



Toward an innovative Poland:

**The entrepreneurial discovery process (EDP) and
business needs analysis**

**Detailed information on the interview process
and Smart Labs**

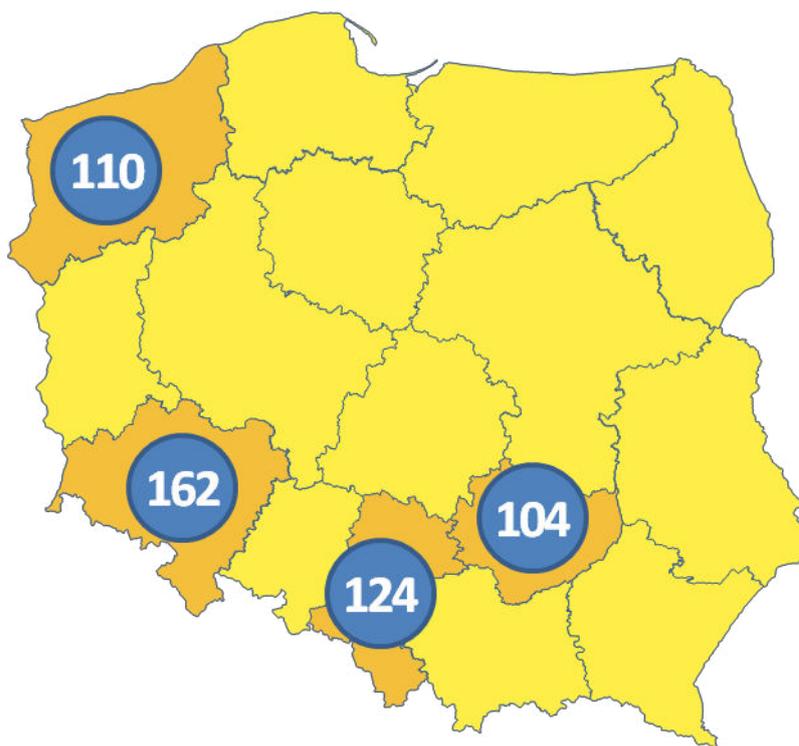
December 2015

This note provides details about the interview process and Smart Labs in all four regions, i.e. Dolnoslaskie, Zachodniopomorskie, Slaskie and Swietokrzyskie. It discusses the number and geographical distribution of interviews and Smart Labs, engagement of international and regional consultants, and the results of the post-interview quality checks.

Interviews

The Bank conducted more than 500 company interviews. The figure below shows the geographical distribution of all interviews. The largest number of interviews was conducted in Dolnoslaskie in the pilot stage of the project. The number of interviews in each region partly depended on the region's potential in the selected smart specializations. The Bank also conducted an additional 24 firm interviews in the Lubuskie region, which asked to join the project in July 2015.

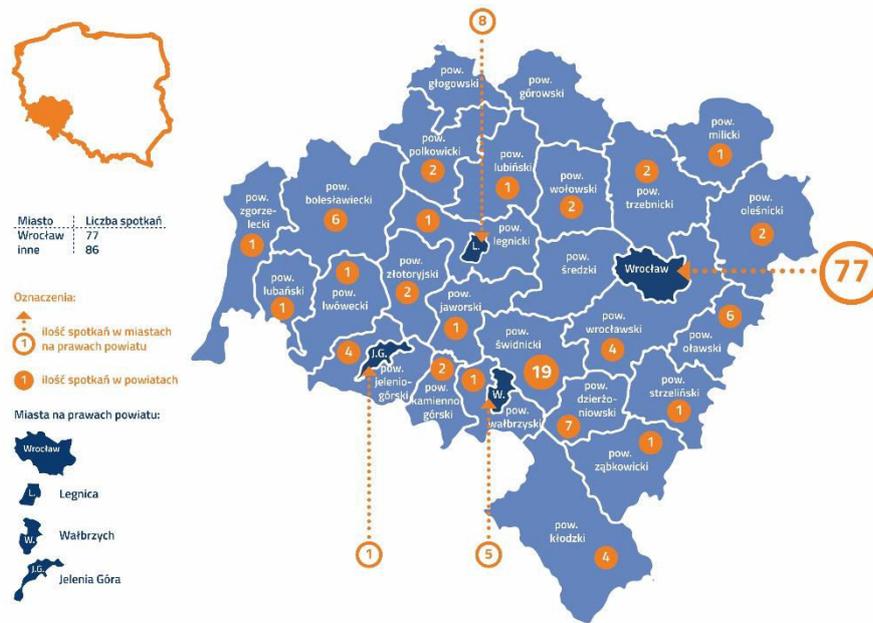
Figure 1. Geographical distribution of the meetings in the country



