# Stakeholder dialogue

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# Importance of the dialogue to support innovation of businesses (1)

- Lessons learned from industry experience:

**- Do not make anything without consulting the targeted/potential users**

- Do not try to make them happy without understanding their views and satisfying their valid priorities

- Respect users, who implement the knowledge, their practical skills, specific ( sector, size, country,etc.) needs&priorities

- Discussions should be continued until agreement on mutual benefits will be achieved

# Importance of the dialogue to support innovation of businesses (2)

- **Consult businesses** about:
  - their problems, needs, expectations
  - product, technology and business priorities
  - facilities, resources, capabilities, competences and their limitations
  - research and development objectives and planned outputs of the projects
  - relevance, applicability, clarity of the solutions, results, methods, information
  - feasibility and benefits of application of new solutions, knowledge and research results
- **Test applicability** and **feasibility** with the practical users trough several stages and **adjust solutions, methods**

# Importance of the general dialogue to support innovation of businesses

- Involve all size of businesses, SMEs, different cultures
- Researchers, knowledge providers should provide creative ideas, understand the voice of the industry
- Intermediaries, network operators, collective knowledge providers can help
- Consult other food chain members
- Consider the needs of the consumers and the society
- Explore, involve knowledge, solutions of other disciplines
- Make policy makers, funding bodies aware of the needs of the industry and consumers and the new trends, solutions in science and technology

**Multi-stakeholder approach**

# General and company specific dialogue

- Knowledge Transfer is a multi step process - one bottle-neck can compromise the efficiency of the whole process
- Making aware of the industry about research results covers a small part of the barriers
- **Ongoing exchange of views** and **interaction** between the **SMEs** and the **research providers** is necessary **throughout the whole innovation process particularly in the company specific close to market phase of a project**.
- **Trust** and **collaboration** are key issues
- **Ownership of the industry** –is necessary particularly at SMEs

# Successful knowledge transfer

**Requirements**

- **To achieve successful knowledge transfer**: the research results should be exploited by the SMEs for new products, processes, services, systems, markets

1. To **convince SMEs** about the **benefits** and **feasibility** for investing time, efforts and money into the **application** of the **results of R+D activities**
2. Results have to be made **accessible** for them in appropriate format, style, place, at the right time

**Important:**

- The industry/SME is the one of the main clients of research activities
- Lessons can be learned from marketing

# Tools for the dialogue

- Personal visits to businesses
- Face to face discussions at events, exhibitions, workhops, seminars, etc.
- Participation in industry interest groups
- Informal discussions during industry meetings/conferences
- Participation in expert panels (government, industry, research)
- Group discussions – learning from each other
- Workshops with moderated discussions
- Web-based consultations
- Questionnare surveys, focus groups
- **Face to face consultations can't be replaced by solely web-based methods**

