

Pros and Cons of Organizing Dialogues with Stakeholders in Responsible Research and Innovation

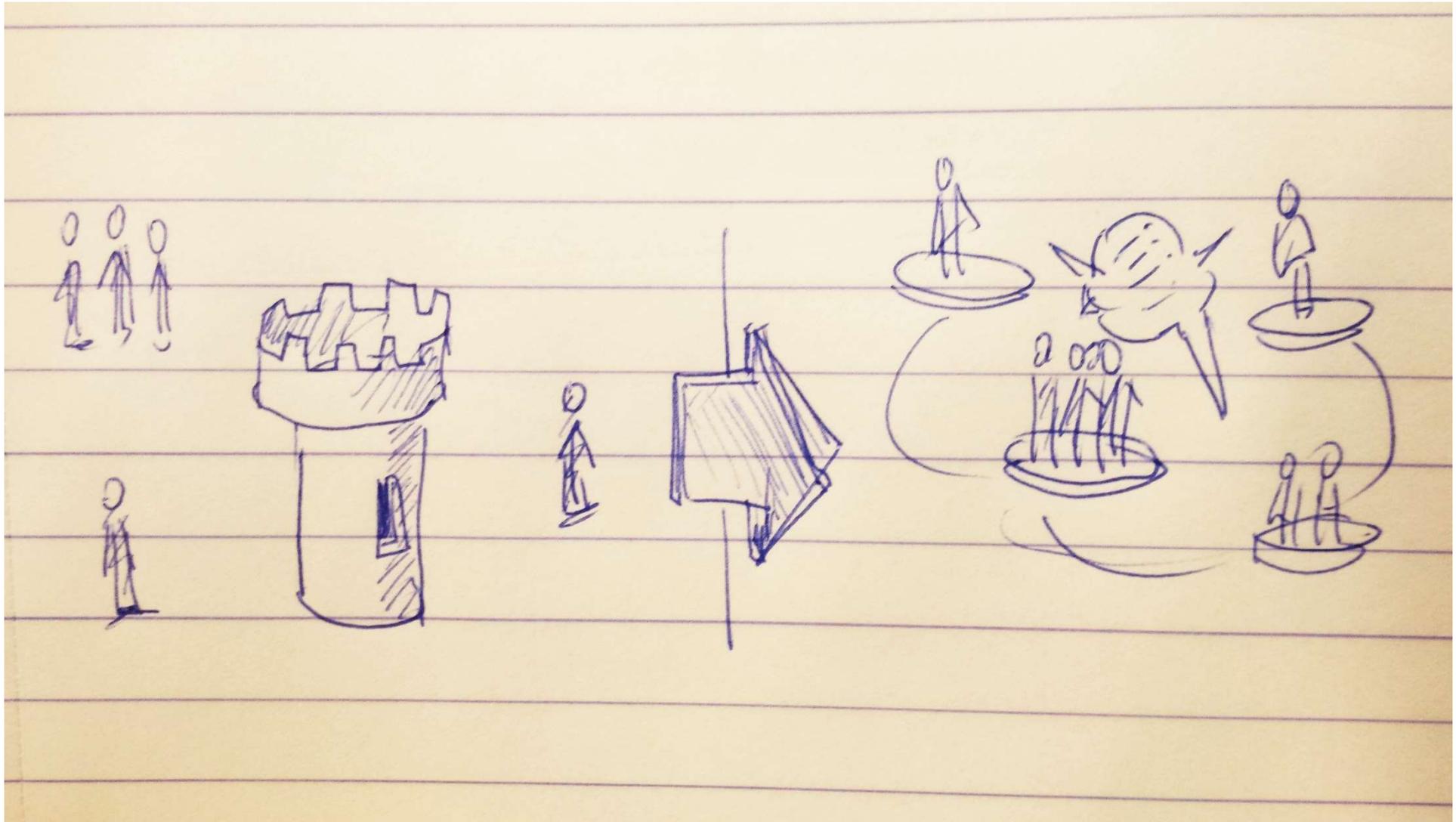


**How to involve 'unusual'
stakeholders, e.g., NGOs,
civil society initiatives, etc.**

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Context: TNO; JERRI project / RRI; problem