Source: The World Bank

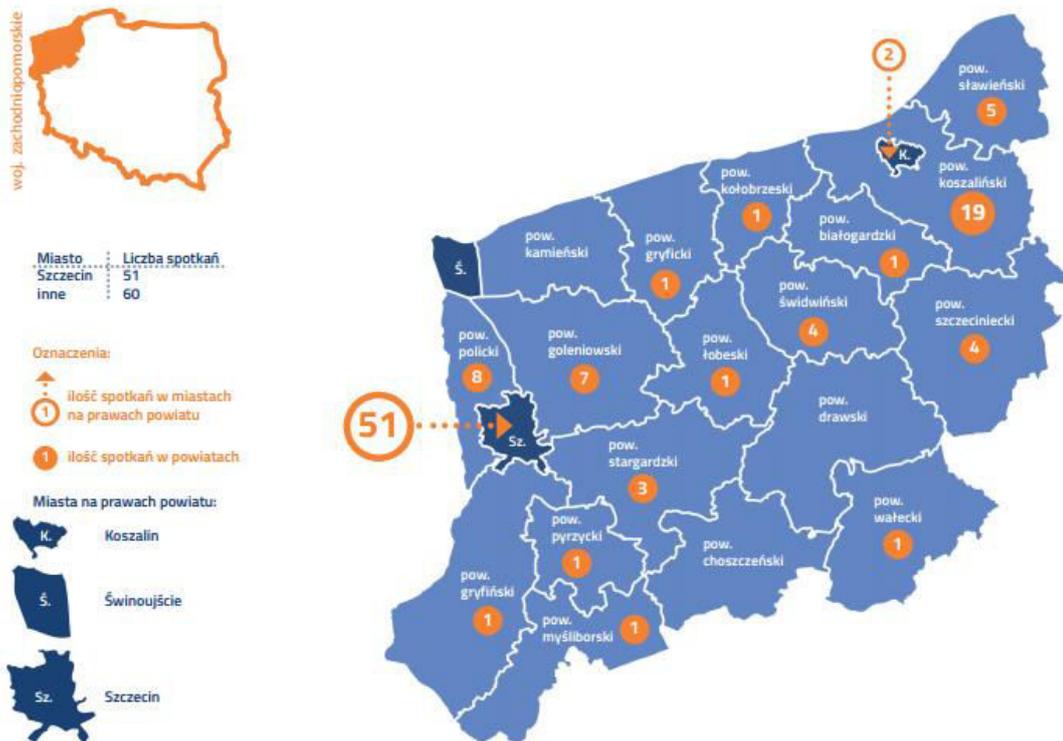
The interviews took place in most parts of each region. In Dolnoslaskie, 77 of 162 interviews took place in Wroclaw, while 85 took place outside the city (see the map below). In Zachodniopomorskie, out of 110 interviews, 72 took place outside Szczecin. In Slaskie there were 124 interviews, out of which 35 were in Katowice and 89 outside of the region's capital. In Swietokrzyskie, the Bank conducted 40 interviews in Kielce and 64 in other cities.

