Responsible-Industry

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Stakeholder Dialogue Intermediate Report			
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1 Executive Summary

The first of two planned Stakeholder Dialogue workshops was held at *Karlsruhe Institute of Technology* (Karlsruhe, Germany) on the 20th of May 2015 (9 a.m. - 5:30 p.m.).

Among the invited participants of the workshop were seven people from Industry and Private Research, seven policy makers and policy advisors, seven representatives from CSOs and seven other participants from other groups of stakeholders. The consortium was represented by 18 persons.

The aim of the workshop was to gather information on RRI activities in each network and provide feedback on the concepts and tools in respect to the chosen case study.

In general, many participants were not aware of the term Responsible Research and Innovation (RRI) before their invitation to the workshop. After introducing the concept and some definitions, general and specific aspects of research and innovation in information and communication technologies (ICT) applied to the market related to the demographic change were discussed, such as vulnerability and heterogeneity of end-user groups, the composition of ethics committees and the European dimension.

It was suggested that one of the main results of the project, the implementation plan (IP), should be more concise, clearly defining its aim and outlining the benefits of its application, being action-oriented and market-focused, and, finally, also addressing small and medium enterprises (SMEs).

The group from the **industry** came to the conclusion that RRI should not add more bureaucratic barriers to the industrial research and innovation processes. Furthermore, RRI needed to be linked to existing tools, such as Corporate Social Responsibility (CSR).

Concerning privacy issues, it was suggested that RRI could make use of the concept of "privacy by design", being more specific about data protection and data ownership. Furthermore, it was agreed that there should be specific and clear incentives for companies to apply RRI and that there was a need for post-market evidence-based studies conducted by companies demonstrating effectiveness of the concept.

The Implementation Plan should describe all types of stakeholder involvement and encourage regular stakeholder mappings.

Moreover, it should take into account intellectual property issues and deal with the reluctance of parts of the industry to involve other stakeholders at the very beginning of the innovation process.

Finally, RRI and in particular the implementation plan should acknowledge the specificities of small and medium enterprises (SMEs) functioning and that many of them needed help to connect with stakeholders along the value chains of their products and services.

The **policy group** with representatives from the European Commission, universities and institutions providing policy advice suggested that RRI needed to be embedded in processes of innovation or research, avoiding a simple compliance approach. Moreover, they recommended that RRI should focus more on practices and activities instead of finalizing (theoretic) definitions, taking into account existing policies. Regarding ICT it was observed that public perception is often split, e.g. on privacy issues.

Furthermore, it was discussed that for policy making, RRI is interesting as a normative framework that can guide research and innovation according to societal demands or wishes, and raise awareness for issues of responsibility and ethics. Examples of good practice and pilots should be studied. Moreover, tools and ideas should be provided for operationalizing how to be responsible, so that all actors can find the appropriate tool for their requirements.

RRI is seen by the policy group as a 'brand' that can gather existing things and communicate them to people. To be appealing to people, there is a need for a marketing approach to RRI including a user-friendly definition, communication tools and a branding that includes existent practices and tools.

The policy group suggested that policy and industry should discuss the issues related to RRI, avoiding a top-down approach of RRI in industry. Lessons should be learnt from similar and successfully implemented concepts such as CSR, but being clear of the differences between the terms and concepts. One has to acknowledge that many companies use R&I information management procedures. Therefore, vocabulary and definitions should be used that these users already know.

Gains for industry can be a better understanding of possible consequences of products or insights into the demand side. Especially in the area of ICT for ageing, industry requires confidence of users and customers. ICT systems that consist of many components, where each of them may have a particular ethical issue, require addressing responsibility more than many other products.

Regarding the messages contained in the Implementation Plan (IP), according to the policy group, it is important that the different audiences and their responsibilities are clearly defined and that the target groups within the companies (e.g. CEO, Human Resources, Researchers and Developers) are identified. The message has to consider also differences between large companies and SMEs, and depending on the stages of innovation. It could be a kind of manual for decision-making regarding investments and risk evaluation.

Economic incentives and competitive advantages should be explained. ICT for ageing could be a good example of how to address privacy issues and ethical considerations, and illustrate broader issues.

Open innovation could be a difficult topic for industry and the Implementation Plan should take this into account. Moreover, inclusion of equality issues should not be limited on addressing gender.