Content: How to involve ('unusual') stake-holders;
3 basic steps

Practical approach; research questions (3 options)

Context

I work at **TNO** (www.tno.nl), a research and innovation organization in The Netherlands (3000 employees); in between academia and industry

INDUSTRY

- › Flexible & Free-form Products
- › Space & Scientific Instrumentation
- › Sustainable Chemical Industry
- › Semiconductor Equipment
- › Networked Information

HEALTHY LIVING

- › Predictive Health Technologies
- › Food & Nutrition
- › Prevention, Work & Health

DEFENCE, SAFETY & SECURITY

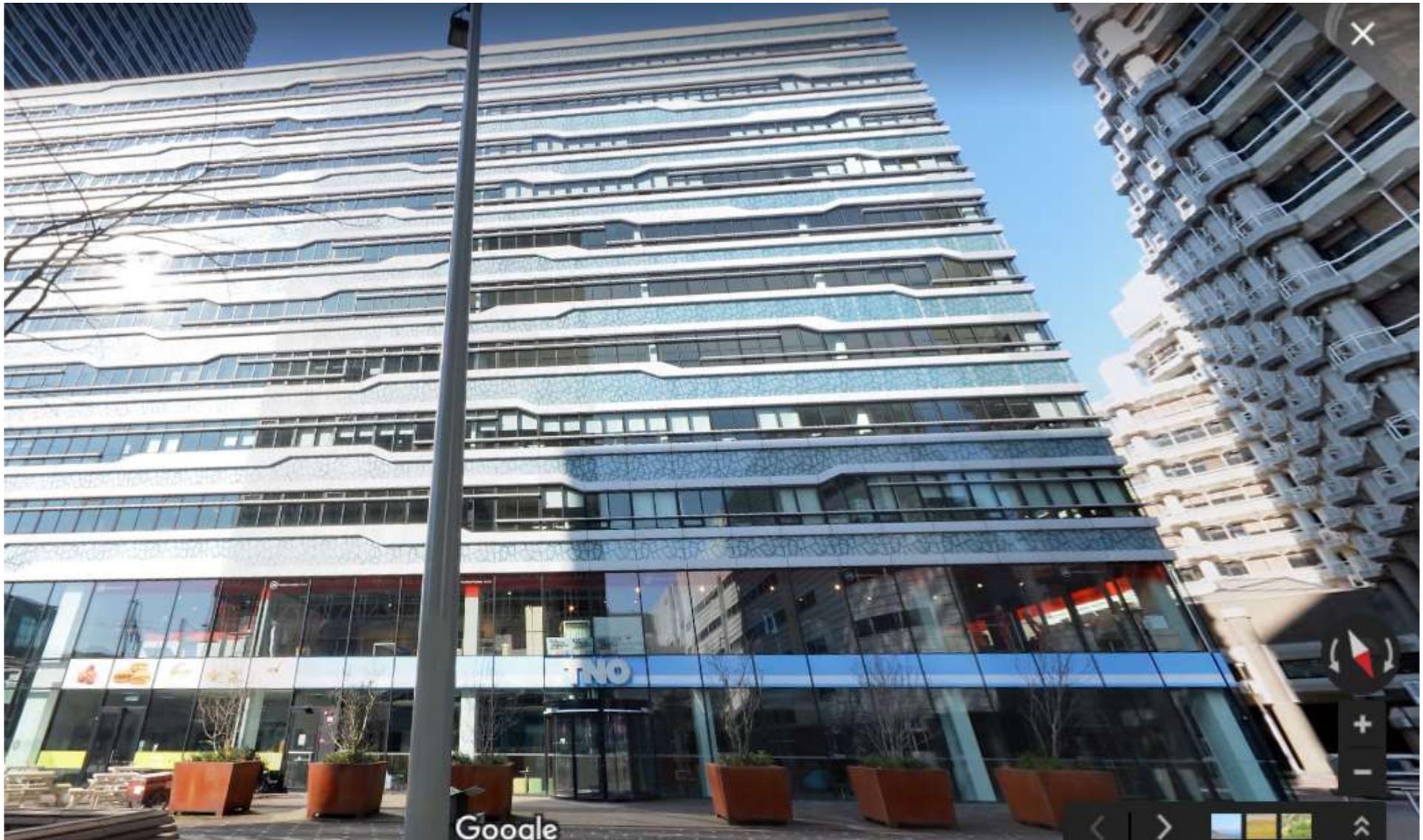
- › Missions & Operations
- › Force Protection
- › Information Superiority
- › Human Effectiveness
- › Cyber Security & Resilience
- › National Security