Figure 2. Geographical distribution of the meetings in the Dolnoslaskie region



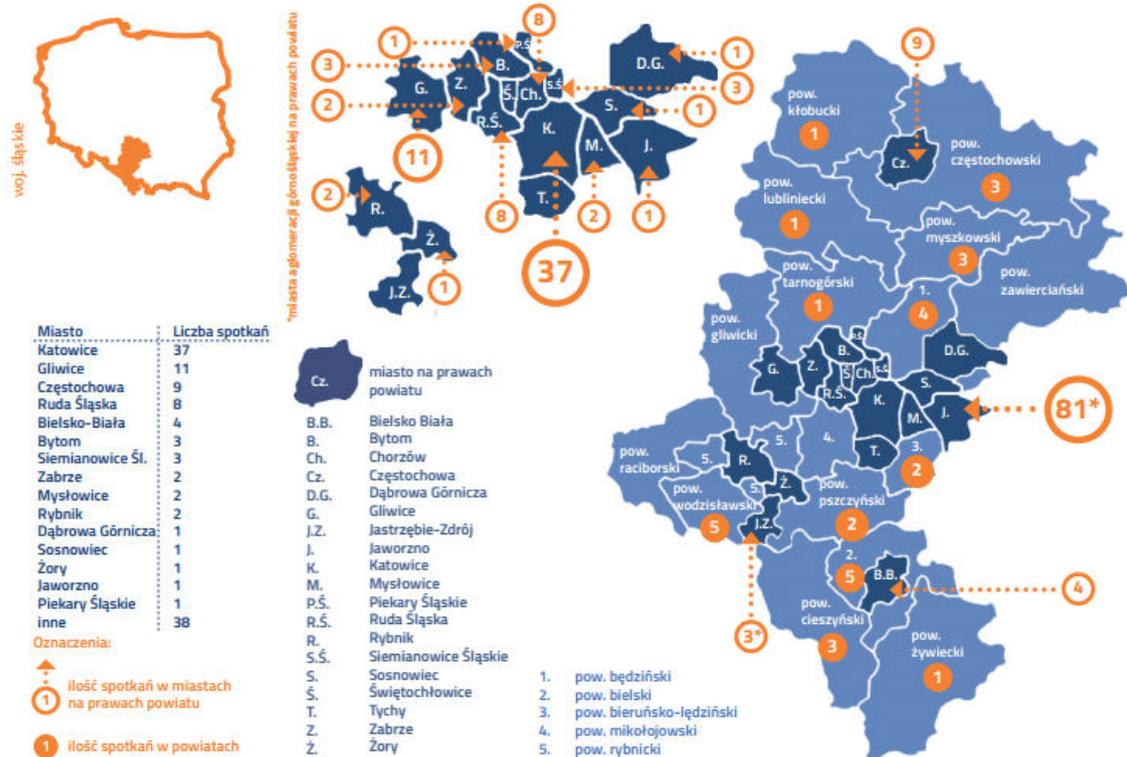
Source: The World Bank

Figure 3. Geographical distribution of the meetings in the Zachodniopomorskie region