Concerning regulation, it was stated that not the technological outcomes or solutions should be regulated but it should start at a base level and then if

needed specific cases can be further regulated. The RRI Implementation Plan and RRI in general can be a good way to help self-regulation of companies, even though regulations in the area of ICT may face some difficulties.

Government-funded public research should set examples of how research should be done responsibly, encouraging products or services which conform to ethical aspects and clarifying aspects of liability of products and services.

The **CSO group** suggested not restricting end-user consultation to device testing and marketing analyses but including stakeholder engagement throughout the innovation process. The group proposed moreover to promote diversity in companies integrating older, experienced people in research and project teams.

In order to illustrate the content of the Implementation Plan, the CSO group recommended the inclusion of case studies and real-life experience in the document. Furthermore, a motivation for industry to be mentioned in the document to apply RRI was to address the company's reputation showcasing failures and bad practices. It was said that profitability figures and expected impacts on time-to-market, costs, staff, etc. in the document could attract CEO's and CFO's attention, including more "visual" graphical elements and reduce the narrative to a minimum.

2 Overview and Factsheet

Title: Responsible Research and Innovation (RRI) in industrial practice
Date: 20 May 2015
Venue: Karlsruhe Institute of Technology, Karlsruhe, Germany

Table 1: Participants in the workshop

Last name	First name	Organization, Country	Group
Barnett	Stephen	Euclid Network, U.K.	Consortium
Borsella	Elisabetta	Associazione Italiana per la Ricerca Industriale, Italy	Consortium
Brem	Alexander	University of Southern Denmark, Denmark	Consortium
Flick	Catherine	De Montfort University Leicester, U.K.	Consortium
Hahn	Julia	Institute for Technology Assessment and Systems Analysis, Germany	Consortium
Hennen	Leonhard	Institute for Technology Assessment and Systems Analysis, Germany	Consortium
Iatridis	Kostas	University of Central Lancashire, Cyprus	Consortium
Ikonen	Veikko	VTT - Technical Research Centre of Finland, Finland	Consortium
Ladikas	Miltos	Institute for Technology Assessment and Systems Analysis, Germany	Consortium
Mantovani	Elvio	Associazione Italiana per la Ricerca Industriale, Italy	Consortium
Naylor	David	De Montfort University Leicester, U.K.	Consortium
Obach	Michael	TECNALIA Research & Innovation, Spain	Consortium
Porcari	Andrea	Associazione Italiana per la Ricerca Industriale, Italy	Consortium
Schröder	Doris	University of Central Lancashire, Cyprus	Consortium
Soraker	Johnny	University of Twente, The Netherlands	Consortium
Stahl	Bernd	De Montfort University Leicester, U.K.	Consortium
Yaghil	Alexandra	Euclid Network, U.K.	Consortium
Yaghmaei	Emad	University of Southern Denmark, Denmark	Consortium
Epstein	Monique	Associations E-Seniors / E-Juniors / M3Cube, France	CSO
Horecky	Jiri	Association of Health Care Providers, Czech Republic	CSO
Huntingford	Jessica	Resolvo, Italy	CSO
Kolesinski	Artur	Knowledge Society Association, Poland	CSO
Mestheneos	Liz	50+ Hellas, Greece	CSO
Quaid	Mai	Active Retirement Ireland, Ireland	CSO

