to D.T3.4.1- Knowledge Management and Impact Monitoring Methodology, the Pilot Local Area Final Report is a report at the local area which details all pilot activities and additionally RI actions that SMEs included in the strategies. It evaluates activities and gives recommendations for RI Road Map.

I. General overview

1. N° and name of project partner

PP1 CISE

2. Working progress of pilot actions in comparison to Local Mid-Term Report

Completed.

All 5 pilot SMEs identified in January 2020.

Pilot launched on 23rd January 2020 and closed on 19th February 2020.

Plenary working meetings on 23rd and 24th January 2020 and 19th February.

One-to-one meeting on: 5th February 2020 at VM Sistemi spa; 6th February 2020 at Studio Piscaglia; 12th February 2020 at Pieri srl; 13th February 2020 at Talea Consulting srl; 18th February 2020 at D.V.P. Vacuum Technology spa.

Two of the companies (VM Sistemi spa and Talea Consulting srl) joined forces on a single process, which received twice the support of the others, of course.

The pilot was enabled by RI Consultants Giulia Bubbolini and Simone Cortesi from CISE and Massimo Piva, Giovanni Prior, Serena Guerra from Azzuro Digitale's (external supplier).

All State Aid red-tape has been complied with and cleared.

3. Problems encountered (if any) and related solutions

The only real issue was finding the pilot SMEs and it was mainly due to State Aid issues. That was already discussed before.

II. Outcomes

4. What are the main RI actions that SMEs included in their strategies?

RI Actions	✓	Description (max 1000 characters)
Technology Risk Assessment		
Gender Analysis		
RI monitoring committee		
Certification		

Code of Ethics		
RI social communication strategy		
RI network		
RI projects	✓	All pilot focused on triggering or improving innovation projects based on reflection on responsibility. Projects focus both on processes / services and products.
Other, examples		

5. Indicate in which RI areas the process of implementation has been taken in 5 SMEs participating in Pilot Action and then assess the degree of innovation practices at the end of Pilot Action in each SMEs taking into account 6 RI areas on the scale (please duplicate the table):

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			✓		
Gender Equality				✓	
Open Access			✓		
Stakeholders Engagement		✓			
Science Education					✓
Governance of Innovation	✓				

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			✓		
Gender Equality			✓		
Open Access			✓		
Stakeholders Engagement			✓		
Science Education					✓
Governance of Innovation	✓				

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			✓		
Gender Equality					✓
Open Access			✓		
Stakeholders Engagement		✓			
Science Education				✓	
Governance of Innovation	✓				

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			✓		
Gender Equality					✓
Open Access				✓	
Stakeholders Engagement		✓			
Science Education				✓	
Governance of Innovation	✓				

Comment (if so, max 1000 characters):

Please note that since two SMEs joined forces on a common process, there are only 4 tables.

6. What funds and resources have been involved in order to apply RI solution in practice? What are source of them?

SMEs' own funds.

7. Did the RI solution contribute to create new jobs? If so, how many?

Not at present.

8. If and to what extend the specific RI elements are managed within the enterprise's innovation processes?

RI elements and RI management tools (specifically the Ethics Canvas and the PRISMA RI Exemplary Roadmap for companies) have been implanted within a design thinking process, which already embedded principles and methodologies for engaging with parties that are external to traditional innovation processes and external to the organisation but that can bring added value in terms of creativity (out of the box thinking) or in terms of understanding of needs (stakeholders).

Such mixed methodology has been used to reshape the SMEs' innovation processes in the long run, after testing them in the pilot.

The dimensions of RI that were mostly referred to are stakeholder engagement and openness. Ethics has been referred to in terms of willingness to contribute to a sustainable development and thus assessing expected impact in terms of environmental sustainability and social inclusion. However, analysis was performed in a short- to medium-term perspective.

9. Did knowledge and outputs of Pilot Action turn out to be beneficiary and useful for SMEs' growth and will be continued? To what extent?

All 5 SMEs are currently following up on the action that were outlined during the pilot. However, not all of them are keeping the same pace. Also, the COVID-19 outburst did not help.

I. General overview

1. N° and name of project partner

PP3: Agency for the Support of Regional Development Košice

2. Working progress of pilot actions in comparison to Local Mid-Term Report

After finalising Improvement Plans for each company, which was developed individually via personal consultations based on results on In-depth assessment tool and practical 2 day Design Thinking workshop, the next steps was its implementation and achieving the goals formulated in Improvement Plans.

After the analysis of the current situation, we have looked at the implementation of the knowledge they gained in the workshop and applied it to their companies. Our primary focus was on Responsible innovation. We have identified this as a main requirement from the companies. On the other hand, we have also focused on the Ethics, Gender equality, Open access, and Engagement of the stakeholders. Some of the companies needed new governance of innovation, our consultations were therefore focused on that part.

All the consultations were held according to the Improvement Plans, we have developed in the previous term.

The result is that companies took responsible innovation processes very seriously. Some of them also had “aha moments” and help them improved either their product or the process.

Even though most of the companies were very focused on the ethical approach with the employees, suggestions we’ve made help them to think about the document, which will explain the ethical principles to their employees or customers.

3. Problems encountered (if any) and related solutions

During the second period, we have learned that one company osobnyudaj.sk is not eligible for help with the project. Thanks to the quick reaction from our side, we have been able to switch the companies to Halmi synergic s.r.o., which has a very similar way of doing business.

We have been able to help Halmi synergic very quickly explain the goals of this project and gave this company consultations, which can help them in the future. Since they were not able to attend the design thinking workshop, during the consultation, we have spent some time explaining the basic principles of the Design Thinking methodology. This helped the new company implement the responsible innovation approach in their daily life.