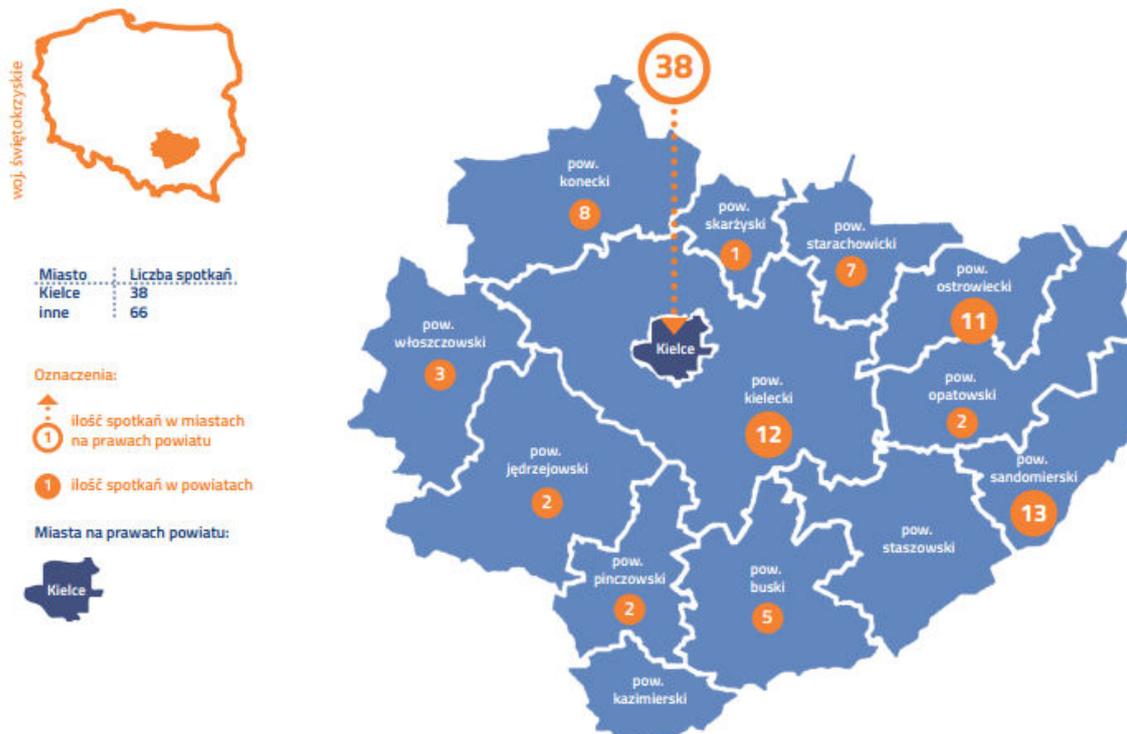
Source: The World Bank

Figure 4. Geographical distribution of the meetings in the Slaskie region



Source: The World Bank

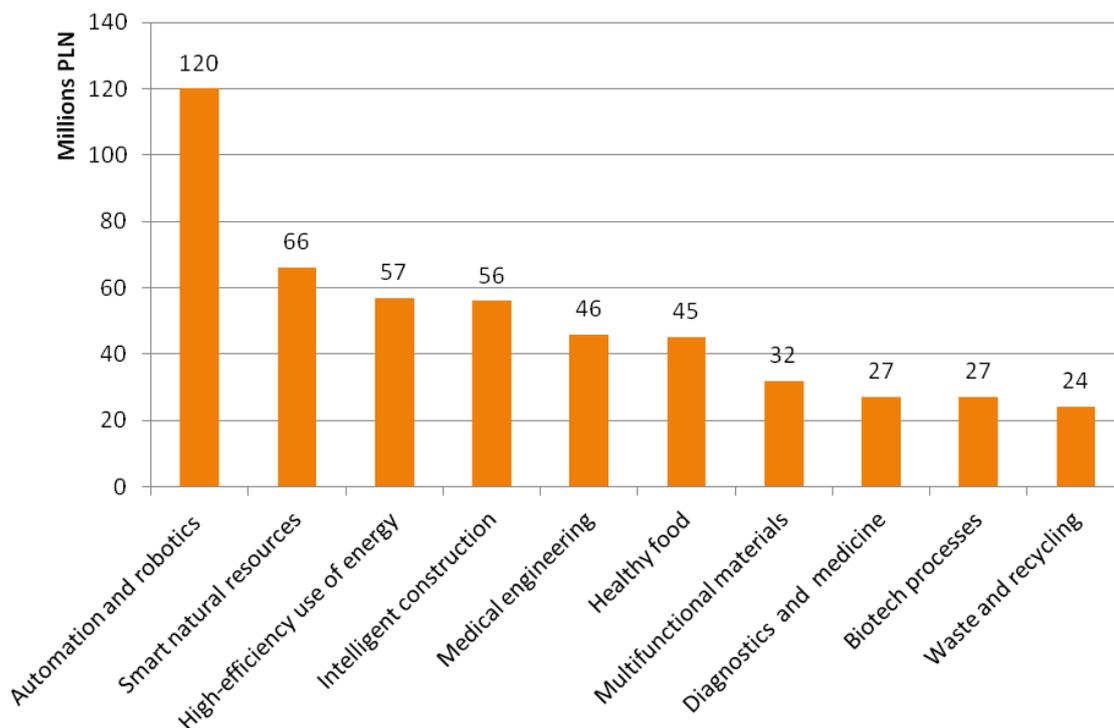
Figure 5. Geographical distribution of the meetings in the Swietokrzyskie region



Source: The World Bank

Interviews were conducted in each of the selected 10 smart specializations. The largest number of interviewed companies positioned themselves in the “automation and robotics” smart specialization, partly because of its horizontal and comprehensive nature. The fewest interviews took place in “waste and recycling”, potentially suggesting its lower potential.

Figure 6. Number of interviewed firms among 10 selected specializations



Source: The World Bank

1.1 Methodology for anonymizing data

In order to make the data from the project available for the public audience, the World Bank team anonymized the data so that not one entrepreneur that took part in the interviews could be associated with the data entry. To anonymize the data, the team followed procedures described in Box 1.