ENERGY

- › Sustainable Energy
- › Geo Energy
- › Maritime & Offshore
- › Geological Survey of the Netherlands

URBANISATION

- › Mobility & Logistics
- › Environment & Sustainability
- › Buildings & Infrastructures
- › Smart Cities



Context

Focus on our work in the **JERRI** project, a Horizon 2020 Coordination and Support Action, with Fraunhofer and others (www.jerri-project.eu)

“Joining Efforts for Responsible Research and Innovation”

It is about Responsible Research and Innovation; focus on one dimension of RRI: Societal Engagement ~ R&I **with and for society**



Context

Problem: People tend to view these dialogues with stakeholders as complex, or hard, or unnecessary, or low priority ... so they skip them

... so they do not have the advantages of these dialogues :-)

My goal: To help people in Innovation Management (and within TNO) to organize such dialogues and to promote RRI / Societal Engagement

Content

Definitions:

- **Stakeholder:** “Any group or individual who is affected by or can affect the achievement of [an organization’s] objectives” (= two-way)
- **Stakeholder approach:** To “manage and integrate relationships and interests of [stakeholders] in a way that ensures long-term success” (= strategic management)

How to involve ('unusual') stakeholders

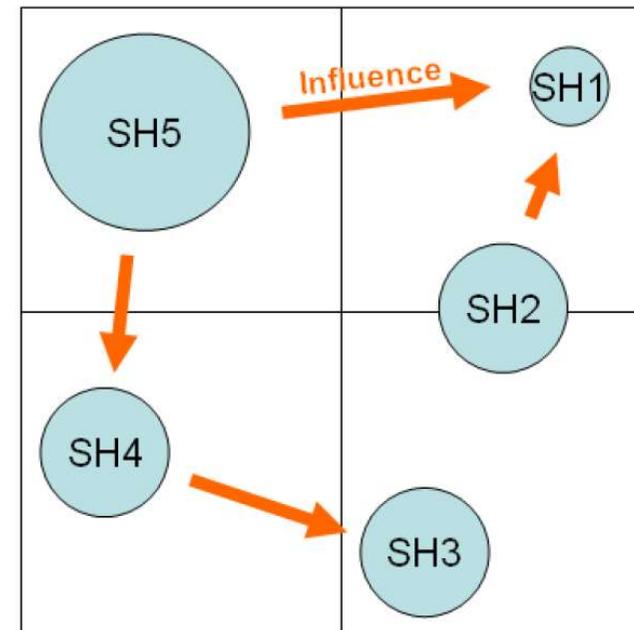
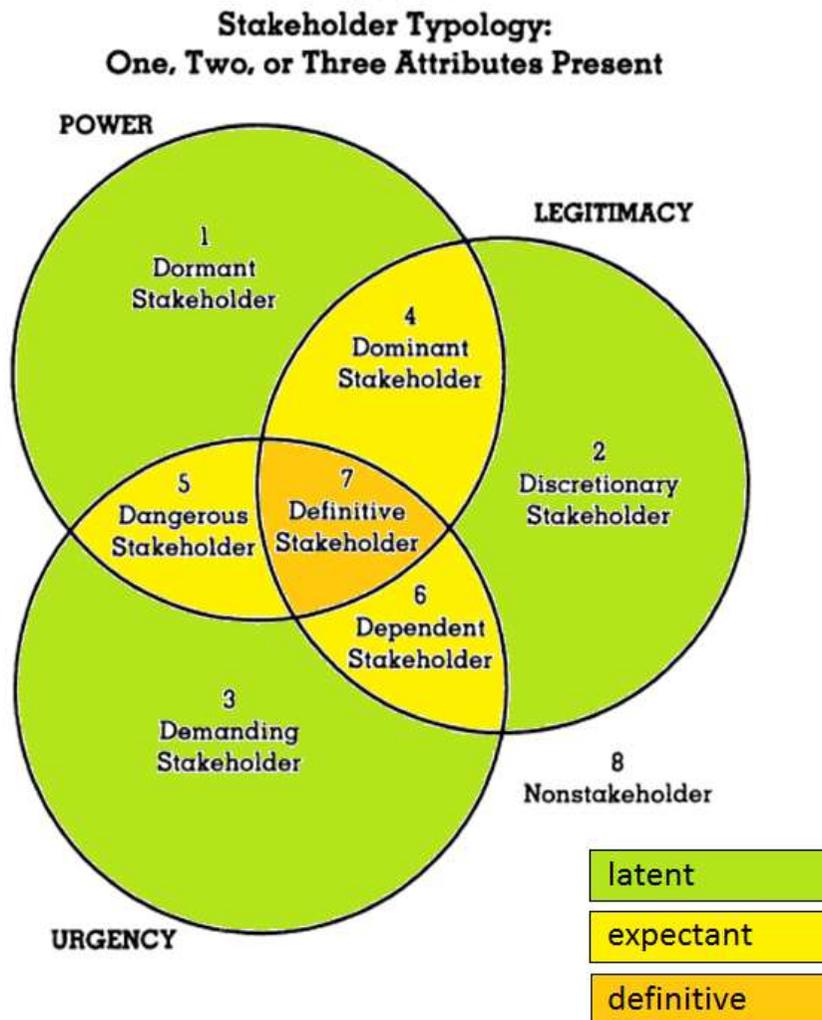
Step 1: Identify relevant stakeholders

- ...
- ... **directly affected** by your organization's operations, both positively and negatively
- ... instigated **their own initiatives** to address impacts associated with the operation
- ... who are part of the **broader community** (local, regional, national, international) who have expressed an interest in, concern with, or influence over the operation

TNO currently has (5 > 9) Strategy Advisory Councils with 8-15 people: key clients, government bodies, and academia;

The ambition is to include 'unusual' stakeholders, NGOs or civil society organizations ... Greenpeace, Amnesty, Red Cross, Bits of Freedom ...

2. Anticipate roles and dynamics



3. Involve them in dialogues, really listen to their concerns

Pros (tentative list)

- Understand their concerns
- Communicate two-way
- Gain input for strategy
- Gain support for strategy
- Reputation (corp. comm.)
- Public Relations
- Etc.

Cons (tentative list)

- Increased complexity
- Increased uncertainty (risks)
- Requires time
- Requires budget
- Requires process and skills
- Requires attitude, mindset
- Etc.

Research questions

We will identify and invite 'unusual' stakeholders for these Strategy Advisory Councils. What would be interesting research questions?

You can vote :-)

1. **What methods work best for these dialogues (at TNO)?**
2. **What are these pros and cons, in practice (for TNO)?**
3. **What are barriers and enablers in doing this (at TNO)?**

Thank you for your attention

Any questions?

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