II. Outcomes

4. What are the main RI actions that SMEs included in their strategies?

RI Actions	✓	Description (max 1000 characters)
Technology Risk Assessment		
Gender Analysis	✓	Cassovia Code, ESTEN, LEMUR, Halmi synergic: we have involved women as a part of the stakeholders' meetings
RI monitoring committee	✓	Cassovia Code: We are planning to delegate the maintenance of this process to the respective employee of our company to ensure sustainability. Halmi synergic: Inside our company, we should form a small team that would consist of one project manager and one or two developers that will continuously work on the project during the time.
Certification		
Code of Ethics	✓	LEMUR: Regarding responsible innovation, we are trying to set a code of ethics within our company. Since our employees can come to situations that may not be very clear for them, this document can set a guideline on how to behave. A code of ethics document may outline the mission and values of the company or organization, how professionals are supposed to approach problems, the ethical principles based on the organization's core values, and the standards to which the professional is held.
RI social communication strategy	✓	Cassovia Code: it is crucial to involve as many customers as possible and also educational institutions

		<p>ESTEN: interview with potential customers to emphasize the needs and problems they are facing.</p> <p>Halmi synergic: We are planning to implement different stakeholder groups and public opinion</p>
RI network	✓	<p>Cassovia Code: University in our city is the driver of innovation. We need to involve the important stakeholders from this environment as well. We are considering also involving students and lecturers from the universities. Their fresh minds can bring a new way of thinking</p> <p>ESTEN: Crucial in this whole process was high stakeholders' engagement</p> <p>Halmi synergic: update our product with high stakeholder engagement</p> <p>TELEGRAFIA: We need to involve essential stakeholders from the educational environment</p>
RI projects	✓	<p>ESTEN: We plan to develop a new product - the new application that will solve the problem for restaurants and pubs.</p>
Other, examples	✓	<p>TELEGRAFIA: development a new framework document on how to innovate within our company.</p>

5. Indicate in which RI areas the process of implementation has been taken in 5 SMEs participating in Pilot Action and then assess the degree of innovation practices at the end of Pilot Action in each SMEs taking into account 6 RI areas on the scale (please duplicate the table):

Cassovia Code s.r.o. - Innovation process

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		X			
Gender Equality			X		
Open Access			X		
Stakeholders Engagement		X			
Science Education		X			
Governance of Innovation	X				

ESTEN s.r.o. - Create a new product with high public engagement

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			X		
Gender Equality			X		
Open Access				X	
Stakeholders Engagement	X				
Science Education		X			
Governance of Innovation	X				

LEMUR, s.r.o. - Code of Ethics

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics	X				
Gender Equality	X				
Open Access			X		

Stakeholders Engagement		X			
Science Education		X	X		
Governance of Innovation			X		

Halmi synergic, s.r.o. - Enhance product with responsible innovation

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			X		
Gender Equality			X		
Open Access			X		
Stakeholders Engagement	X				
Science Education		X			
Governance of Innovation	X				

TELEGRAFIA, a.s. - Innovation governance model

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			X		
Gender Equality			X		
Open Access			X		
Stakeholders Engagement	X				
Science Education		X			
Governance of Innovation	X				

Most of the companies used the approach to develop or enhance the governance of the innovation to prepare better products for their respective customers. Some of them used this opportunity to create a code of ethics. Still, all of them understand the importance of stakeholder's engagement in the whole process.

Especially proper identification of stakeholder engagement is the key to success.

- Cassovia Code s.r.o. - developed new framework for innovation within the company.
- ESTEN s.r.o. - created new product with high stakeholder engagement
- LEMUR s.r.o. - created new code of ethics to help professionals conduct business honestly with the integrity
- Halmi synergic s.r.o. - enhanced the product using responsible innovation approach
- TELEGRAFIA a.s. - created new innovation governance model

6. What funds and resources have been involved in order to apply RI solution in practice? What are source of them?

Most of the SMEs used their internal staff to implement RI solutions with the help of the RI consultant. Thanks to that, they did not need to use any external funding to get acquainted with the process of innovation.

7. Did the RI solution contribute to create new jobs? If so, how many?

The creation of new jobs was not the primary goal of the pilot activity. The current situation is that most of the companies have problems find excellent and skilled employees. Thanks to the changes in their processes, they can attract more suitable candidates for the HR market.

8. If and to what extend the specific RI elements are managed within the enterprise's innovation processes?

9. Did knowledge and outputs of Pilot Action turn out to be beneficiary and useful for SMEs' growth and will be continued? To what extend?

Most of the companies did not have sufficient information about the Design Thinking methodology, which is very useful in the responsible innovation process. The workshop has provided hands-on training, and respective

companies were able to implement some of the information in their process of responsible innovation.

We can evaluate that information provided - workshop and consultations- was very beneficial and useful for SME's growth. It is a good idea to consider the extension of the information provided and help respective SMEs have more possibilities to educate their employees in the design thinking and innovation area.

I. General overview

1. N° and name of project partner

PP4: CCSS (Czech Center for Science and Society)

2. Working progress of pilot actions in comparison to Local Mid-Term Report

Our pilot companies were active in communication, cooperation and co-creation. Monthly we arranged ZOOM or Skype online meetings with several parts including feedback, presentations, online consultation from our (CCSS's) side, networking etc.) - even before the "Covid era" (later, it was easy for us to continue smoothly in our close cooperation with our piloting micro-companies). Moreover, each month we prepared the specific training materials for them.

The preliminary plan (based on their Self-Assessment) of our year-round cooperation was strictly planned but flexibly realized.

The final meeting with our pilots was also very fruitful for giving us important and positive feedback for us. And we decided with some of our pilots to cooperate also after the end of the ROSIE project.

Among the most frequented topics during our regular telcos (via Zoom or Skype) were especially these:

- open access (cunsultations on open education applications)
- ethics
- business models based on open access
- science education

3. Problems encountered (if any) and related solutions

We have solved the initial problem with the conclusion of the contracts with our pilots.

Due to unexpected changes we lost three former (micro)companies. But we were fully successful in gaining other for new ones! We are working with 6 SMEs now.

These problems were influenced by the core base of our type of micro-companies: this type of environment is unstable from the perspective of long-time training.

They all (6 SMEs) were successfully registred.

II. Outcomes

4. What are the main RI actions that SMEs included in their strategies?

RI Actions	✓	Description (max 1000 characters)
Technology Risk Assessment		
Gender Analysis		
RI monitoring committee		
Certification		
Code of Ethics		
RI social communication strategy		We taught our pilots to communicate via open communication tools.
RI network		
RI projects		One session inside our one-year-long PA was dedicated to different project calls, RI project calls including.
Other, examples		Open educational materials. Open access: licenses and resources, IT educational tools etc.