Last name	First name	Organization, Country	Group
Yghemonos	Stecy	Eurocarers – European Association Working for Carers, Belgium	CSO
Albrecht	Urs	Peter L. Reichertz Institute for Medical Informatics, Germany	Industry and Private Research
Arambarri Basanez	Jon	Virtualware Labs, Spain	Industry and Private Research
Keller	Thierry	TECNALIA Research & Innovation, Spain	Industry and Private Research
Oliver	Helen	North East London NHS Foundation Trust, U.K.	Industry and Private Research
Rocha	Francisco	European Business & Innovation Centre Network (EBN), Belgium	Industry and Private Research
Soluri	Valentina	CUP 2000 E-Care, Italy	Industry and Private Research
Wehrmann	Christian	VDI/VDE Innovation + Technik GmbH, Germany	Industry and Private Research
Dominguez-Rue	Emma	University of Lleida, Lleida, Spain	Others
Dorer	Lukas	Deekeling Arndt Advisors, Düsseldorf, Germany	Others
Jahnel	Jutta	Institute for Technology Assessment and Systems Analysis, Germany	Others
König	Harald	Institute for Technology Assessment and Systems Analysis, Germany	Others
Pearson	John	SAVOIR, Namur, Belgium	Others
Seitz	Stefanie	Institute for Technology Assessment and Systems Analysis, Germany	Others
Vrščaj	Darja	Wageningen University, Brussels, Belgium	Others
Dupont	Anthony	SIGMA ORIONIS, France	Policy
Kimppa	Kai	Turku School of Economics, University of Turku, Finland	Policy
Lovett	Hilde	Norwegian Board of Technology, Norway	Policy
Nierling	Linda	Institute for Technology Assessment and Systems Analysis, Germany	Policy
Peissl	Walter	Institute of Technology Assessment, Austria	Policy
Weinberger	Nora	Institute for Technology Assessment and Systems Analysis, Germany	Policy
Wintlev-Jensen	Peter	European Commission, Belgium	Policy
Grunwald	Armin	Institute for Technology Assessment and Systems Analysis, Germany	Speakers/ Participants
Rölker-Denker	Lars	University of Oldenburg, Medicine and Health Sciences, Department for Health Services Research and AALIANCE2 Project, Germany	Speakers/ Participants

Table 2: Agenda

Time	Topic	Moderators
9.00 – 9.30	Arrival and registration	
9.30 – 10.30	Plenary: Welcome and introduction The Responsible Industry Project The stakeholders involved and structure of the workshop Round table introduction of all participants	Bernd Stahl (DMU), Miltos Ladikas, (KIT)
10.30 – 11.00	Coffee break	
11.00 – 12.00	Groups discussion: Stakeholders' experiences, approaches and perspectives, critical aspects about RRI	Michael Obach (Tecnalia), Alexandra Yaghil (EUCLID), Julia Hahn (KIT)
12.00 – 13.00	Lunch	
13.00 – 14.00	Plenary: Introduction to the afternoon session (RRI case study) Feedback from groups discussion in the morning The RRI case study Highlights from the Implementation Plan	Julia Hahn (KIT), Andrea Porcari (AIRI)
14.00 – 14.30	Coffee break	
14.30 – 16.30	Groups discussion: Reflecting on the RRI Implementation Plan and Application in a Case Study	Michael Obach (TECNALIA), Alexandra Yaghil (EUCLID) and Julia Hahn (KIT)
16.30 – 17.30	Plenary: Summary of discussions and general feedback	Bernd Stahl (DMU), Miltos Ladikas (KIT)

3 Purpose of the Workshop

The Stakeholder Dialogue workshop represented a key part of the project work plan that generated widespread input into the main deliverable of the RRI Implementation Plan (D2.4) and beyond. The stakeholder dialogue should feed into all steps of the project work from the exploration of conceptual issues in the RRI initiative, to the identification of tools fitting current industrial R&D processes, to the creation of consensus between major players and ultimately the initiation of specific policies that would incorporate RRI in industry's R&D. These are the issues that we dealt with at the workshop that, as a reminder, represents the first of the two dialogues with Stakeholders planned for the project.

It should also be noted that the attempt to create a dialogue does not aim at only a useful input in our work. So far as we know, it is the first time that relevant stakeholders on the issue of RRI in ICT for demographic change have been gathered to discuss their experiences and points of view. This does not only hold true for the Civil Society Organisations, but also for our other two groups of Industry and Policy Makers. This was the first time that these groups had the opportunity to exchange views within their own group and with the other two groups. The ultimate aim of this exercise is to establish a dialogue platform that will outlive the project timeline and create a long term impact.

Finally, by creating dialogues within the groups and in-between the groups, Responsible Industry ensures the integration of all main stakeholder groups into the project strategy and development process. This is naturally related to the eventual acceptance of the project results. The more input one, for instance, has in the creation of the Implementation Plan, the more acceptable and applicable is going to be. Applicability is paramount for the project and can only be guaranteed with the widest possible input.

4 Methodology

Bearing the above in mind, the first workshop had an experimental character that proved to be invaluable to our work. The choice of participants had already been done based on their relevance to the subject matter (see deliverable D4.1) and included the following stakeholder groups: Policy Makers and Advisors, Industry and CSOs. The number of participants in each group was restricted to 7-8 persons in order to be able to run discussions on the principle of focus groups methodology.

