



# Action Plan

## EMILIA-ROMAGNA

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**CISE - AZIENDA SPECIALE**  
CAMERA DI COMMERCIO DELLA ROMAGNA  
FORLÌ-CESENA E RIMINI



# MARIE

**MA**instreaming **R**esponsible **I**nnovation in **E**uropean **S3**



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## MARIE: the project and the Action Plan

The European Commission states that “research and innovation must respond to the needs and ambitions of society, reflect its values, and be responsible.” This means that while innovation is essential for our enterprises to compete on the global market, it also has the potential to change lives for the better.

However, there are too many examples of innovations that have reached the market only to reveal negative impacts. We have seen examples of medicine that has had fatal consequences; we have seen the impact that large-scale transport and mass- agricultural production techniques have had on our environment; we are still finding out about the health and safety issues surrounding digitalisation.

Responsible Innovation (RI) is an attempt to anticipate such negative impacts and to redirect innovation towards a model that reflects on impact from the start of product invention, design and production. RI engages with the public, with the end users of the product, in all development phases. RI encourages innovators to reflect on diversity, on ethics, on openness. It encourages them to anticipate and to govern their innovation.

RI is a new concept and enterprises, particularly SMEs, are not always aware of it and of its potential benefits or ready to apply it in their innovation processes. Public Authorities have a role here: they can raise awareness and capacity; they can provide incentives for its uptake; they can create favourable, collaborative environments for RI; they can provide funding to experiment with tools to integrate RI into innovation processes.



The MARIE project, co-funded by Interreg Europe, was designed to help the public sector to do just that. Public Authorities from 8 European regions have worked together to share experiences in RI in the context of their smart specialisation priority sectors. They have developed Action Plans that detail how major innovation funding programmes, including ERDF Regional Operational Programmes, will promote RI across their territories. Their objective is to ensure that regional public policy supports delivery of RI to enterprises’ product, process and service design, production and distribution.

Interregional exchange has helped partners to learn and to design improvements to their own policy. Exchange has included:

- 8 Interregional Learning Events, organised across Europe and using different methods to share ideas, knowledge and challenges;
- Analysis of 11 Good Practices, coming from different areas of Europe and representing different aspects of the RI process;
- An Enterprise Survey carried out with 23 companies from the MARIE regions, to gather feedback from the ground, from the enterprises that can and must drive Responsible Innovation and that represent the beneficiaries of public policy for research, development and innovation;
- RI Maturity Assessment<sup>1</sup> carried out in all MARIE regions and then grouped for an interregional comparison;
- 2 large-scale public events organised in Dublin (October 2018) and Galicia (November 2019) and engaging with other international projects working on RI.



The MARIE Action Plan template<sup>2</sup> was designed to lead partners through various stages of interregional exchange leading to definition of concrete activities for policy improvement. The steps included within the Action Plan template were carefully designed to create a seamless flow between:

- the current (“where are we now?”) and envisaged (“where do we want to be?”) policy situation,
- the description of the policy improvement and its positioning within the MARIE RRI concept,
- the utilisation of the collected GPs, and
- the alignment with the regional RRI maturity level and needs.

The MARIE Action Plan development strategy, showing the relationships between the current policy context, the envisaged policy improvement, the MARIE outputs, and the Action Plan development and implementation, is illustrated in Figure 1 below.

<sup>1</sup> The templates and methodologies for both the Enterprise Survey and the Maturity Mapping were both designed by MARIE Exchange Manager, Athens University of Economics and Business – RC, who was also responsible for the interregional comparison and preparation of the joint reports.

<sup>2</sup> The methodological flow of the project and the template was designed by MARIE Exchange Manager, Athens University of Economics and Business – RC, with some input used from templates provided by the programme and by previous, successful projects (Interreg Europe Action Plan Template / COGITA Interreg IVC project Road Map Template).