5. Indicate in which RI areas the process of implementation has been taken in 5 SMEs participating in Pilot Action and then assess the degree of innovation practices at the end of Pilot Action in each SMEs taking into account 6 RI areas on the scale (please duplicate the table):

Microcompany 1 (Jana SZITTYAY)

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			YES		
Gender Equality				YES	
Open Access	YES				
Stakeholders Engagement		YES			
Science Education	YES				
Governance of Innovation		YES			

Microcompany 2 (Adéla POHOŘELÁ)

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			YES		
Gender Equality				YES	
Open Access	YES				
Stakeholders Engagement		YES			
Science Education	YES				
Governance of Innovation		YES			

Microcompany 3 (Veronika ROGOŽANOVÁ)

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			YES		
Gender Equality				YES	
Open Access	YES				
Stakeholders Engagement		YES			
Science Education	YES				
Governance of Innovation		YES			

Microcompany 4 (Zdenka OUŘADOVÁ)

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			YES		
Gender Equality				YES	
Open Access	YES				
Stakeholders Engagement		YES			
Science Education	YES				
Governance of Innovation		YES			

Microcompany 5 (Kamila FENDRYCHOVÁ)

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			YES		
Gender Equality				YES	
Open Access	YES				
Stakeholders Engagement		YES			
Science Education	YES				
Governance of Innovation		YES			

Microcompany 6 (Kateřina MOURADIN JANDOVÁ)

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			YES		
Gender Equality				YES	
Open Access	YES				
Stakeholders Engagement		YES			
Science Education	YES				
Governance of Innovation		YES			

Comment (if so, max 1000 characters):

6. What funds and resources have been involved in order to apply RI solution in practice? What are source of them?

We were (in our PA) focused on implementation of open solution (and free: because we wanted to be financially self-sufficient and sustainable. And we did not want to burden the pilots financially in the future either. Therefore, we focused on an open solution which are free of charge.

7. Did the RI solution contribute to create new jobs? If so, how many?

Since we worked with (6) micro-companies, we did not even anticipate any creating of new jobs. But the current Covid situation has shown that the implementation of RI solutions has helped maintain existing jobs. Our PA has already correctly estimated this in its preconceptions and then correctly targeted all our educational activities as part of our year-year-long assistance.

8. If and to what extend the specific RI elements are managed within the enterprise's innovation processes?

Our pilots started to really use it (specigic RI elements and pillars) during the PA. We managed to direct them to the implementation of RI topics into their business plan.

9. Did knowledge and outputs of Pilot Action turn out to be beneficiary and useful for SMEs' growth and will be continued? To what extend?

Yes, we wanted to regularly obtain the positive feedback on being beneficiary for them as for our pilots. And we gained such feedback. Step-by-step we we trying to move forward to deeper implementation of particular pillars of RI topics (open access, science education etc.) See also our previous answers where we were much more detailed.

I. General overview

1. N° and name of project partner

PP5 - Technologie- und Gründerzentrum Bautzen GmbH

2. Working progress of pilot actions in comparison to Local Mid-Term Report

In September 2019 we had a discussion with our external expert, again, and designed a new workshop concept. Finally, in October 2019 we promoted this concept, with a newly created leaflet during a big event, held in our innovation centre (9th East Saxon Mechanical Engineering Days, <http://www.tgz-bautzen.de/veranstaltungen/9-ostsaechsische-maschinenbautage.html>). Moreover, we sent the leaflet to numerous network initiatives in Saxony (especially the eastern part), which deal with sustainability topics. By the end of November 2019 in total 13 enterprises and institutions expressed their interest in participating in the workshops. After discussions with them, finally 7 enterprises (4 SMEs and 3 non-SMEs) declared that they are really willing to take part in the pilot action. By end of January 2020 those enterprises sent their de-minimis declarations to TGZ. All of them did not exceed the thresholds and thus were allowed to participate in the workshops. The first workshop was held on 29th January 2020 to the topic “Sustainability in the context of companies”. On 25th February 2020 the 2nd workshop thematized the “Risk and opportunity analysis within the framework of environmental and quality management systems”. Both workshops were carried out in the premises of TGZ. Due to the corona pandemic the 3rd workshop on 2nd April 2020 was held online via zoom. The topics were “Responsible Research and Innovation (RRI)” and “Combining product development processes and sustainability”. The 4th workshop was planned together with the 2nd NTE on 23rd April 2020 to be held in the premises of a company in Zittau, but had to be cancelled due to the corona pandemic. It was postponed to the 28th May 2020. Topics are the results of the ROSIE project and the Circular Economy in consideration of the European Green Deal.

3. Problems encountered (if any) and related solutions

Due to the corona crisis, the planned workshops with enterprises in March and April 2020 could not be carried out face to face. TGZ switched to virtual meetings, which worked really well. The 4th workshop, which should be carried out together with the 2nd National Targeted Event in April was cancelled and postponed to 28th May 2020.

II. Outcomes

4. What are the main RI actions that SMEs included in their strategies?

RI Actions	✓	Description (max 1000 characters)
Technology Assessment Risk	✓	During one of the workshops the enterprises carried out a risk and opportunity analysis within the framework of environmental and quality management systems. The knowledge can be used to fulfill the ISO 9001, ISO 14001 and ISO 450001 standard.
Gender Analysis		
RI monitoring committee		
Certification		
Code of Ethics		
RI social communication strategy		
RI network	✓	TGZ and the enterprises are willing to further cooperate in the fields of sustainability and resource efficiency. When the financing has been clarified further workshops will be offered by TGZ.
RI projects		
Other, examples	✓	The enterprises learned and tested several tools, which could lead to a better sustainability and to re-thinking their business models. These tools are: sustainability journey, materiality matrix, MET (material, energy, toxicity) matrix, probability and impact matrix, hot-spot analysis

5. Indicate in which RI areas the process of implementation has been taken in 5 SMEs participating in Pilot Action and then assess the degree of innovation practices at the end of Pilot Action in each SMEs taking into account 6 RI areas on the scale:

Company 1: UWAT GmbH

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			X		
Gender Equality	X				
Open Access	X				
Stakeholders Engagement	X				
Science Education	X				
Governance of Innovation				X	

Company 2: AIB GmbH

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			X		
Gender Equality	X				
Open Access	X				
Stakeholders Engagement		X			
Science Education	X				
Governance of Innovation	X				

Company 3: TRO-MA GmbH

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		X			
Gender Equality				X	
Open Access				X	
Stakeholders Engagement		X			
Science Education			X		

Governance of Innovation			X		
--------------------------	--	--	---	--	--

Company 4: Bistum Dresden-Meißen Bischof-Benno-Haus

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics	X				
Gender Equality	X				
Open Access	X				
Stakeholders Engagement	X				
Science Education			X		
Governance of Innovation		X			

Company 5: InterNexum GmbH

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		X			
Gender Equality		X			
Open Access		X			
Stakeholders Engagement			X		
Science Education			X		
Governance of Innovation		X			

Company 6: Maxam Deutschland GmbH

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		X			
Gender Equality	X				
Open Access	X				
Stakeholders Engagement	X				
Science Education			X		
Governance of Innovation	X				

Company 7: CREATON Produktions GmbH

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		X			
Gender Equality	X				
Open Access		X			
Stakeholders Engagement	X				
Science Education		X			
Governance of Innovation	X				

Comment (if so, max 1000 characters)

6. What funds and resources have been involved in order to apply RI solution in practice? What are source of them?

So far the enterprises were given only some basic knowledge concerning Responsible Innovation. RI solutions in practice will not be able during the project lifetime, but afterwards. Thus, only the ERDF fund, cofinancing the ROSIE pilot action in Germany, was used, so far.