The discussions followed a feedback-loop arrangement whereby plenaries with all group members were followed by individual group discussions that were then followed again by another round of plenary and individual group discussions. This way, we could maximise exchanges both within and between-groups that was necessary for a coherent and focused final report. As with every stakeholder-based, participatory process, it is important to provide time for discussion and consensus-making within the group, before attempting to explore between-stakeholder-groups consensus. The latter would also entail more feedback loops based on within-group discussions. This iterative process (akin to the Delphi methodology) increases the chances of consensus making and thus, results in more applicable results.

In our case, the first plenary discussion set the aims of the processes but was also used to identify the main points of contention. These were then taken up by the group discussions that took place in the focus group setting: semi structured questionnaires were used to direct the group exchanges with help from a moderator, while the whole discussion was tape recorded for subsequent analysis. The first round of discussions was summarised by a Rapporteur, chosen by the group themselves from one of their numbers, and presented in the plenary. The ensuing plenary discussion (also tape recorded) compared the contrasted the main stakeholder perspectives. These views were then taken by each stakeholder group as topics in the next round of discussions. Afterwards followed the next round of focus group discussion, which led to the final plenary and the final workshop results as presented in this document.

The topics of discussion were predetermined by the project work plan and included feedback on the Implementation Plan and the project Case Studies, but also those issues that were introduced as essential by the groups themselves. As such, the discussion also dealt with basic RRI issues such as the definition of RRI, the definition of Ageing (and subsequently vulnerability), the different structures of policy making in Europe, the intrinsic differences between SMEs and big Industry in the field, etc. These were all issues that were eventually taken up in the project's work plan and the final version of the Implementation Plan.

5 Results

Industry representatives, policy makers, researchers and members from civil society organisations (CSO) from across Europe, and the consortium members of the Responsible-Industry project discussed together in this fruitful workshop.

They provided their views on the concept of Responsible Research and Innovation (RRI) and

- discussed the critical aspects of RRI;
- shared experiences, approaches and perspectives and
- provided feedback on the Implementation Plan of the project and its possible practical application.

A mindmap of the feedback provided by the stakeholders that participated in the first Stakeholder Consultation Workshop is provided in Figure 1.