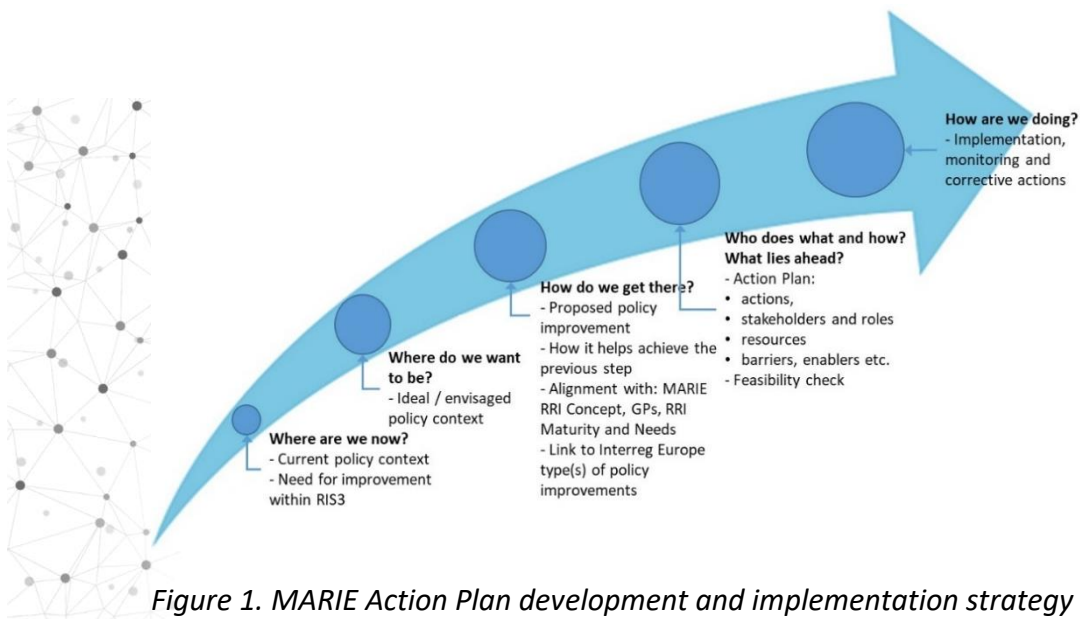


Figure 1. MARIE Action Plan development and implementation strategy

The Action Plan is, as such, divided into three parts:

- Part 1 – Policy Context: this part describes the current policy situation, the need(s) that render necessary its improvement and the envisaged / enhanced policy context.
- Part 2 – Policy improvement(s) and relevance to MARIE: this part describes the proposed policy improvement(s), how it contributes towards the enhancement of the policy context, and its alignment with the MARIE outputs and the Interreg Europe policy improvement classification.
- Part 3 – Actions and feasibility check: this part describes the actions and other dimensions included in the development of the Action Plan and to assess the feasibility of its implementation.



## Part 1: Policy context of Action Plan

### *Description of the regional Policy Context*

Emilia Romagna is currently one of the fastest growing regions in Italy and in Europe.

The Regional Operational Programme 2014-2020 focused on boosting the connection between applied research from local universities and research centres and local enterprises, also paying attention to start-ups.

From the practical point of view, this has meant a transformation of the former thematic technology platforms - the places where discussion around technology trends and implementation opportunities were discussed - into public-private associations of entities from the research, education and the business worlds (the ClustER), jointly performing foresight and developing projects. Each association

corresponds to a value chain and each value chain is connected to a



priority of the ROP (agri-food, building and construction, mechatronics and automotive, green technologies, creative industries, health and wellness, high-tech services). ClustERs are part of the Emilia Romagna High Tech Network. The Network also includes University Technopoles with their interdepartmental research centres and advanced research infrastructure, public and private technology labs, technology-transfer innovation centres, fablabs and higher education technology schools.

This wide and diverse network is a great opportunity for exchange, although the more fertile environment for a discourse on responsible innovation is represented by the ClustER, as there is where the market comes into the picture and acceptance by consumers becomes an actual concern. However, at the time of writing and to our knowledge, only one of the ClustER (all of them having been involved in assessing the current ROP policies, also in view to planning the next innovation policies) has specifically mentioned Responsible Innovation as a reference framework to manage innovation process (in particular to

improve acceptance by the communities of innovative energy plants). Increasing interest towards Responsible Innovation has been registered by the regional government both



informally (talking with high-level officers) and formally (in 2014 Region Emilia Romagna launched its "Responsible Innovators Award": although participants mainly present CSR good practices, the message is wider than that and contributes to raise awareness on responsible innovation).

With reference to the sub-region Romagna, and specifically to the provinces of Forlì-Cesena and Rimini, that represent the geographical scope of the chosen policy instrument to be improved, the

economy is moving at a slightly slower pace, with a large majority of companies not being high-tech, with a few exceptions in the agro-food and health and wellness sectors. Forlì-Cesena is the home of three university technology hubs (agro-food, ICT and aerospace – the latter of international relevance) and Rimini is the home to two university technology hubs (environment & energy and advanced mechanics & materials). The process of rooting these hubs in the local territories is still ongoing and money has been invested in trying to improve their connection with local enterprises.

Efforts to connect research and enterprises could be carried out under a meta-framework of responsible innovation, but no actual steps have been taken so far. On the other hand, since 2017, the Triannual Plan (Relazione Previsionale e Programmatica, revised yearly) of the Chamber of Commerce of Romagna mentions Responsible Innovation as an operational dimension within its strategic priority to support innovation in local enterprises, proving increasing awareness among the Chamber's officers and managers.