7. Did the RI solution contribute to create new jobs? If so, how many?

No, there were no jobs created.

8. If and to what extend the specific RI elements are managed within the enterprise's innovation processes?

TGZ cannot really proof how and to what extend the specific RI elements are managed within the enterprises, but with reference to the self-assessment of the companies they have very different levels of managing RI elements. The assessment of each company is described in Chapter II - Outcomes.

9. Did knowledge and outputs of Pilot Action turn out to be beneficiary and useful for SMEs' growth and will be continued? To what extend?

The knowledge gained for the participants during the pilot action was beneficiary, concerning companies' reflections to TGZ. One company stated that the pilot action helped to rethink deadlocked processes in the company, This will lead to a new thinking in the future innovation process. The smaller enterprises, participating in the pilot actions liked the workshops as well, even if it does not lead to a direct benefit for them at this point of time. They liked it to get new insights into innovation processes. All participants of the pilot action are interested in further collaborating with TGZ after the projects lifetime. TGZ will search for funds to finance a further network collaboration.

I. General overview

1. N° and name of project partner

PP6 - MONG and PP7 - CCIS (Slovenia)

2. Working progress of pilot actions in comparison to Local Mid-Term Report

Two additional RRI tools were added to the ROSIE tools list: COMPASS and DESIGN THINKING, which were identified as the most appropriate for the engagement of the 5 Slovenian SMEs in RRI Development Plan activity.

Three workshops to support selected SMEs in RRI development plan preparation were implemented in the beginning of September - 3., 6. & 10.9.2020. External experts were engaged to assist the SMEs with professional support.

Participating SMEs defined their own individual cases or field of challenges prior the workshop. On first day of the workshop they focused on the future trends and/or challenges in their sector relating to their product or service and in the scope of responsible innovation. They went through the process of creating the Cover Story, asking themselves who will be our user, what will be our product, what will be our processes, what will be the culture of our organization. They went through the process of "what if". For homework, they went through COMPASS self-check tool, focusing on one or more pillars - management; research and idea generation; product development; marketing. As well as asking themselves the same questions as in the Cover Story but focusing on the present. What is the situation now in the company? On second day challenges were look at the current state of the SME, state of mind was "as is". The goal was to define and select ideas the support the vision. They were asking themselves How might we? question. After choosing the most relevant question they went through idea generation and then prioritization of them using How, Now, Wow matrix. For homework they were asked to go through the company's strategy or existing documents for future development and see how their ideas are presented in these documents. On the third day they selected 3 ideas that are not present in the company's strategy and are most relevant for achieving the future vision. A final step was strategic roadmapping on the SME level will with the backcasting approach again supporting the vision of SME in the scope of responsible innovation.

3. Problems encountered (if any) and related solutions

Motivation of SMEs. 4-5 employees will be missing for 3 days, so they wonder if the workshop will generate enough benefits.

Lack of knowledge and understanding of the field of Responsible innovation. Also classic industrial/manufacturing SMEs need more persuading as they do not see themselves as a part of Responsible innovation.

SME participants at the workshop usually still have all the work to do when they come back at their company. This makes it harder for them to do homework. It is relevant to stress this before the workshop when acquiring SMEs. Also, motivation level drops in-between workshops when participants come back to work. It is necessary to have some energizers included and to create a relaxing and funny workshop environment.

Distance of SMEs from the place of workshop plays the role in accuracy. Especially if SMEs are from the rural area and the workshop is in the bigger city. It is good to warn them about the morning traffic jams.

II. Outcomes

4. What are the main RI actions that SMEs included in their strategies?

RI Actions	✓	Description (max 1000 characters)
Technology Risk Assessment	✓	Assessment of technology of waste treatment and placement to prevent environmental influence and safety of workers.
Gender Analysis		
RI monitoring committee	✓	Creation of environmental declaration and establishment of green angels.
Certification		
Code of Ethics	✓	Defining relations with employees, business partners, customers, users. Intergenerational education - mentorship.
RI social communication strategy		
RI network	✓	Cross-sectorial cooperation and exchange of best practise.
RI projects	✓	In-house workshops for peer counselling. Academy for capacity building.

Other, examples		
-----------------	--	--

5. Indicate in which RI areas the process of implementation has been taken in 5 SMEs participating in Pilot Action and then assess the degree of innovation practices at the end of Pilot Action in each SMEs taking into account 6 RI areas on the scale (please duplicate the table):

RRI Key Argas	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		x			
Gender Equality		x			
Open Access			x		
Stakeholders Engagement		x			
Science Education				x	
Governance of Innovation				x	

RRI Key Zaloker&Zaloker	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		x			
Gender Equality	x				
Open Access			x		
Stakeholders Engagement			x		
Science Education		x			
Governance of Innovation			x		

RRI Key TIK	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		x			
Gender Equality		x			
Open Access			x		
Stakeholders Engagement		x			
Science Education			x		

Governance of Innovation			x		
--------------------------	--	--	---	--	--

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Zavod NG in VD					
Ethics		x			
Gender Equality		x			
Open Access			x		
Stakeholders Engagement	x				
Science Education			x		
Governance of Innovation		x			

Comment (if so, max 1000 characters):

All the participants have better understanding of RI after the workshops, especially the scope of it and the importance of its integration into the documents concerning strategic development. Mainly companies are looking at the internal processes and employees. But more and more emphasis is being placed to opening the innovation processes and management of them, as well as stakeholder engagement.

6. What funds and resources have been involved in order to apply RI solution in practice? What are source of them?

At the beginning the project funds have been used to develop the concept and methodology. For this purpose the external expert was chosen to help to finalize the methodology and to facilitate the workshop. There was also an in-kind contribution of CCIS and MONG. The Creative room at CCIS was free of charge during the workshops, as well as workshop material.