5.1 General Comments

The concept of Responsible Research and Innovation (RRI) was generally not known to many of the participants. Therefore it was important to relate this somewhat abstract concept to the area of ICT for ageing. This made clear the many issues raised in the context of ICT for ageing under the lense of RRI. Discussions revolved around key issues such as data privacy protection, safety and efficiency of devices, well-being and quality of life of the elderly or people using the applications as well as support for the professional and informal carers that use these technologies. One aspect to be mentioned here is that the area of ICT for ageing offers an interesting field since it works very closely with the application of technology and people, even with their bodies. Therefore ethical issues and questions of who is responsible if something goes wrong are much more apparent than in other industry areas. In this way the discussions of the workshop participants offer valuable and unique insights into how RRI can be shaped in practice. It raises the difficult questions right away. It was discussed that in this area you often deal with very vulnerable groups which are also heterogeneous, which is important to take into account since these might not always be able to 'assess' the technologies and give feedback. Also, even if only looking at the European context there are already a lot of differences when it comes to circumstances, conditions, cultures, etc. For RRI this means that evaluation of products or services should be done using various methods and also over a longer time frame. As for ethics committees, these should include elderly people and caregivers that are aware and experienced in ICT. It was also discussed there are different rationales of industry (need to be profitable) and what might be seen as ethical for wider society.
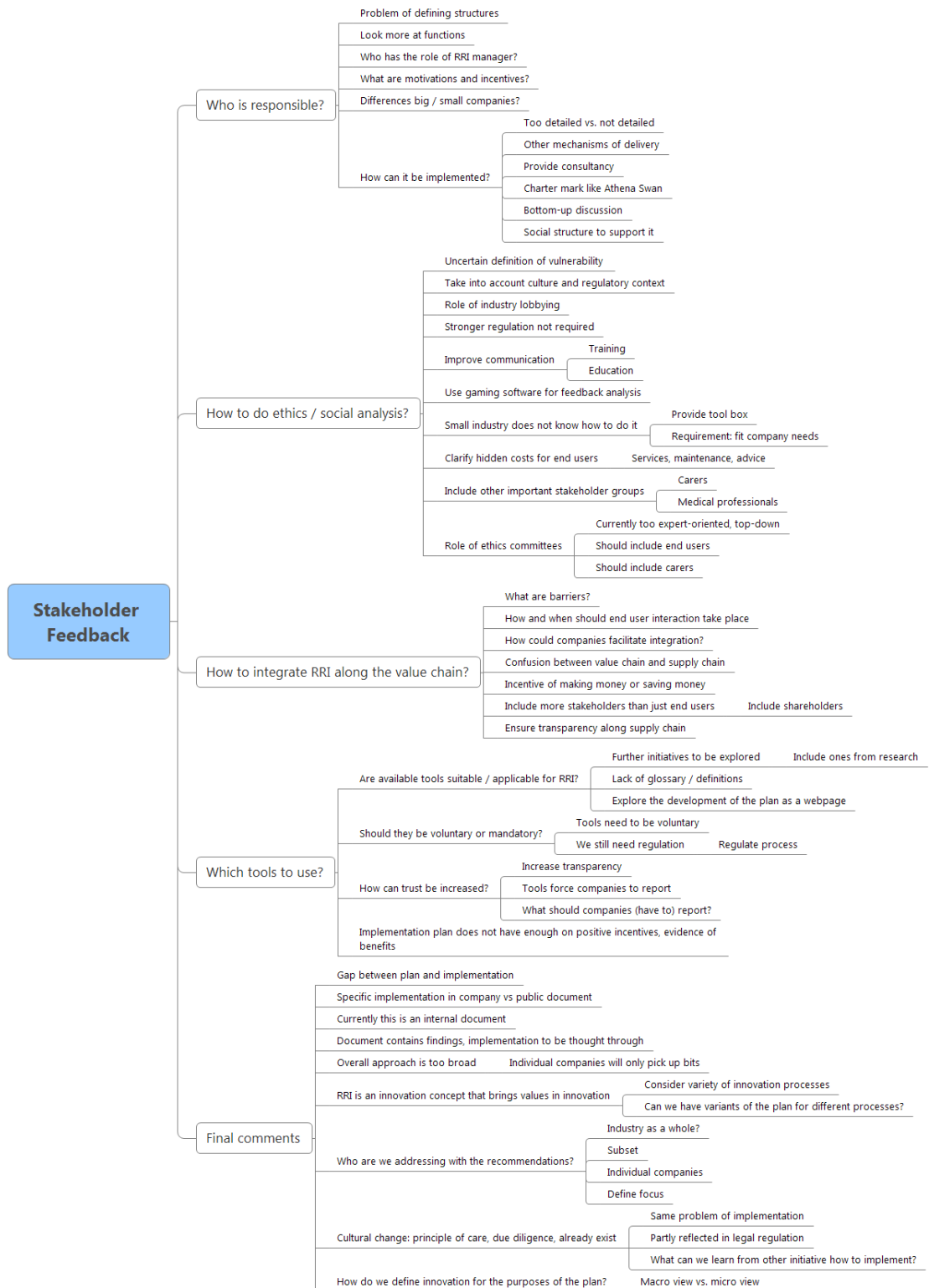
Figure 1: Mindmap of the Stakeholder feedback provided during the workshop in Karlsruhe on 20 May 2015.

Regarding the format of the Implementation Plan, the feedback was that this needed to be shorter and clearly define its aim and outline the benefits of its application. The IP has to be action-oriented and market-focused. The target should be better defined and tailored accordingly, in order to not only address large companies (seen as doing mostly that in its current form) but also SMEs. Further it was suggested that the document should more clearly separate a global vision of RRI and concrete actions that can be used in different contexts. It should also provide more economic and reputation-related incentives to better speak to industry.

5.2 Key Messages from the Policy Group

The policy group was made up of representatives from various areas (European Commission, universities, institutions providing policy advice) providing a good overview of perspectives. Regarding RRI in general, the policy group stressed that RRI needs to actually be embedded in processes of innovation or research. In this way it should be much more than a "box to tick" and provide contextual knowledge on issues of acceptability or responsibility. There can be no overall definition of these terms and RRI should focus on practices and activities instead of finalizing definitions. Yet it also needs to be careful when using methods such as participation. It is often not clear who is accountable or in charge. These formats need to be linked to existing policies. Regarding ICT it was stated that public perception is often split, e.g. on privacy issues. On the one side people give away their information, on the other awareness is rising.