### *Description of the need(s) to be addressed through the policy improvement*

Although there is strong attention to environmental sustainability (e.g. Region Emilia Romagna was one of the first Italian regional governments to approve a law to support up-taking of circular economy) and corporate social responsibility (since 2014, the Region has been financing local CSR labs and CSR awareness actions, besides launching its “Responsible Innovators Awards”), Responsible Innovation has not become an overarching framework for innovation policies. Moreover, its principles are not yet crosscutting elements in innovation support, although some of its elements (sustainability, gender equality) are found in public research and innovation grants.

At regional level, increasing attention to social innovation and impact assessment resulted in the Region's participation in the TeRRItoria project



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focused on including RRI in regional policies, however tangible results have not been delivered yet. The same applies in the sub-region Romagna, where the lighthouses are still environmental sustainability and CSR. There is a need to adapt this dichotomy to the benefit of enterprises. Enterprises should be supported in considering their impact as a whole with a long-term perspective, preventing adverse impact (and related costs) and harvesting opportunities related to being able to address societal challenges, thus contributing to growth (including their own) and progress.



Although Responsible Innovation is mentioned in the Chamber of Commerce of Romagna's Triannual Plan, it is considered an operative dimension of innovation support, a line of work. However, it should be the framework for action. Policy improvement goes towards this direction.

### *Description of the policy instrument selected for improvement*

The Multiannual Programme 2016-2021 – Chamber 4.0 describes the agenda of the current governing body of the Chamber of Commerce of Romagna – Forlì-Cesena and Rimini. The Multiannual Programme defines the priorities with which the Triannual Plan's yearly revisions must comply and which the Annual Performance Plans must breakdown into tangible operations.



The Multiannual Programme as such does not undergo a revision during its period of validity, but the Triannual Plan and the Performance Plans can provide for a much stronger focus on specific issues, with possibility to include novel approaches to pursue the vision of the Multiannual Programme.

### *Description of the envisaged / enhanced policy context*

The aim is to introduce a specific strategic objective related to Responsible Innovation in the Triannual Plan 2020-2022, with related operational objectives included in the annual Performance Plans 2020, 2021 and 2022. This will mean increased awareness on the part of the stakeholders as all documents are discussed and approved by the Council of the CC – including business, workers and consumers representatives. It will also result in specific funding for Responsible Innovation dissemination and support actions.

## Part 2: Policy improvement and relevance to MARIE outputs

### The proposed policy improvement

<b>Title</b>	<p>Introduction in the Chamber of Commerce of Romagna's 2020-2021 Triannual Plan (deployment of the Multiannual Programme 2016-2021 – Chamber 4.0 2016-2021) of a specific strategic objective to support responsible innovation and introduction in the Annual Plans 2020, 2021 and 2022 of related operational objectives.</p>
<b>Description of policy improvement</b>	<p>The 2016-2020 Multiannual Programme 2016-2021 – Chamber 4.0 of the Chamber of Commerce of Romagna describes the strategic priorities for the CC's support to the local development. Triannual Plans (revised yearly) break the strategic priorities of the Multiannual Programme 2016-2021 – Chamber 4.0 down into 3-years strategic objectives, while Annual Plans describe the operational objectives through which the strategic objectives are pursued. Responsible Innovation will be introduced as a strategic objective within the priority to support innovation. Operational objectives will specify how the strategic objective will be rolled out.</p>
<b>Improvement over current policy instrument</b>	<p>The tangible elements of the improvement of the policy instrument Multiannual Programme 2016-2021 – Chamber 4.0 are:</p> <ul style="list-style-type: none"> <li>• The inclusion in the Triannual Plan 2020-2022 of a strategic objective expressly related to disseminating Responsible Innovation (Type 3: change in the strategic focus of the policy instrument)</li> <li>• The inclusion in the Annual Plans 2020, 2021 and 2022 of strategic objectives related to actions (and funds*) to disseminate, mainstream and/or deliver responsible innovation (Type 1: implementation of new projects)</li> </ul> <p><i>(*) funding allocated is not indicated in the Annual Plans, but needs to be traced in the Annual Budget which specifies either the line of action or – in the case of actions carried out by the innovation agency CISE (MARIE PP01) – the entity that receives the corresponding monetary contribution.</i></p>
<b>Type of policy improvement</b>	<p>Type 1: implementation of new projects</p> <p>Type 3: change in the strategic focus of the policy instrument</p>