After the workshop companies continued to work individually on the RI goals they put in front of them. In one case they separately contracted the external experts that we used to facilitate the workshop.

In case of MONG the platform Naš borjač/Our Courtyard was established as a Living Lab with the support of the Municipality and is managed by the Public Institution of Tourism Nova Gorica and Vipava Valley.

7. Did the RI solution contribute to create new jobs? If so, how many?

The Living Lab platform Naš borjač/Our Courtyard was created also with inputs from project ROSIE. It is managed by the Public Institution of Tourism Nova Gorica and Vipava Valley. For this reason one person was employed. It can be estimated that ROSIE contributed to half of the employment.

8. If and to what extend the specific RI elements are managed within the enterprise's innovation processes?

When managing the innovation process there are many inputs through which innovation can happen. We can sort this inputs in three groups: first, ideas and suggestions coming from employees; second, unmet user need; and third, nonoptimal process in company.

It is also important the level of maturity of innovation culture within a company. In our case is was very different from SME to SME. But for sure most commonly managed RI elements are Ethics; Gender Equality; Open Access and Stakeholders Engagement.

9. Did knowledge and outputs of Pilot Action turn out to be beneficiary and useful for SMEs' growth and will be continued? To what extend?

For sure all the participating SME, as well as other stakeholders like external experts, are aware of RI and have much deeper understanding of it. But also the awareness of importance of managing innovation, open access and stakeholder engagement.

We must be aware that structural and strategic changes in companies do not happen overnight. It is something it needs time. What we were able to achieve is a positive change in mindset. But if we look at the small first steps, companies are for example changing the way they gather user need, how they process ideas, how they involve stakeholders, ...

I. General overview

1. N° and name of project partner

PP8: City of Šibenik

2. Working progress of pilot actions in comparison to Local Mid-Term Report

During the Rosie training activities, 5 Sibenik companies received free of charge training on smart, sustainable and socially accountable innovation. All eligible entities received this training as a grant under the de minimis regime, worth 10.000,00 HRK each. Participating entities are:

1. MESNICE MILETIĆ, trgovački i mesarski obrt
Core business : meat retailer
2. CIB TRADE d.o.o.
Core business: retailer
3. ALU-TIM BUDIMIR, Obrt za proizvodnju građevinske stolarije
Core business: construction element manufacturing
4. KONTRA NAPAD j.d.o.o.
Core business: restaurants
5. ŠIBENSKA PIVOVARA d.o.o.
Core business: Brewery

The first workshop was conducted at 22nd February 2019 with individual and group training. Materials describing training content, that are the part of this report, contain RI introduction and method approach script and presentation, and were individually distributed to all participating entities.

At 22nd of May 2020, as a separate activity, the National Target (online) Event was held with the purpose to disseminate the RI idea and to explain basic RI principles.

A number of SME's attended the event and gave a great feedback.

3. Problems encountered (if any) and related solutions

No significant obstacles or problems are foreseen before, during or after this pilot action.

II. Outcomes

4. What are the main RI actions that SMEs included in their strategies?

RI Actions	✓	Description (max 1000 characters)
Technology Assessment Risk	✓	Companies started to implement STIR and design thinking principles to their New product development approaches. Particularly they started to involve customers and other stakeholders and rethink their technological approach in early design phase.
Gender Analysis	N/A	Taken into account equal gender distribution in R&D sector in Croatia, it can be concluded that there is an equal gender distribution in private sector as well. On the other hand, SMEs involved in this study either do not have any research organisational unit or is represented by low number of employees. For that reason it is hard to prioritise this RRI key.
RI monitoring committee	✓	Since entities involved are SME's the CEO and founders will act as RI monitoring body, until full implementation of RI as the standardised process.
Certification	✓	ROSIE project ensured the expert training and certification for attendees.
Code of Ethics	✓	Awareness was developed on different ethical aspects of RI. Depending on sector and technological limitations, companies complied to their specific ethical demands.
RI social communication strategy	✓	Companies were educated on communication of their RI activities.
RI network	✓	All companies from Zadar and Sibenik now start to form a single RI network that will further be promoted by both Inovacija and CoS.
RI projects	✓	Companies will apply RI to their development projects.
Other, examples	✓	

5. Indicate in which RI areas the process of implementation has been taken in 5 SMEs participating in Pilot Action and then assess the degree of innovation practices at the end of Pilot Action in each SMEs taking into account 6 RI areas on the scale (please duplicate the table):

MESNICE MILETIĆ, trgovački i mesarski obrt

Short description : Butchery, meat retailer. This small enterprise employs under 50 with constant annual growing revenue of around 1.5M EUR. Entity was found at 1983.

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		✓			
Gender Equality		N/A			
Open Access			✓		
Stakeholders Engagement		✓			
Science Education				✓	
Governance of Innovation			✓		

CIB TRADE d.o.o.

Short description: retailer, founded at 1994 is a small entity generating growth and revenue of around 1.4M EUR.

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		✓			
Gender Equality		N/A			
Open Access			✓		
Stakeholders Engagement		✓			
Science Education				✓	
Governance of Innovation				✓	

ALU-TIM BUDIMIR, Obrt za proizvodnju građevinske stolarije

Short description: construction element manufacturing. A single person entity and employer founded at 2012.

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		✓			
Gender Equality		N/A			
Open Access			✓		

Stakeholders Engagement			✓		
Science Education			✓		
Governance of Innovation			✓		

KONTRA NAPAD j.d.o.o.

Short description: restaurant, micro entity founded at 2016, employing below 10. Annual revenue is around 300.000EUR.

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		✓			
Gender Equality		N/A			
Open Access			✓		
Stakeholders Engagement		✓			
Science Education			✓		
Governance of Innovation			✓		

ŠIBENSKA PIVOVARA d.o.o.

Core business: Brewery, a micro entity founded at 2016.

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		✓			
Gender Equality		N/A			
Open Access			✓		
Stakeholders Engagement		✓			
Science Education		✓			
Governance of Innovation			✓		

Comment (if so, max 1000 characters): All participating companies are small and micro entities with a short history (except Mesnice Miletić that was found at 1983). All entities are heavily dependent on local touristic sector and are directly or indirectly part of local Blue economy. Lack of historical experience contributes to relatively poorly developed governance o innovation. On the other hand, focus on local context contributes to relatively high mark in the area of stakeholder's engagement. For the reasons described above, gender

analysis shown that, nevertheless all entities presented well developed awareness and intention to provide equal gender opportunities, it was not possible to include this RI dimension.