BOX 1. THE METHODOLOGY FOR ANONYMIZING DATA FROM THE FIRM-LEVEL INTERVIEWS

To anonymize data for use outside the project, the Bank removed any variables that could help identify a firm, including names, tax IDs, GPS coordinates, and name brands. In addition, access to data to the public is password protected and available only to users that agree to abide by the World Bank's Terms of Use of Datasets (<http://web.worldbank.org/WBSITE/EXTERNAL/0,,contentMDK:22547097~pagePK:50016803~piPK:50016805~theSitePK:13,00.html>)

Source: The World Bank.

1.2 Time line

All firm interviews during the project took place between June 2014 and November 2015 (Figure 2). Aside from the pre-pilot stage in Dolnoslaskie voivodship, interviews in other regions took up three to four months. The scheduling of interviews was facilitated by regional stakeholders, including the Marshal Office, business support institutions (BSIs) and regional consultants.

Figure 2. Timetable of firm interviews in each of the four regions

	2014							2015												
	VI	VII	VIII	IX	X	XI	XI	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
Dolnośląskie	█																			
Zachodniopomorskie								█												
Śląskie											█									
Świętokrzyskie													█							

Source: The World Bank.

The Bank mobilized a large group of international experts to conduct the interviews. Firm interviews were conducted by 11 experts, including Peter Lindholm, Peter Parsons, Alain Kagan, Philippe Geffroy, Dariusz Wiatr, Tony Housh, Richard Lada, Stanisław Knaflewski, Tomasz Piętka, Anna Hejka and Robert Sheffrin. The experts were selected out of a pool of more than 30 candidates. Each expert has over 20 years of experience in the innovation sphere, a strong entrepreneurial background, and a proven track record of managing complex projects linking firms to innovation.

More than 40 regional consultants were trained to conduct interviews, and 20 did so. During the project the Bank organized more than 20 meetings, trainings and workshops for regional consultants with a view to explaining the proposed EDP process and the role of consultants, including in conducting interviews. As of the end of November, 20 regional consultants had conducted interviews on their own, for a total of 138 interviews.

Table 1. Regional consultants in the EDP project

No.	Regional consultant	BSI	Number of interviews
Dolnoslaskie			
1.	Marcin Kowalski (leader)	Dolnośląscy Pracodawcy	15
2.	Patrycja Radek	Wrocławskie Centrum Badań EIT+	5
3.	Ryszard Sobański	Sudecka Izba Przemysłowo-Handlowa w Świdnicy	5
4.	Marcin Biskup	Dolnośląscy Pracodawcy	5
5.	Grzegorz Rychter	Karkonoska Agencja Rozwoju Regionalnego S.A. (w czasie projektu)	6
6.	Zbigniew Rusinek	Dolnośląska Agencja Współpracy Gospodarczej (w czasie projektu)	2
Zachodniopomorskie			
7.	Witold Jabłoński (leader)	Zachodniopomorski Fundusz Poręczeń Kredytowych "Pomerania"	15
8.	Justyna Osuch	Zachodniopomorska Szkoła Biznesu w Szczecinie	1
Slaskie			
9.	Artur Siwek (leader)	Regionalna Izba Przemysłowo-Handlowa w Częstochowie	31
10.	Natalia Marek	TECHNOPARK Gliwice	5
11.	Judyta Grzebniewska	TECHNOPARK Gliwice	5
12.	Sylwia Pietrzyk	Górnośląska Agencja Przedsiębiorczości i Rozwoju	4
13.	Alicja Michalik	Górnośląska Agencja Przedsiębiorczości i Rozwoju	3
14.	Anna Kopka	Agencja Rozwoju Lokalnego w Sosnowcu	5
15.	Katarzyna Biesiada	Agencja Rozwoju Lokalnego w Sosnowcu	5
16.	Izabela Czeremcha	Górnośląska Agencja Przedsiębiorczości i Rozwoju	2
Swietokrzyskie			
17.	Joanna Rudawska (leader)	Kielecki Park Technologiczny	15
18.	Krzysztof Filipek	Świętokrzyski Związek Pracodawców Prywatnych Lewiatan	3
19.	Dorota Bisińska	Staropolska Izba Przemysłowo-Handlowa w Kielcach	3
20.	Aneta Sławek	Regionalne Centrum Naukowo-	3

	Technologiczne w Chęcinach	
TOTAL		138

Almost 75% of interviewed companies found the interviews useful. A quality check was conducted after each interview to assess the level of satisfaction of the interviewed companies on a scale of 1-5, from “very dissatisfied” to “very satisfied”. The overall average amounted to 3.67, but most of the companies scored the interview at 4 and 5. More than 90% of companies were satisfied with the professionalism of the Bank experts. In addition, 82% of companies would recommend the interview to other firms.