## Impact of the proposed policy instrument

<p><b>Impact of proposed policy improvement on the envisaged / enhanced policy context</b></p>	<p>The Chamber of Commerce of Romagna is governed by a Council of 33 members representing all local industries, trade unions and consumers and managed by a Board of 10 Council members (elected by business associations). The Council approves all strategic documents (Multiannual Programme 2016-2021 – Chamber 4.0, Triannual Plans and Annual Plans), meaning Responsible Innovation will become highly visible among relevant representatives of the local economy. Discussion over the related strategic and operational objectives will therefore take place in a multi-stakeholder environment (although not perfectly balanced and missing research and academia). Having a discussion on Responsible Innovation at strategic level pushes the idea of this concept, together with a set of innovation management methodologies. This is a framework allowing triple-bottom line results of economic activities (safer environment, fairer societies, improved competitiveness) and greater return on investments in innovation support (by funding sustainable and inclusive, besides smart).</p> <p>That this kind of discussion takes place in the sub-region Romagna is expected to be a bottom-up support to the efforts that are being made at regional level with reference to innovation impact assessment and ultimately to responsible research and innovation.</p>
<p><b>Elements of improvement of the current policy context</b></p>	<p>The elements of improvement of the current policy context are:</p> <ul style="list-style-type: none"> <li>• The introduction of a mission (strategic objective) to support Responsible Innovation;</li> <li>• Higher awareness of Responsible Innovation among local stakeholders, as a result of the discussion within the Council of the Chamber of Commerce of Romagna around the creation of the related strategic objective;</li> <li>• The chance to impact on the new Multiannual Programme of the Chamber of Commerce of Romagna 2022-2027 and have responsible innovation included as a strategic priority;</li> <li>• Offering input from direct experience and qualifying as a testbed for regional policy making on responsible innovation.</li> </ul>
<p><b>Impact assessment indicators</b></p>	<ul style="list-style-type: none"> <li>• n° of operational objectives included in each Annual Plan (measuring width of improvement);</li> <li>• n° of enterprises and other innovation players participating in /</li> </ul>



benefiting from the initiatives included in the operational objectives (measuring depth of improvement).

*Policy improvement and relation to MARIE RRI concept*

MARIE RRI Concept Dimensions	Components of RRI dimension	Addressed by policy improvement? (Yes / No)	If yes, how?
RRI dimensions	Public Engagement	YES	The dimension of public engagement is critical to the actual implementation of responsible innovation by enterprises. The strategic and/or operational objectives will include specific actions at either political or operational level to find solutions to make public engagement properly understood and viable for local players.
	Open Access	YES	Open data and open source will be expressly included in the details of the strategic and/or operational objectives. Open source has already been widely promoted among local enterprises and has been a technical (besides ethical) choice for CISE since many years. However, this will be better framed in a comprehensive responsible innovation approach.
RRI support actions	Quadruple Helix	YES	As part of operational planning opening the innovation process up to consumers and citizen may be tested in collaboration with the open labs of Forlì, Cesena and Rimini (urban labs for digital innovation, co-funded by

			Axis 6 of Emilia-Romagna 2014-2020 ROP). However, this will largely depend on the working programmes of the labs themselves.
	<b>Open Innovation</b>	YES	The strategic objective to promote responsible innovation will be assigned to CISE, as the innovation agency of the Chamber of Commerce of Romagna. CISE has been supporting open innovation over the years, also by managing an open innovation network of local enterprises. Open innovation will be the element to be hinged on for delivering the strategic and operational objectives related to responsible innovation.
	<b>Information and Tools</b>	YES	The strategic and operational objectives providing for dissemination of responsible innovation will include the continuing work of CISE to inform on the principles and tools of responsible innovation, via public events.
<b>RRI inclusion in policy improvement lifecycle</b>	<b>Agenda Setting</b>	YES	The improvement is also Type 3, therefore impacting on the setting of the agenda with reference to shaping economic development and supporting innovation.
	<b>Innovation Delivery</b>	YES	The improvement impacts on the strategic priority of supporting innovation and as Type 1 improvement (too) provides for specific actions to support delivering of responsible innovation.