Further it was discussed that for policy making RRI is interesting because it is a normative framework that can help guide research and innovation according to certain societal demands or wishes. This gives policy making in the area of science and technology a useful framework. Even though there is the danger of RRI becoming a "tick box", it also holds the potential of raising awareness for issues of responsibility or ethics. For this we need to provide a process for people, e.g. in industry or applying for research funds, to use. This could also take the form of providing possible small scale activities which people can then look at and say "yes this could fit in with what I want to do". The RRI projects that are being done can function as pilots for gaining larger impact on other projects or research done. Here it is also about providing tools and ideas for operationalizing how to be responsible. Then all actors can find the appropriate tool for their stage or process.

RRI is seen by the policy group as a 'brand' that can gather existing things and communicate them to people, therefore the definition of RRI should be understood as a communication tool that is appealing to people. There is a need for a marketing approach to RRI, starting with coming to industries with a user-friendly definition, communication tools and a branding that includes existent practices and tools. Industry needs ways to be responsible in inexpensive ways since if you are making an App for the elderly there usually isn't much money to do research besides developing the product.

In the context of industry, it is seen as important that policy and industry discuss the issues surrounding RRI together. There can't be a top down approach of RRI in industry. Therefore having a more marketing approach can be useful. This includes defining RRI in terms that are easy to understand and learning from similar and successfully implemented concepts such as CSR. Gains for industry can be a better understanding of possible consequences of products or insights into the demand side. Especially in the area of ICT for ageing industry has to have the confidence of customers and is therefore more prone to taking responsibility aspects into account. This area presents a tension between the financial incentives of new technologies and innovations but at the same time the needs of people, the human factors, have to be accounted for. This has to do with quality of life and empowerment of people to become part of the development processes. The incorporation of responsibility into a corporate idea is important especially when it comes to ICT systems which have many components that can all have a particular ethical issue. Also important is that these developments don't happen linear, but often very quickly and have big implications.

Regarding the Implementation Plan (IP) it is important that the different responsibilities are clearly defined and that the target groups within the companies (e.g. CEO, HR, R&D) are identified. The message has to be tailored accordingly, also regarding differences between large companies and SMEs. Further the IP should be structured according to different stages of innovation. It should function as a manual to help in with decision-making regarding investments and should contribute to risk evaluation. It should help with finding out how to manage risk and investments in the company. Linking the IP to existing regulations and policy frameworks is important while at the same time stressing the benefits of using the RRI approach.

Clear message what can be gained out of using the IP, such as economic incentives and competitive advantages. The focus of ICT for ageing can function as an example of an area with privacy issues and ethical considerations and illustrate broader issues.

The difference between CSR and RRI should be clear as well. RRI is more about the research processes and should start before a product is introduced into the market.

The issue of open innovation needs to be further clarified as it can present a difficult topic for industry. For example: is it unethical or irresponsible to have patents? Should openness be a requirement? There needs to be looked at further, especially how open an innovation process can be. Awareness on difference between acceptance (in the market) and acceptability (moral issues) is important.

It should be acknowledged that in many companies there are existing R&I information management procedures. Use of vocabulary that people are already using is important, e.g. business models and how they might be close to RRI models.

There should be a wider inclusion of equality issues, not only on gender.

The issue of regulation was also discussed. Here it was stated that not the technological outcomes or solutions should be regulated but it should start at a base level and then if needed specific cases can be further regulated. In the light of globalization new ways of regulation must be found. The IP and RRI in general can be a good way to help self-regulation of companies. In the area of ICT it is not easy to decide what and when to regulate. Since things develop very fast it's tricky not to over-regulate which then gets bypassed by the next new technology.

For the area of policy making this means that government funded public research should set an example of the nature of how research is done and what constitutes as 'good research'. It's about stimulating a kind of thinking that encourages products or services which conform to ethical aspects. Another issue named is the liability of products and services, e.g. Cloud-services. Here the question is who is responsible for problems? Yet, RRI can't only be about changing the laws. Ideas from CSR could also help inform RRI here.

5.3 Key Messages from the Industry Group

The "Industry group" was composed of seven people from companies and private research organisations.