6. What funds and resources have been involved in order to apply RI solution in practice? What are source of them?

Besides the ROSIE project that helped companies in building own RI approach, own company funds are used. After the project SME's will be more interested in applying and getting R&D project financing from structural funds that are still available in Croatia.

7. Did the RI solution contribute to create new jobs? If so, how many?

It is still early to say. COVID-19 made a negative impact on SME employment capacity. If tourism would continue its undisrupted growth RI would present a great opportunity for employment.

8. If and to what extend the specific RI elements are managed within the enterprise's innovation processes?

The element of Anticipation was greatly embraced for it allows to foresee own technological position in the future, as well as the element of Inclusivity that implies dialogue with relevant stakeholders. It has been confirmed through the use of Design thinking approach that empathy with stakeholders is the most relevant for RI in practice.

9. Did knowledge and outputs of Pilot Action turn out to be beneficiary and useful for SMEs' growth and will be continued? To what extend?

We still cannot access the impact of this project to the growth of SME's due to many different changes that could alter it. One of major negative influences is COVID-19.

I. General overview

1. N° and name of project partner

PP9: INOVAcija

2. Working progress of pilot actions in comparison to Local Mid-Term Report

During the Rosie training activities, 5 Zadar companies received free of charge training on smart, sustainable and socially accountable innovation. All eligible entities received this training as a grant under the de minimis regime, worth 10.000,00 HRK each. Participating entities are:

1. Cibus 1 d.o.o.

Core business: Restaurants

2. FG Grafika d.o.o.

Core business: graphic design and printing

3. Konstrukt d.o.o.

Core business: construction

4. Mitra Trade d.o.o. (Zagreb)

Core business: safety equipment and doors retailer

5. Tajer d.o.o.

Core business: food production, sea fish

Earlier, as a separate activity, from 25th to 26th of April 2019 in COIN coworking space in Zadar, we organised the Hackathon (The sea and the coast for our children, <https://potraga.hr/vijest/opce-vijesti/plavi-hackathon-u-coinu-pobijedila-ideja-o-sinergiji-ribarstva-i-turizma-na-brodu/1240.html>), as the pilot action. The event was organised as the part of the Blue Boost Adrion Interreg project and Rosie Interreg projects by Croatian Chamber of Commerce Zadar local branch. Rosie representatives explained RI concept to attendees. Six teams composed of 3-4 participants representatives of SME's and academia were competing over the best proposal that had to involve RI in the design phase. Proposals were developed through design thinking approach.

Hackathon was very successful event for allowing fast agile and effective contact with SME's. It also involved the Open innovation model and design thinking approach to promote RI and help SME's shape practical solutions that address both, their interests and local government needs.

This form also allows for development of the initial business plan.

The hackathon, as an event, proved to strengthen stakeholders engagement, governance of innovation and education of all stakeholders involved.

During 2020 participating entities were involved with training materials describing RI. Materials that are annex to this report include RI introduction and method approach script as well as presentation were individually distributed to all participating entities.

3. Problems encountered (if any) and related solutions

No significant obstacles or problems are foreseen before, during or after this pilot action.

II. Outcomes

4. What are the main RI actions that SMEs included in their strategies?

RI Actions	✓	Description (max 1000 characters)
Technology Assessment Risk	✓	Companies started to implement STIR and design thinking principles to their New product development approaches. Particularly they started to involve customers and other stakeholders and rethink their technological approach in early design phase.
Gender Analysis	N/A	Taken into account equal gender distribution in R&D sector in Croatia, it can be concluded that there is an equal gender distribution in private sector as well. On the other hand, SMEs involved in this study either do not have any research organisational unit or is represented by low number of employees. For that reason, it is hard to prioritise this RRI key.
RI monitoring committee	✓	Since entities involved are SME's the CEO and founders will act as RI monitoring body, until full implementation of RI as the standardised process.
Certification	✓	ROSIE project ensured the expert training and certification for attendees.
Code of Ethics	✓	Awareness was developed on different ethical aspects of RI. Depending on sector and technological limitations, companies complied to their specific ethical demands.

RI social communication strategy	✓	Companies were educated on communication of their RI activities.
RI network	✓	All companies from Zadar and Sibenik now start to form a single RI network that will further be promoted by both Inovacija and CoS.
RI projects	✓	Companies will apply RI to their development projects.
Other, examples		

5. Indicate in which RI areas the process of implementation has been taken in 5 SMEs participating in Pilot Action and then assess the degree of innovation practices at the end of Pilot Action in each SMEs taking into account 6 RI areas on the scale (please duplicate the table):

Cibus 1 d.o.o.

Short description: Restaurant, is a small entity with around 200.000 EUR of revenue. The entity was found at 2012.

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		✓			
Gender Equality		N/A			
Open Access			✓		
Stakeholders Engagement		✓			
Science Education				✓	
Governance of Innovation				✓	

FG Grafika d.o.o.

Short description: graphic design and printing, is a micro entity found at 2006. Annual revenue is around 200.000 EUR

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		✓			
Gender Equality		N/A			
Open Access			✓		
Stakeholders Engagement		✓			

Science Education			✓		
Governance of Innovation			✓		

Konstrukt d.o.o.

Core business: construction, is a micro entity found at 2016. Annual revenue is around 200.000 EUR

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		✓			
Gender Equality		N/A			
Open Access			✓		
Stakeholders Engagement		✓			
Science Education				✓	
Governance of Innovation				✓	

Mitra Trade d.o.o.

Core business: safety equipment and doors retailer. is a small entity found at 2001. Annual revenue is around 1.200.000 EUR

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		✓			
Gender Equality		N/A			
Open Access			✓		
Stakeholders Engagement		✓			
Science Education			✓		
Governance of Innovation			✓		

Tajer d.o.o.

Core business: food production, sea fish, is a small entity found at 1991. Annual revenue is around 1.000.000 EUR

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		✓			
Gender Equality		N/A			

Open Access			✓		
Stakeholders Engagement		✓			
Science Education			✓		
Governance of Innovation				✓	

Comment (if so, max 1000 characters): All participating companies are small and micro entities with a short history (except Tjer d.o.o. that was found at 1991). All entities are heavily dependent on local touristic sector and are directly or indirectly part of local Blue economy. Lack of historical experience contributes to relatively poorly developed governance o innovation. On the other hand, focus on local context contributes to relatively high mark in the area of stakeholder's engagement. For the reasons described above, gender analysis shown that, nevertheless all entities presented well developed awareness and intention to provide equal gender opportunities, it was not possible to include this RI dimension.