## Good Practice used to define the Policy Improvement / 1

<b>Title of Good Practice</b>	Koklaamo
<b>GP owner (region)</b>	Tampere
<b>Can this GP address the policy need(s) identified in the previous section? If yes, how?</b>	<p>NOTE: reference to good practices was made i) to showcase dimensions of responsible innovation successfully in place and support advocating responsible innovation being included among the strategic objectives of the Chamber of Commerce (it's challenging but it's happening); ii) to provide inspiration for designing the content of operational objectives.</p> <p>Living labs like Koklaam address the RRI key of public engagement and the RRI operational dimension of inclusion and deliberation and, thus, provide an environment for the quadruple-helix to co-create. They can play a key role in the implementation of responsible innovation. In this regard, the living lab Koklaamo provides useful reference for operational planning with regards to supporting setting up of living labs initiatives in cooperation with the (urban) open labs of Forlì, Cesena and Rimini. Viable stakeholder engagement is one of the greatest challenges in implementing Responsible Innovation processes, thus is it important to investigate the role of public bodies in making available premises, methodologies and funding to support that.</p>
<b>What elements of this GP are included in the policy improvement?</b>	<p>Koklaamo is an innovation platform that brings together companies, communities, experts from different fields and citizen to co-create and experiment new solutions to the challenges of everyday lives and the renewing urban environment. The elements that will be included in planning the operational objectives are the role played by public authorities and the decisional and operational process that lead to their involvement.</p>
<b>Exchange / Transfer process</b>	<p>The Koklaamo experience was illustrated in detail by Ms Lilli-Nora Siikasmaa at ILE#4 in Tampere on 29/05/2018. Further contacts were established by email with Ms Siikasmaa in November 2018 in view to organise a possible meeting in Romagna. Unfortunately, that proved not possible. As a matter of fact, the meeting was not aimed at collecting further info, but rather at acting as fire-starter for local living lab initiatives. The delays in the setting up of the local (urban) open labs, as well as the decision (due to lack of human resources) of the Chambers of Commerce of Romagna to have its own fab-lab located at and run by a local incubator</p>



	suggested that such meeting would be postponed. More recently, the Koklaamo experience has been illustrated to the new Councillor for Enterprises of the City of Forli.
<b>Match between Regional RRI Maturity and selection of GP</b>	Developing Public Engagement is a Primary Need (ref. MARIE RI Maturity Mapping Methodology).

### *Good Practice used to define the Policy Improvement / 2*

<b>Title of Good Practice</b>	Demola
<b>GP owner (region)</b>	Tampere
<b>Can this GP address the policy need(s) identified in the previous section? If yes, how?</b>	<p>NOTE: reference to good practices was made i) to showcase dimensions of responsible innovation successfully in place and support advocating responsible innovation being included among the strategic objectives of the Chamber of Commerce (it's challenging but it's happening); ii) to provide inspiration for designing the content of operational objectives.</p> <p>The provinces of Forli-Cesena and Rimini are home of three local campuses of the University of Bologna and two technopoles, including five interdepartmental research centres of the same university: this network provides an excellent opportunity to have qualified young people take part in the innovation process of local enterprises. Educated youths are ideal players within Responsible Innovation processes: they are knowledgeable and highly invested in the future. Their participation in the innovation processes of local enterprises could be a win-win situation: students would get the chance to test their knowledge and skills and meet possible future employers, while enterprises could report to financially viable stakeholder engagement and meet qualified and motivated possible future employees.</p>
<b>What elements of this GP are included in the policy improvement?</b>	Demola offers a solution for stakeholder engagement, but also for improved cooperation among university local research centres and local enterprises. The element of creating a direct connection between a university research team and a local enterprise, on the basis of a specific innovation issue and under the coordination of a third party, has been considered with the manager of the Technopole of Forli-Cesena and with the representative of the local AreaS3 hub of ART-ER (Region Emilia-Romagna development agency). AreaS3 hubs were created to improve

	<p>employability of university students and raise awareness among local enterprises of the local offer of highly qualified resources.</p> <p>Meanwhile, the Romagna Young initiative – led (among others) by the Chamber of Commerce of Romagna – is looking into the possibility of focusing on the interaction innovation processes support among secondary school students and local enterprises, thus implementing some key features of Demola in its 2020 edition.</p>
<b>Exchange / Transfer process</b>	<p>The Demola experience was illustrated at ILE#4 in Tampere on 29/05/2018. Further contacts were established by email with Mr Ville Kairamo, Demola CEO il late October 2018 in view to organise a possible meeting in Romagna. However, given the business nature of Demola, their CEO requested that possible investors in a local Demola hub would be present. Entrepreneurs for the Percorsi Erratici open innovation network showed initial interest, but a meeting could not be set up. In the end, information on the key element of Demola (see box above) that will be transferred into local actions were already available and the possibility of a meeting in person was not further pursued.</p>
<b>Match between Regional RRI Maturity and selection of GP</b>	<p>Open Innovation is already in place locally through initiatives like the Percorsi Erratici network. However, the innovation processes need to be opened to further players in view of full Public Engagement (a Primary Need, as per the analysis conducted with the MARIE RI Maturity Mapping Methodology). This good practice offers a match between a local strength to build on and a local weakness to be overcome.</p>