A first, general issue with the discussed topic was that RRI should not add more and unnecessary bureaucracy to the processes in those companies that perform research and innovation.

It was recommended that RRI applied in and by industry needs to be linked to existing tools, such as Corporate Social Responsibility (CSR).

The group guessed that RRI could be confronted with conflicting interests and value sets among the actors involved. The Implementation Plan of the Responsible-Industry project should take this into consideration.

It was suggested that the concept of "privacy by design" should be applied more often and researchers and innovators should be more concrete about data protection and data ownership.

Concrete incentives should exist for companies that allow them to get credit and branding. Furthermore, post-market evidence-based studies should be conducted by companies demonstrating the effectiveness of RRI.

It was suggested that our work should describe all types of stakeholder involvement and encourage regular stakeholder mappings.

A potential barrier for the uptake of RRI in industry might be intellectual property issues (especially in the context of open access). Furthermore, the participants in this group had observed that there was still certain reluctance of industry to involve stakeholders at the very beginning of the innovation process.

A final recommendation from the industrial stakeholders group was that the specificities of small and medium enterprises (SME) should be considered, as well as their specific constraints and issues. It was suggested that SMEs might need specific guidelines and practical help to connect with stakeholders.

5.4 Key Messages from the CSO Group

The Responsible Industry project's first stakeholder workshop aimed at consulting the different relevant parties on the project's findings and main tool to be produced: the implementation plan (a designation that has now been modified). The project focusing on the challenges of an ageing society and how the ICT industry responds to them, it was essential to gather with representatives of civil society organisations (CSOs). During this first series of consultations, we gathered with a few representatives of different elderly people groups and care-givers and social workers associations from various European countries.

The CSO representatives, although unaware of the concept of RRI, expressed interest in our work. The participants' recommendations mainly refer to the content of our final document but also to its lay-out.

1. Focus on concrete impact on the business: money, time and reputation

Show profitability figures: include numbers to attract CEOs and CFOs attention

According to the CSO group, CEOs/CFOs' attention on the RRI approach highly depends on them perceiving the immediate economic benefits they could get from it. Obviously, business leaders would be more inclined to implement the RRI approach if they were aware of potential financial gain or reduction of financial risks. For this reason, the CSO representatives stressed the importance of including examples of profit increase, in other words, convincing case scenarios where decrease of costs or cost risks reduction are clearly defined.

State the impact on the innovation process: impact on time-to-market

To implement the RRI approach in the innovation process, industries need to know what will be the impact on the time-to-market of their products and/or services. For our CSO representatives, the notion of time-to-market is more central in the sector of ICT than in other sectors. Therefore, if it is demonstrated that the innovation process would not be longer and/or costlier if they embrace the RRI approach, companies will be more opened to it.

Another clear add-on for industry leaders could be to include, in our document, clear explanations on EU standards and regulations that impact them as companies often see them as breaks to the development of their products or of their businesses themselves.

Focus on business reputation by showcasing failures and bad practices

If it is difficult to prove that being responsible is profitable, showing the contrary is easy. According to our participants, mentioning cases of companies that damaged their reputation by failing to show responsibility in their processes would be a strong message/incentive. The reason for most projects' failure is that the elderly's needs weren't taken into account in the innovation process. RRI is about positive science, highlighting the importance of getting users involved to make better products in a better way – in other words, enhancing the reputation of the company. In addition, CSOs agreed that an age-friendly labelling would be

a good way forward, that for both big and small companies. As citizens or workers' representation groups, they would agree on communicating on it.

2. Clearly explain the added-value of the RRI approach

Clearly define the difference between current practices and the RRI approach

One of the main limitations to our document, as explained by our CSO representatives, is that it failed to demonstrate its added value compared to existing tools and to differentiate RRI from existing practices. According to them, this should be in the introduction on the document. The participants, nevertheless, agreed that, as of today, industries do not integrate enough societal actors into their research and development processes.

Involve the elderly and their families all along the innovation process

What should therefore be stressed in our final documents is that with the RRI approach, engineers are encouraged to work with the elderly but also with their families and those who take care of them on a daily-basis (informal caregivers) from the beginning of the research process and not only at testing and marketing phases. Indeed, as the CSO representatives insisted upon, researchers do have to get the experience from the users but also of those who know them best; those are often their close family members. They also insisted that they and CSO leaders in the sector would be good advisors to research teams.