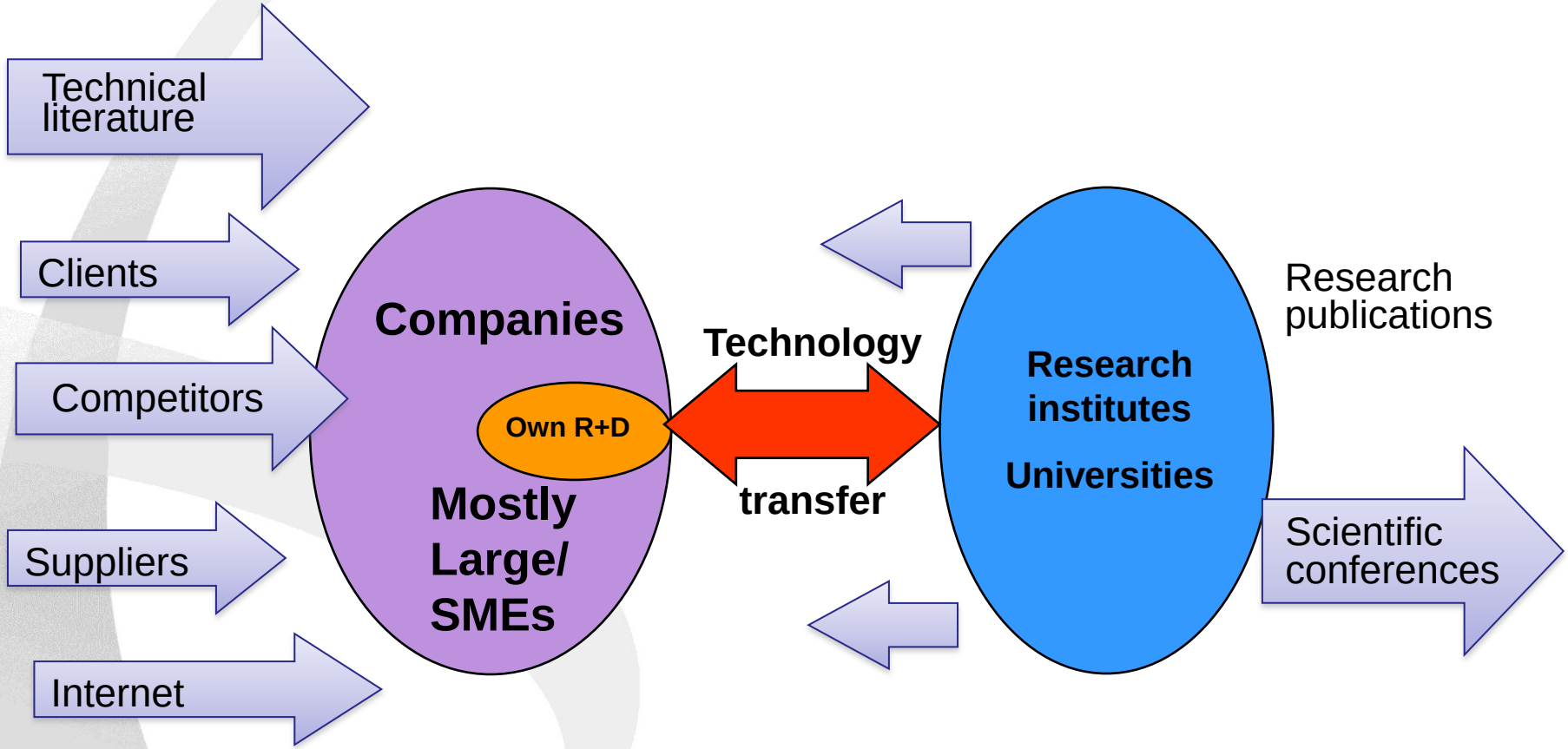
# Adjustment to national, regional conditions

- General needs, R+D objectives, strategies, solutions have to be **adjusted to specific conditions, business culture, resources, facilities of the country/ the region**
- Knowledge and solutions have to be **adjusted** to the specific needs, resources of the **user business**
- This is particularly important at R+D for traditional foods - trade-offs between new solutions and preserving the traditional character

# Role of networks in the dialogue

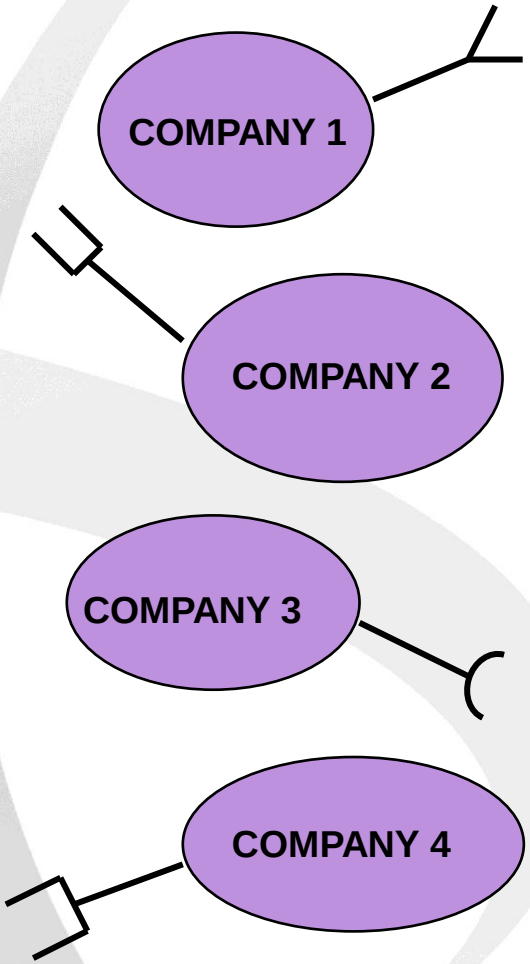
- Networks can **facilitate the general dialogue** on research and innovation needs and solutions to meet these needs
  by providing a **framework for the combined application of the tools**
- Organise **exchange of views** between businesses and researchers, different stakeholders, different disciplines, different regions, countries, networks of industry and researchers
- They can act as an **intermediary between policy makers** and **SMEs**