6. What funds and resources have been involved in order to apply RI solution in practice? What are source of them?

Besides the ROSIE project that helped companies in building own RI approach, own company funds are used. After the project SME's will be more interested in applying and getting R&D project financing from structural funds that are still available in Croatia.

7. Did the RI solution contribute to create new jobs? If so, how many?

It is still early to say. COVID-19 made a negative impact on SME employment capacity. If tourism would continue its undisrupted growth RI would present a great opportunity for employment.

8. If and to what extend the specific RI elements are managed within the enterprise's innovation processes?

The element of Anticipation was greatly embraced for it allows to foresee own technological position in the future, as well as the element of Inclusivity that implies dialogue with relevant stakeholders. It has been confirmed through the use of Design thinking approach that empathy with stakeholders is the most relevant for RI in practice.

9. Did knowledge and outputs of Pilot Action turn out to be beneficiary and useful for SMEs' growth and will be continued? To what extend?

We still cannot access the impact of this project to the growth of SME's due to many different changes that could alter it. One of major negative influences is COVID-19.

I. General overview

1. N° and name of project partner

PP 10 - Innovhub SSI

2. Working progress of pilot actions in comparison to Local Mid-Term Report

Innovhub SSI completed almost all activities linked to the RI Pilot Cases as the last monitoring activities are ongoing.

We selected 5 SMEs from the Lombardy region (in two different open calls) and we worked with these SMEs from July 2019 until June 2020 when we plan to complete the last monitoring activities.

3. Problems encountered (if any) and related solutions

Innovhub SSI experienced some problem during the project life due to different situations:

- a first delay was experienced due to the need for clarification related to State Aid rules applicable to the selected companies for the Pilot Action. Once the situation was clarified we quickly proceeded with the selection of the companies. We managed to select the 5 companies and complete their RI Pilot Cases.

- a second situation was managed when 2 companies withdrew their participation from the Pilot Cases. We immediately published a second Open Call and selected 2 new companies interested in the ROSIE initiative.

- the third problem happened at the end of February 2020 when the emergency situation was declared in Italy as a consequence of the health risk related to the Coronavirus outbreak. In that moment we had meetings planned with one of the RI Pilot Case companies. At the beginning we postponed the already planned meetings hoping in a quick return to normality. Then we opted for moving the ROSIE activities online, but this happened with some delay and difficulty as the companies were partially or completely closed and/or dealing with emergency situations. In the end we managed to complete the activities online.

II. Outcomes

4. What are the main RI actions that SMEs included in their strategies?

RI Actions	x	Description (max 1000 characters)
Technology Risk Assessment		
Gender Analysis		
RI monitoring committee		
Certification		
Code of Ethics	x	A code of ethics is a guide of principles designed to help the company conduct business honestly and with integrity. A code of ethics document may outline the mission and values of the business or organization, how the company is supposed to approach problems, the ethical principles based on the organization's core values, and the standards to which the company is held
RI social communication strategy	x	Many companies are concerned with satisfying Responsible Innovation as a whole or in some of its aspects, as well as social responsibility expectations, and communicating their policies in those fields. This specific communication can be defined as a series of actions aimed at giving back the added value of social and/or environmental initiatives promoted by companies. Elaborating a precise strategy aimed at boosting the socio-environmental impacts, tailored to the diverse nature of companies' stakeholders, allows to unlock the social and business returns that such projects have on their promoters, namely companies and private actors.

		These effects actually enhance companies' productivity, reputation, funding opportunities, ultimately differentiating them from other national and international competitors.
RI network		
RI projects		
Stakeholder engagement and stakeholder matrix	x	<p>Stakeholder engagement is the process by which companies communicate and get to know their stakeholders. By getting to know them, companies are able to better understand what they want, when they want it, how engaged they are and how the companies' plans and actions will affect their goals. Furthermore, they can improve their communication and rethinking their strategies and operations, having long-term benefits such as brand reputation or first mover advantage.</p> <p>There are different levels of stakeholder engagement with different tools to engage that can be used: the first step is to identify and analyze them using tool as the stakeholder matrix.</p>
Value based responsible Innovation management: a reflection on mission, vision and identity	x	In order to work towards Responsible Innovation strategies and practices, the company need to reflect on the company itself, on the values that are at the basis of its activities and on the results and effects that the company would like to bring to its stakeholders. To reach this objective it's important to reflect on mission, vision and identity, in order to establish the foundation and work for future desirable results.

5. Indicate in which RI areas the process of implementation has been taken in 5 SMEs participating in Pilot Action and then assess the degree of innovation practices at the end of Pilot Action in each SMEs taking into account 6 RI areas on the scale (please duplicate the table):

Company 1 - Larix

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		x			
Gender Equality					
Open Access					
Stakeholders Engagement		x			
Science Education					
Governance of Innovation			x		

Company 2 - Marlegno

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			x		
Gender Equality					
Open Access					
Stakeholders Engagement	x				
Science Education					
Governance of Innovation			x		

Company 3 - Crime & Tech

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics					
Gender Equality		x			
Open Access			x		
Stakeholders Engagement		x			

Science Education			x		
Governance of Innovation					

Company 4 - Palu

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			x		
Gender Equality					
Open Access					
Stakeholders Engagement		x			
Science Education					
Governance of Innovation					

Company 5 - Comftech

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics			x		
Gender Equality					
Open Access					
Stakeholders Engagement		x			
Science Education					
Governance of Innovation					

6. What funds and resources have been involved in order to apply RI solution in practice? What are source of them?

The companies are using mainly internal resources to implement RI practices. ROSIE consultants and company's trained staff are open to RI funding opportunities when these opportunities will arise.

7. Did the RI solution contribute to create new jobs? If so, how many?

At the beginning of the Pilot Cases there were good chance that ROSIE activities could lead to create some new job, as the implementation of RI practices would bring new tasks and needs. Nevertheless the emergency situation we're living

in this period - due to the COVID outbreak - has called an halt to these potential outcomes.

8. If and to what extend the specific RI elements are managed within the enterprise's innovation processes?

The companies taking part in the ROSIE Pilot Action activities were really positive about implementing RI elements in their innovation processes. The extent of this process varies a lot depending on the peculiarity of the company, as in some cases - for example in the companies with less than 10 employees - some RI elements were quickly integrated in the innovation processes. In larger companies they require more effort from an organisational and designing point of view, so they require more time to be put in practice. Nevertheless when these RI elements are acquired and put in place they are effective and long lasting.