They, however, are aware that we cannot expect to take into account older people's needs in a global European approach: an ageing population is indeed a European phenomenon but which has its own particularities (North/South – East/West, context, conditions, cultures, etc.).

3. Illustrate the content

Include case studies and real-life application in the document

Unanimously, the CSO group participants agreed that the *implementation plan* should include concrete examples of applications of the principles with mention. They suggested that we include case studies and real-life testimonies for a better understanding of the key messages. The document produced would be useful given that it is truly action-oriented and not too technical/academic. The *implementation plan* has to be a mix of vision and concrete actions.

Include visuals in the document and reduce the narrative

To complete the previous point, the CSO group insisted that our research's final product should be highly enticing and catchy but not too wordy. Hence, they recommended using images and simple graphs to illustrate the content. To our participants, the goal of the *implementation plan* is to convince companies that they can be more responsible and to prove why going towards more responsibility is actually profitable in terms of competition and reputation. However, if this message wants to be carried to CEOs and CFOs, it has to be more straightforwardly.

Figure 2: Participants of the workshop in Karlsruhe on 20 May 2015.

6 Conclusions

The information, thoughts and recommendations provided by the participants of the Stakeholder Dialogue workshop provided very valuable and much appreciated input to the most recent edition of the Implementation Plan of the Responsible-Industry project. The conclusions are important for the concept and "marketing" of Responsible Research and Innovation in general (see the list of conclusions in section 6.1) and, moreover, the contents, formatting and other aspects of the Implementation Plan (see section 6.2).

6.1 Concept of RRI

- Novelty: Since RRI was an unknown concept to the great majority of the participants, the concept has to be defined and explained in a way that is easy to understand for the target group.
- Legitimacy: there is a need for tackling key issues such as data and privacy protection, devices' safety and efficiency, well-being of the elderly, support for professional and informal carers.
- Limit: the concept must clarify its specificity, its benefits and where industry already has experiences.
- RRI needs to be embedded in processes but should not be reduced to a "box to tick".
- The notion of acceptability is very contextual. RRI must acknowledge that there is no unique definition of either acceptability or responsibility.
- There is a need for a marketing approach to RRI, starting with coming to industries with a user-friendly definition, communication tools and a branding that includes existent practices and tools.
- RRI should not add bureaucracy to the processes in enterprises, but it rather needs to be linked to existent tools such as CSR.
- RRI will be confronted to conflicting interests and value sets among the actors involved.
- Collect end-users' experience: do not restrict consultation to device testing and market analyses, but include stakeholder's engagement throughout the innovation process.
- Promote diversity in companies: integrate "seniors" in research and project teams.

6.2 Implementation Plan

- Illustrate the content: include case studies and real-life experience in the document.
- Focus on reputation by showcasing failures and bad practice.
- Show profitability figures (e.g. Key Performance Indicators): include figures to attract CEO's/CFO's attention.
- State the impact on the innovation process: impact on time-to-market, costs, staff, etc.
- Explain the difference between current practices and the RRI approach.
- Include visuals in the document and reduce the narrative.
- Put a stress on the concept of "privacy by design", data protection and data ownership.
- Provide concrete incentives that companies can get credit and brand themselves from, including post-market, evidence-based studies conducted by companies demonstrating effectiveness.
- Describe all types of stakeholder involvement and encourage regular stakeholder mappings.
- Consider intellectual property issues and reluctance of industry to involve stakeholders at the very beginning of the innovation process.
- Acknowledge the specificities of SMEs' functioning and their need of help when connecting with stakeholders.
- Format: the document has to be shorter, clearly define its aim and outline the benefits of its application.
- Target: we need to better define our target and tailor the document in accordance, being action-oriented and market-focused; address SMEs too.
- Content: the current document is a mix of global vision and concrete actions, which should be clearly separated; the document should list more economic and reputation-related incentives.
- Clearly define responsibilities and separate the different target groups within companies.
- Structure the IP according to the different stages of innovation.
- Design it as a manual helping in the decision-making on investments and contributing to risks evaluation.
- Clarify the aspects linked to Open Innovation.
- Link it to existing regulations and policy frameworks but stress on the benefits of using the RRI approach.

The next Stakeholder Dialogue workshop of the Responsible-Industry project will take place in Berlin, 22-23 June 2016.