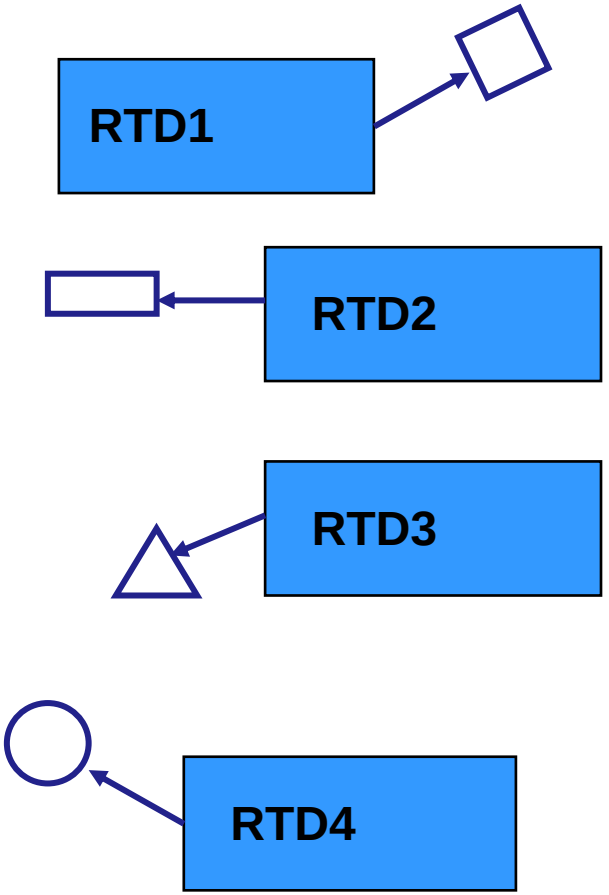
# What are the sources of innovation?




Source: A.Sebők, (2007)