### *Good Practice used to define the Policy Improvement / 3*

<b>Title of Good Practice</b>	Cafeneaua de Inovare (Innovation Café)
<b>GP owner (region)</b>	Bucuresti-Ilfov
<b>Can this GP address the policy need(s) identified in the previous section? If yes, how?</b>	<p>The Innovation Café addresses the need to create a framework for cooperation and for sharing experience among quadruple-helix innovation players. Exchange and debate are required to achieve a cohesive, collaborative process of engagement awareness raising transfer of knowledge and good practices. Once Responsible Innovation is included among the strategic objectives of the Chamber of Commerce, a journey begins to make this understood by those who are supposed to participate</p>

	in this new course of economic development.
<b>What elements of this GP are included in the policy improvement?</b>	The element that is mostly interesting for local adaptation is the idea of creating a stable and growing local community of people that have interest in open innovation but coming from different backgrounds and having different perspectives and interest in doing so. The cooperation on specific project that stems from the relationship within such community reflect the shared values, that – in this specific – case would be that of responsible innovation.
<b>Exchange / Transfer process</b>	<p>At ILE#6 in Bucharest on 06/02/2019, MARIE partners had the chance to participate in an Innovation Café meeting. Partners attended the Innovation Café meeting after having received detailed information by UEFISCDI that runs them.</p> <p>Initially, the Innovation Café was not included among the good practices to be further investigated for implementation. However, at ILE#7 in Kiel on 13/06/2019 concerns were shared on recent developments moving a bit further away in time than expected some prospect operational objectives (i.e. delays in the opening of the (urban) open labs and the Chamber of Commerce’s fab-lab to be run by a third party). Partners provided excellent peer advice highlighting how some of those issues may be arising from low awareness of the need to create environments for viable stakeholder engagement (as a matter of fact, public engagement scored low in the local RI maturity mapping). They suggested that initiatives as the Innovation Café might help, with specific reference to building a community of local players understanding quadruple-helix cooperation and therefore supporting plans to create environments for stakeholder engagement.</p>
<b>Match between Regional RRI Maturity and selection of GP</b>	Developing Public Engagement is a Primary Need (ref. MARIE RI Maturity Mapping Methodology).



## Part 3: Definition of actions and feasibility check

### Stakeholders involved in the development and implementation of the policy improvement

<b>Name of stakeholder</b>	<b>Camera di commercio della Romagna – Forlì-Cesena e Rimini</b>
<b>Type of stakeholder</b>	Policy maker
<b>Responsibilities / role within the development and implementation of the policy improvement</b>	The Chamber of Commerce of Romagna is the owner of the policy instrument MARIE contributes to improving. The result of the merging of the former Chamber of commerce of Forlì and the former Chamber of commerce of Rimini, the Chamber of commerce of Romagna can rely on previous experience (through CISE, with regards to Forlì-Cesena) in promoting environmental sustainability and CSR, jointly appearing as elements of a specific strategic objective to promote sustainable development. Support to innovation is also a many-years strategic objective, but not directly linked to innovation, although since the beginning of MARIE, responsible innovation was mentioned in the description of the strategic objective linked to innovation. The role of the Chamber is to co-design and implement the planned improvement to the selected policy instrument, through a change in perspective on the relationship between sustainable development and innovation and combine them in a single strategic objective to pursue long-term socio-economic progress, through responsible innovation.
<b>Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?</b>	YES, as the owner of the policy instrument, the Chamber of commerce of Romagna is the only entity that can approve and perform the improvement planned. Also, by making resources available to CISE to roll out responsible innovation support action it can ensure that the change in the policy instrument has an actual impact.

<b>Name of stakeholder</b>	<b>ART-ER / AreaS3</b>
<b>Type of stakeholder</b>	Regional development agency
<b>Responsibilities / role within</b>	Cooperation with ART-ER (formerly ASTER) is long standing and is

<b>the development and implementation of the policy improvement</b>	<p>reinforced by CISE being an accredited member of the Emilia-Romagna High-Tech Network, that ART-ER coordinates on behalf of Region Emilia-Romagna (ART-ER delivers Region Emilia-Romagna innovation policies). ART-ER provides first-hand information on the current ROP and insights on the next, so that local actions can remain aligned with the RIS3. Also, the local ART-ER AreaS3 staff provides input in designing specific actions and cooperates in their organisation and promotion. Besides, the local ART-ER AreaS3 staff has specific competence in social innovation, impact assessment and RRI. The cooperation with ART-ER AreaS3 is key both with regards to the overall thinking on mainstreaming responsible innovation in RIS3 and to carry out specific action connected to living-labs, youths' participation in innovation processes by local enterprises and to disseminating responsible innovation principles and tools by means of public events.</p>
<b>Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?</b>	<p>NO</p>