9. Did knowledge and outputs of Pilot Action turn out to be beneficiary and useful for SMEs' growth and will be continued? To what extend?

Companies showed great interest in the RI Pilot Actions and they were eager to keep on applying these elements in the future. Some of the elements applied during the Pilot Action were structural, as the definition of identity, vision, mission and Code of Ethics that considered RI elements and stakeholder management.

Companies were eager to keep on implementing new and different RI elements, but the current crisis caused for the companies to stop all their development plans, in some cases to change their production, and in general to rethink all their situation and outlook. This poses a threat to the implementation to RI activities planned.

I. General overview

1. N° and name of project partner

PP11: Lubelskie Voivodeship

2. Working progress of pilot actions in comparison to Local Mid-Term Report

Implementation Plans which have been elaborated in the next phase of the Pilot Action finally were verified in Autumn 2019. Then the ROSIE expert started supporting SMEs in their implementation. Design Thinking was the most useful and recommended method to work with each selected company. The workshops related to RI areas that occurred the most interesting for each companies and answered for their needs. The Pilot Action finally ended in January 2020 and then the ROSIE expert prepared the Final Report on the Pilot Action in Lubelskie Voivodeship.

3. Problems encountered (if any) and related solutions

Understanding the RI of the concept required people participating in the project to devote a large amount of time to familiarizing themselves with the concept, assessing the possibilities of its implementation and its implementation in SMEs. For some entrepreneurs there was a problem related to contact with them, arranging a meeting and postponing the dates of meetings with an OI expert due to other official duties. Moderate involvement and a moderate level of confidence in sharing information about the enterprise were observed among entrepreneurs. This resulted in a low level of enterprise data sharing. Some entrepreneurs had a low level of knowledge in the area of ethics, CSR, open access, market research, business models, as well as low knowledge of customer needs and the principles of marketing activities in the enterprise. A significant barrier to the implementation of the OI concept was the financial deficit. This resulted in the lack of updating of corporate websites (as one of the task to do in the Implementation Plan), and in consequence the inability to present the developed documents and share information. In addition, it was difficult to delegate an employee to implement the RI concept in the business model. It was also pointed out that they had insufficient financial resources to conduct innovative activities and it was indicated that they had to engage available resources in the implementation of the company's current obligations.

In summary, it should be noted that the implementation of the RI concept required entrepreneurs to involve financial and human resources. During their cooperation, they repeatedly emphasized that these resources are insufficient for them to be able to fully implement the RI concept into the business model of the company.

II. Outcomes

4. What are the main RI actions that SMEs included in their strategies?

RI Actions	✓	Description (max 1000 characters)
Technology Risk Assessment		
Gender Analysis		
RI monitoring committee		
Certification		
Code of Ethics	✓	Two codes of ethics were developed for two companies. The process of developing the Code of Ethics began with identifying values that are significant to enterprises. Using the tool provided by the RI expert, the company identified and prioritized their importance.
RI social communication strategy	✓	In 3 cases, the flow of information / communication was improved, especially in social media in the field of socially and environmentally responding activities. The concept of collecting innovative ideas (2 cases)
RI network		
RI project	✓	The promotional and educational project aimed at building ecological awareness of the inhabitants of Poland, in particular the following provinces (Lubelskie, Podlasie, Podkarpackie, Świętokrzyskie and Małopolskie). The implementation of the goal will take place through the formation of a society responsible for its activities for the protection of the environment, which accepts the principle of sustainable

		development, able to rationally and efficiently use natural resources.
Other, examples	✓	1 document describing the principles of open access to research results 1 mentoring program focused on personal development developed on the basis of research results among potential clients. Idea generation component. In 3 cases, cooperation with clusters and cooperation networks

5. Indicate in which RI areas the process of implementation has been taken in 5 SMEs participating in Pilot Action and then assess the degree of innovation practices at the end of Pilot Action **in each SMEs** taking into account 6 RI areas on the scale (please duplicate the table):

Antosiewicz.EDU

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics	x				
Gender Equality			x		
Open Access			x		
Stakeholders Engagement		x			
Science Education			x		
Governance of Innovation		x			

Biotop sp. z o.o.

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics	x				
Gender Equality			x		
Open Access			x		
Stakeholders Engagement		x			
Science Education		x			

Governance of Innovation			x		
Comment (if so, max 1000 characters): n/a					
Eureka					
RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics	x				
Gender Equality			x		
Open Access	x				
Stakeholders Engagement		x			
Science Education		x			
Governance of Innovation	x				

Industi sp. z.o.o.

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics		x			
Gender Equality			x		
Open Access			x		
Stakeholders Engagement	x				
Science Education			x		
Governance of Innovation	x				

POLSPRAY

RRI Key	Very much	Satisfactory	Medium	Weak	Deficient
Ethics	x				
Gender Equality			x		
Open Access			x		
Stakeholders Engagement			x		
Science Education			x		
Governance of Innovation	x				

6. What funds and resources have been involved in order to apply RI solution in practice? What are source of them?

Although companies declared some resources for innovation projects finally no funds have been involved for RI projects yet. The changes made in companies were made within their own resources. Only in 1 case (Eureka) it was possible to spread some results of ROSIE Implementation Plan into the project dedicated to design audit and marketing innovations (Brand communication strategy and brand promotion plan on the Internet). The total budget of the project is approx. 118 080 PLN (27 000 EUR) including 81 600 PLN from ESF (19 000 EUR).

7. Did the RI solution contribute to create new jobs? If so, how many?

No information on new jobs created due to ROSIE activities.

8. If and to what extend the specific RI elements are managed within the enterprise's innovation processes?

Three companies have drawn up their own Code of Ethics. One enterprise has developed principles of open access to research results. Three companies have used social media to promote their responsible approach towards innovation. Three companies have joined new business organisations. One enterprise has established collaboration with a social organisation to support it and raise public awareness of responsibility for the current and future condition of the natural environment. Concepts of tools for collecting innovative ideas have been developed at two companies.

9. Did knowledge and outputs of Pilot Action turn out to be beneficiary and useful for SMEs' growth and will be continued? To what extend?

Over time, an increasing level of knowledge could be observed among entrepreneurs participating in pilot activities, as well as seeking opportunities to implement it in the enterprise. In addition, some of them became more and more open to creating innovative solutions that can solve current social and environmental problems.