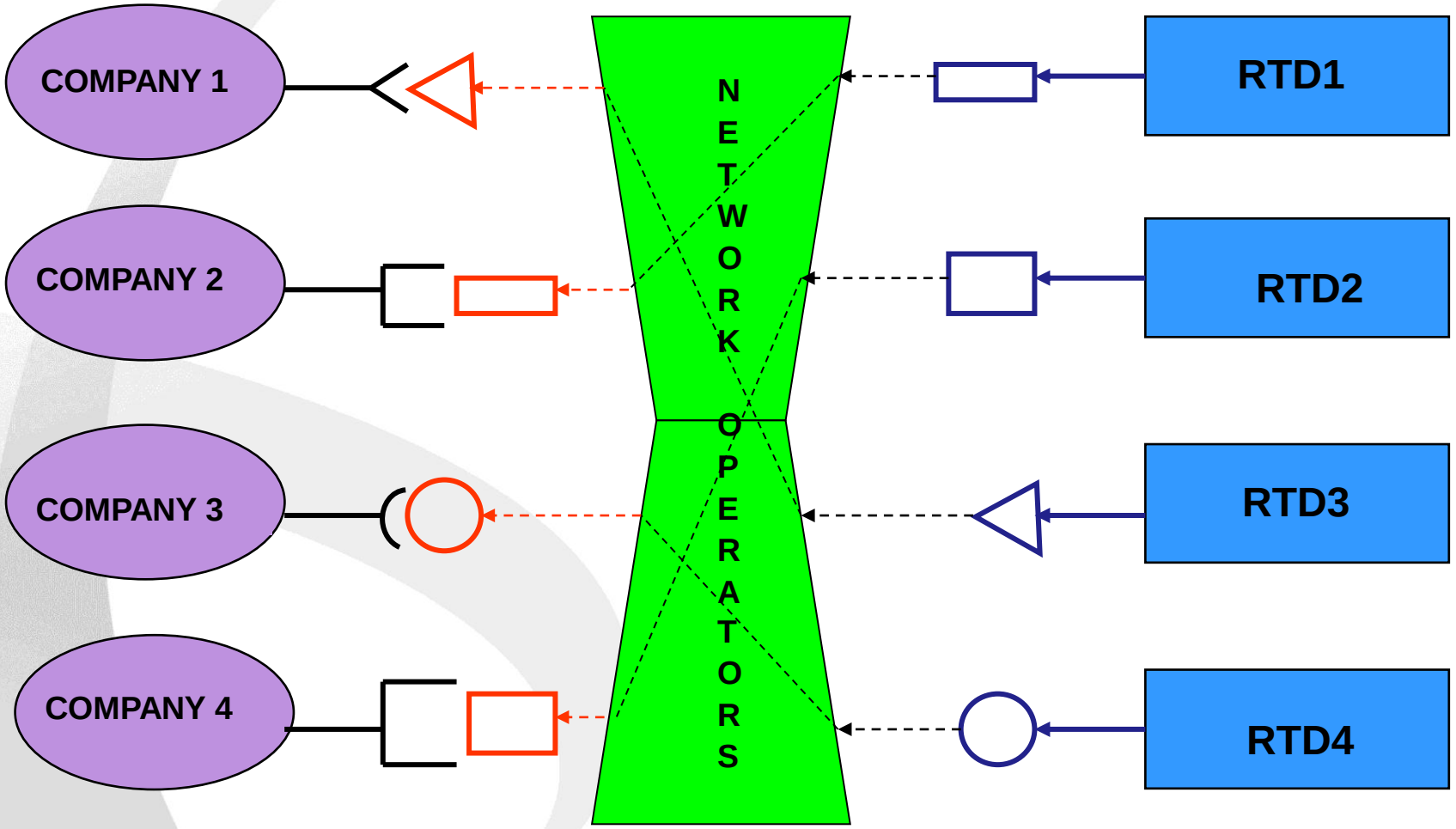
# Technology transfer - push