Table 2. Final quality check results

	Usefulness of interview	Competence of expert	Usefulness of recommendation
Satisfaction rate*	73%	92%	82%
Average score	3.7	4.6	3.7

*The share of answers from 4 to 5 (in the group of either satisfied or dissatisfied companies); there were more than 500 quality check calls

Source: The World Bank

Questionnaire

On the basis of the lessons learned and feedback from the project stakeholders, the interview questionnaire has been streamlined to make it more user-friendly. The questionnaire has been revised in the following ways:

- Adjusted the number of questions from 176 to about 120; the time needed for an interview decreased from between three and four hours to between two and three hours;
- Removed questions that proved duplicative, had limited statistical significance and policy relevance;
- Introduced new qualitative questions to increase the value of the survey, focused on the questions “why” and on particular examples;
- Added new questions on management practices, international aspects of innovation, and access to knowledge, modeled on global benchmark innovation survey;
- Expanded questions on business and technological trends to help inform the smart specialization process.

Smart Labs

The Bank organized 20 Smart Lab meetings in total. There were two meetings each for two Smart Labs on “smart building” and “advanced metal processing” in Dolnoslaskie, which were held during February-March, and one meeting in cooperation with the Dolnoslaskie working group on “natural and recycled resources”. The potential in “advanced metal processing” was so promising that the Bank decided to organize the first national Smart Lab in September in Warsaw, followed by the second in December. For the national Smart Lab meeting the World Bank additionally prepared a topical analysis of the CNC business area – a Business-Technology Roadmap. The format of the meeting was maintained, but the firms and scientists did not represent any particular region. In Zachodniopomorskie, two Smart Lab meetings on “packaging” took place in April, and one meeting on the topic of “green chemistry”. In Slaskie there were six meetings – two Smart Labs on “nanotechnologies”, two on “automotive” and two on “medical instruments” in close cooperation with one of the BSIs. In Swietokrzyskie there were two Smart Labs on the “metal/foundry industry” and two on “food processing”. Each Smart Lab featured the “champion” companies selected through the interviews, RDIs and universities, BSIs, PARP and NCBR, as well as regional and national (MoED, MID) administration.

Champions Club

The Bank organized two Champions Club meetings in Dolnoslaskie. The second meeting was co-organized by Marcin Kowalski, the Bank’s regional consultant. The Champions Club mostly featured “champion” companies from all business areas. Around 50 companies took part in these meetings. There is interest in follow-up meetings.

BSI workshops

The Bank organized four BSI workshops in cooperation with SOIIPP. In each region there was one meeting with the management of BSIs from the region and beyond. The meetings were organized to consult the views for the future of BSI system with the management of BSIs. Aside from Bank staff, the workshops featured a number of BSI experts, including Marzena Mazewska, Krzysztof Gulda and Robert Hodgson.

All of the Bank’s major actions are presented in Table 3.

Table 3. Summary of deliverables under the EDP Project

No.	Action	Number	Date
1.	Interviews (World Bank)	500	Jul '14 – Nov '15
2.	Interviews (regional consultants)	137	Nov '14 – Nov '15
3.	Workshops for regional consultants	20	Jul '14 – Oct '14
4.	Consultants trained	40	Jun '14 – Nov '15
5.	Consultants active	20	Jun '14 – Nov '15
6.	Smart Labs (regional)	18	Jan '15 – Nov '15
7.	Smart Labs (national)	2	Sep '15
8.	Business-Technology Roadmap	1	Nov '15
9.	Champions Club	2	Jun '15 – Oct '15
10.	BSI workshops	4	Oct '15 – Nov '15

Source: The World Bank