<b>Name of stakeholder</b>	<b>Tecnopolo Forlì-Cesena &amp; Tecnopolo di Rimini</b>
<b>Type of stakeholder</b>	<p>Boundary organisation</p>
<b>Responsibilities / role within the development and implementation of the policy improvement</b>	<p>Emilia-Romagna technopoles hinge on interdepartmental research premises of the university of Bologna, Ferrara and Modena-Reggio Emilia, located throughout the whole regional territory. Forlì-Cesena hosts a technopole specialised in aeronautics, agri-food and ICT. Rimini hosts a technopole specialised on environment &amp; energy and advanced mechanic &amp; new materials. Both technopoles are managed by the local agency for facilitating the rooting in the local territory of the local campuses of the University of Bologna. Technopoles promote applied research joint projects between academia and local enterprises and in doing so they raise awareness among enterprises on the latest research results and among researchers on the innovation needs of local enterprises.</p>

	That such relationships can be established within a responsible innovation framework is extremely interesting to investigate and pursue in cooperation with the technopoles. Namely, their contribution will be key in Demola-inspired exercises. Their cooperation in disseminating responsible innovation principles and tools by means of public events will also be key.
<b>Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?</b>	NO

<b>Name of stakeholder</b>	<b>Percorsi Erratici</b>
<b>Type of stakeholder</b>	Business
<b>Responsibilities / role within the development and implementation of the policy improvement</b>	Percorsi Erratici is a network of 37 enterprises (mostly but not only SMEs) sharing interest for open innovation and having developed a specific methodology to jointly generate and develop innovative business ideas. Percorsi Erratici members also share an orientation towards sustainable development, which lays at the basis of the continuing cooperation with MARIE (e.g., local stakeholder group meetings have been organised with Percorsi Erratici). Percorsi Erratici supports keeping the action planning (and – in perspective – action implementing) aligned with the needs and expectations of local enterprises, besides offering a relevant stage for awareness raising and piloting actions.
<b>Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?</b>	NO

<b>Name of stakeholder</b>	<b>Laboratorio aperto ex-Santarelli, laboratorio aperto Casa Bufalini, laboratorio aperto Tiberio, Cesenablab, Rimini Innovation Square</b>
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<b>Type of stakeholder</b>	Urban lab/fablab/start-up incubator
<b>Responsibilities / role within the development and implementation of the policy improvement</b>	Urban open labs ex-Santarelli (Forlì), Casa Bufalini (Cesena) and Tiberio (Rimini) are funded by Region Emilia-Romagna 2014-2020 Axis 6 and ER Digital Agenda initiative to promote innovation through digitalisation and quadruple-helix engagement in locally relevant RIS3 priorities and sectors. The urban open labs are owned by the respective municipalities and run by concessionaires. Cesenalab and Rimini Innovation Square are respectively the City of Cesena's and the City of Rimini's start-up incubators, in association with the Chamber of Commerce of Romagna, business associations and (in the case of Cesenalab) the University of Bologna. Cesenalab will host the equipment of the Chamber of Commerce of Romagna's fab lab (part of the Digital Enterprise Help-desk initiative). These stakeholders have been grouped together because their role in the action planning and successive implementation is similar, i.e. to provide participants, methodologies and premises for co-creation exercises (also in the format of living labs) aimed at delivering responsible innovation. Currently the urban open labs are still taking their first operational step, while both Cesenalab and Rimini Innovation Square are undergoing a relocation. Their contribution to the action planning designing was limited therefore, but it is expected their cooperation in Phase 2 will be key.
<b>Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?</b>	NO

### *Specific tasks and timing*

<b>Task number</b>	<b>Task description</b>	<b>Timing</b>
<b>1</b>	Inclusion in the Triannual Plan 2020-2022 of a strategic objective to disseminate responsible innovation.	Draft by 10/2019 Approval by 11/2019



	<p>The (yearly reviewed version of the) Triannual Plan is drafted by the competent office of the Chamber of Commerce of Romagna based on proposals coming from offices, including CISE. The Plan is then discussed and approved within the Chambers' Council and subsequently adopted by the Board. The Plan becomes the basis for setting annual operational objectives (Annual Plan) and the yearly budget. Independent auditors check the progress in achieving the strategic and operational objectives on a monthly basis. Mid-term and final results are also communicated to the Council and the Board. CISE is involved in this planning and controlling cycle for the activities it develops on behalf of the Chamber, thus including dissemination of responsible innovation.</p> <p>Stakeholders involved:</p> <ul style="list-style-type: none"> <li>• Camera di commercio della Romagna – Forlì-Cesena e Rimini</li> </ul>	<p>Mid-term review by 07/2020 Report by 01/2021</p>
2	<p>Maintaining alignment with RIS3, by collecting information on the 2021-2027 planning from relevant stakeholders and participating in relevant policy design for a (particularly within the Emilia-Romagna High-Tech Network).</p> <p>Stakeholders involved:</p> <ul style="list-style-type: none"> <li>• ART-ER / AreaS3</li> <li>• Tecnopolo Forlì-Cesena &amp; Tecnopolo di Rimini</li> </ul>	<p>Throughout Phase 1 and Phase 2</p>
3	<p>Rolling out actions inspired by Koklaamo. Options will be further investigated in due time on whether to organise a living lab exercise to showcase the methodology or to engage in setting up a living lab "service", depending on the budget that will be made available by the Chamber and availability of other funds (not identified at the time being).</p>	<p>Phase 2 – Q3 2021</p>