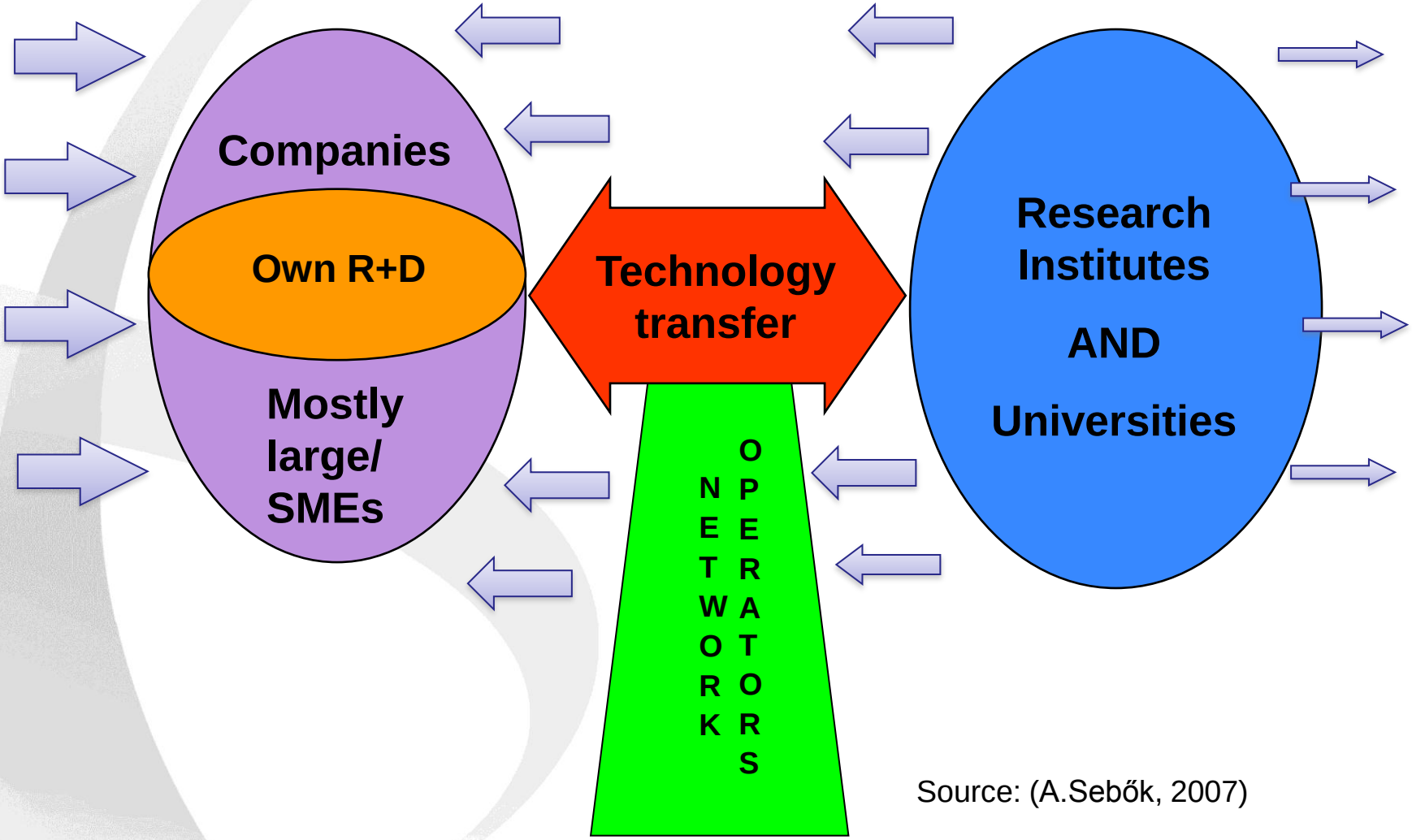

Source: A.Sebők,( 2007)

# Technology transfer - pull



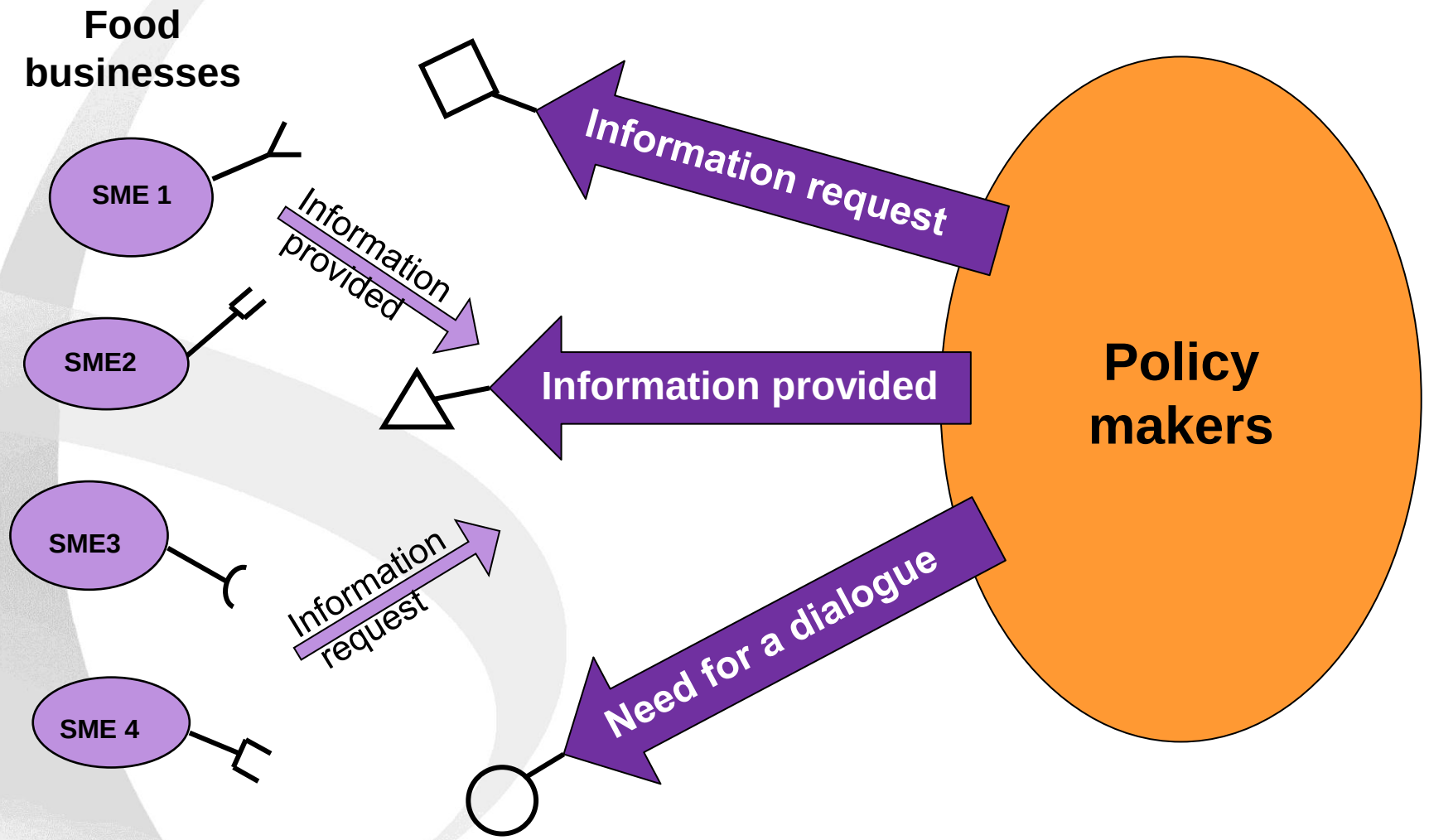

Source: (A.Sebők, 2007)

# What is the solution?




Source: (A.Sebők, 2007)