	<p>Stakeholders involved:</p> <ul style="list-style-type: none"> <li>• Camera di commercio della Romagna – Forlì-Cesena e Rimini</li> <li>• ART-ER / AreaS3</li> <li>• Tecnopolo Forlì-Cesena &amp; Tecnopolo di Rimini</li> <li>• Percorsi Erratici</li> <li>• Laboratorio aperto ex-Santarelli, laboratorio aperto Casa Bufalini, laboratorio aperto Tiberio, Cesenalab, Rimini Innovation Square</li> </ul>	
4	<p>Rolling out actions inspired by Demola. The actual implementation and the operational planning of the action depend on several elements: a) the refinancing of the Romagna Young initiative (national funds, but subject to regional approval); b) the outcomes of the ongoing dialogue with the new Councillor for Enterprises of the City of Forlì, that showed specific interest; c) the role of the Technopoles in view of the new political environment after regional elections in 01/2020. All these factors will influence the if and the how of the action. As a backup plan, involvement of youths in the innovation processes of local enterprises might become an item for discussion within the Innovation Café.</p> <p>Stakeholders involved:</p> <ul style="list-style-type: none"> <li>• Camera di commercio della Romagna – Forlì-Cesena e Rimini</li> <li>• ART-ER / AreaS3</li> <li>• Tecnopolo Forlì-Cesena &amp; Tecnopolo di Rimini</li> <li>• Percorsi Erratici</li> <li>• Laboratorio aperto ex-Santarelli, laboratorio aperto Casa Bufalini, laboratorio aperto Tiberio, Cesenalab, Rimini Innovation Square</li> </ul>	Phase 2 – Q4 2020; Q1 2021
5	Rolling out actions inspired by Innovation Café. The	Phase 2 – Q1 and Q3 2020; Q1

	<p>format will be proposed for funding within the incoming call for proposal by Region Emilia-Romagna for CSR-dissemination actions by public authorities. Since the last edition, the call has been connected to the Responsible Innovation Awards, therefore it addresses a “CSR 2.0” concept, that can be integrated in a responsible innovation wider approach.</p> <p>Stakeholders involved:</p> <ul style="list-style-type: none"> <li>• Camera di commercio della Romagna – Forlì-Cesena e Rimini</li> <li>• ART-ER / AreaS3</li> <li>• Tecnopolo Forlì-Cesena &amp; Tecnopolo di Rimini</li> <li>• Percorsi Erratici</li> <li>• Laboratorio aperto ex-Santarelli, laboratorio aperto Casa Bufalini, laboratorio aperto Tiberio, Cesenalab, Rimini Innovation Square</li> </ul>	and Q3 2021
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*Resources required for the development and implementation of the policy improvement*

Type of resource	Name of resource	Associated tasks	Timeframe of use	Financial cost
<b>Physical (e.g., facilities, buildings)</b>	<p>Premises for living labs and cocreation/open innovation @ Cesenalab (agreement to be signed by the end of 2019) and @ urban open labs (prospect). Venues for events @</p>	3 – 4 – 5	2020-2021	Free

Type of resource	Name of resource	Associated tasks	Timeframe of use	Financial cost
	Chamber of Commerce of Romagna			
Human (types of personnel)	Manager	3 – 4 – 5	2020-2021	€ 70.000,00
	Officers	3 – 4 – 5		€ 100.000,00
	Experts	3 – 4 – 5		€ 50.000,00
Intellectual (e.g., patents, proprietary knowledge)	Non applicable	Non applicable	Non applicable	Non applicable
Technological (e.g., equipment)	Fablab equipment already available and to be installed @ Cesenalab	3 – 4	2020-2021	Already covered by another project
Other	Catering and materials for meetings, events, living labs	3 – 4 – 5	2020-2021	€ 10.000,00



Fabrizio Moretti  
Presidente  
CISE



Alberto Zambianchi  
Presidente  
Camera di Commercio della Romagna