# Role of intermediaries, network operators in dialogue with policy makers



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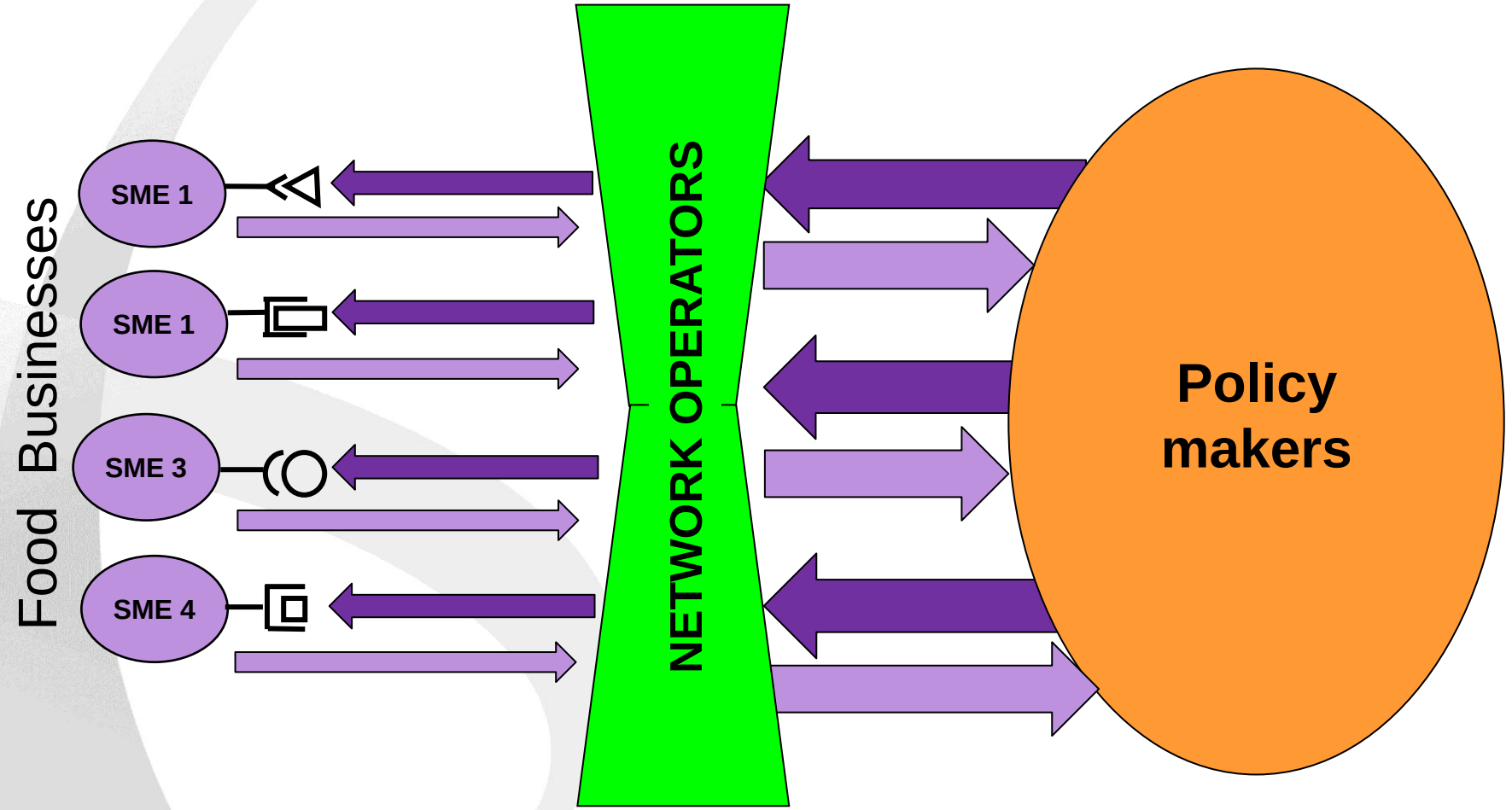

# Importance of trust in networks

- **Trust** in the **peers**, other **network members**
- Trust in the **network operator** for
  - real commitment to represent the interest of the members (considering it as a service)
  - understanding the real problems, needs,
  - providing practical knowledge
  - management capability
- **Trust in selected partners** (including the network operator) – **informal support to each other** at any time/ **feeling of security**

  (informal relationships are sometimes more important than the formal ones – they are developed through formal networking)

# Trust in network operators

- **Own networks of the industry** organised for representing the interest of the members have **emotional advantages** in attracting SMEs and other food businesses to participate in training, innovation and business development activities
  - food industry federations, associations, chambers of commerce
  - National Food Technology Platforms (NFTPs)
  - industry owned food research associations
  - innovation and competitiveness clusters

  Agreement on strategic collaboration between the **NFTPs** and the **EFFoST- A joint SME Dialogue Working Group**

  **European NFTP meeting back to back with EFFoSTs annual meeting**

# How policy makers can benefit from dialogue with networks of food SMEs and other businesses

- Importance of **trust** between the policy maker and the network/ operator

  - history, reputation, long term view, speed of response

- **Access to voice of the food businesses** – needs, feedback, a **balanced view** of several food businesses, researchers and other stakeholders
- A **consultation partner**, a **forum for dialogue** on
  - R+I priorities
  - planned actions
  - planned and actual legislation – needs for improvement
  - promotion and communication of new policies and concepts

# Innovation for the food and drink supply chain

## Scientific and technical needs, 2015-2017 (Campden BRI 2014)

**Extensive consultation** with industry (Campden BRI members) for industry via:

- 13 Member Interest Groups (a collective membership of over 3,000 industrialists) overseen by the Scientific and Technical Committee (made up of 40 senior personnel from various sectors and stages in the supply chain);
- an on-line survey of international membership base - 2,400 companies in 75 countries;
- 29 industrial meetings
- 572 face to face contributions
- 61 written submissions

# Innovation for the food and drink supply chain

## Scientific and technical needs, 2015-2017 (Campden BRI 2014)

## Whole supply chain approach

- The consultation involved the whole supply chain :
  - primary production
  - processing and manufacturing
  - retail and food service
  - companies that supply into this chain.
- The four main themes into which the needs are classified : -
  - primary production
  - manufacturing
  - supply of the product and packaging
  - food, drink and the consumer.

# Innovation for the food and drink supply chain

## Scientific and technical needs, 2015-2017 (Campden BRI 2014)

### Primary drivers:

- Safety
- Quality and value
- Nutrition, health and well-being
- Environmental sustainability
- Resilience and efficiency
- Skills and knowledge

# Commonly expressed needs

- Assuring product safety through assurance and analytical tools
- Encouraging consumer well-being through a healthy diet
- Protecting consumers and industry from food fraud
- Encouraging sustainable practices such as better crop protection and reduced use of resources
- Tackling industry's 'skills shortage'

# Addressing the needs (1)

- **Pre-competitive collective research** programme (e.g.member-funded at Campden BRI) and **tailored, company-specific innovation projects**
- **Scientific, technical and knowledge based services** (e.g. courses, seminars, publications and databases) for **knowledge and skills development** and **routine services**
- **Collective innovation and project management and information support services**
- **Research** in universities, research institutes, RTOs and individual companies

# Addressing the needs (2)

- **Raising awareness** of industry needs amongst:
  - government departments, agencies, funding bodies,
  - standards organisations and other third parties –
  to stimulate and inform new approaches in the application of science and technology

- Input into the research and innovation priorities of the food industry (February 2015) and Food SMEs and national companies defined by the National Food Technology Platforms (2015-16)

# Strategic themes and the drivers for industry needs

| | Primary production, raw materials and ingredients | Manufacturing and supply | Product and packaging | Food, drink and the consumer |
|---|---|---|---|---|
| **Safety** | Minimising contamination in production | Managing safety hazards and risks in processing, distribution and sale | Delivering products that are safe throughout shelf-life | Protecting the consumer through appropriate guidance |
| **Quality and value** | Ensuring suitability for purpose and proportionate cost | Maintaining and enhancing quality through effective process technology | Maintaining product quality throughout shelf-life | Exceeding consumer expectations |
| **Nutrition, health and well-being** | Enhancing nutritional potential | Preserving and enhancing nutritional value in processing , distribution and sale | Delivering nutritious products that meet dietary needs | Responding to nutritional requirements and dietary habits |
| **Resilience and efficiency** | Securing supply and assured integrity at proportionate cost | Assuring resilience and efficiency throughout manufacturing, distribution and sale | Delivering safe, authentic and compliant products and packaging | Building consumer trust in the supply chain |
| **Environmental sustainability** | Producing ‚more with less' | Enabling efficient use of energy and materials with minimal environmental impact | Designing product and packaging waste | Minimising waste and environmental impact |
| **Skills and knowledge** | Developing and maintaining skills, knowledge and ‚tools' in production | Developing and maintaining skills, knowledge and ‚tools' in manufacture and food service | Anticipating and responding to regulatory and technical changes and their impacts on product and packaging | Engaging consumers on production, process, product and packaging knowledge |

Source: Innovation for the food and drink supply chain, Scientific and technical needs, 2015-2017, Campden BRI 2014

# Conclusions

- **Ongoing interaction** is necessary between the targeted users and the solution providers from the idea generation till the industry scale application
- **Face to face interactions can't be replaced**
- For innovation at **traditional foods** the specific constraints to maintain traditional character and implementing new solutions should be understood and **trade-offs** have to be developed
- R+I priorities, solutions, methods should be **harmonised** with the **specific** consumer needs, business culture and resources, facilities of the **region, country**
- Own **networks of the industry** can effectively **facilitate** the dialogue between stakeholders
- **NFTPs** have a **crucial role** in representing view, interest of SMEs, national businesses and national stakeholders

# *Thank you for your kind attention*

**Further information:**

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