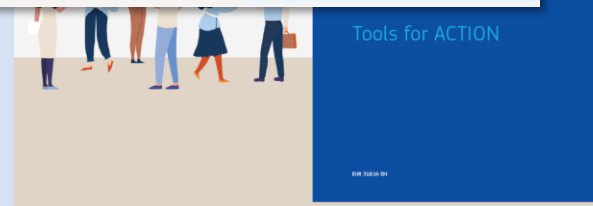
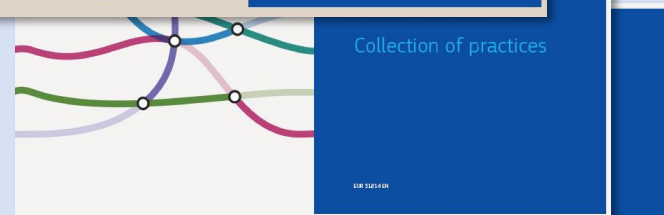
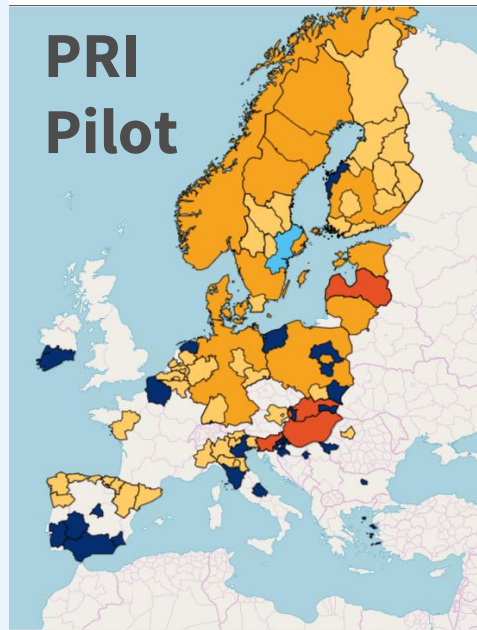


Transformative innovation, open discovery process and CoVEs

Ramojus Reimeris
Innovation Policies and Economic Impact (JRC.B.7)

23 June 2026

Where are we coming from?



Website: place-based-innovation.ec.europa.eu



2022

2023

2024

2024 – 2026...->

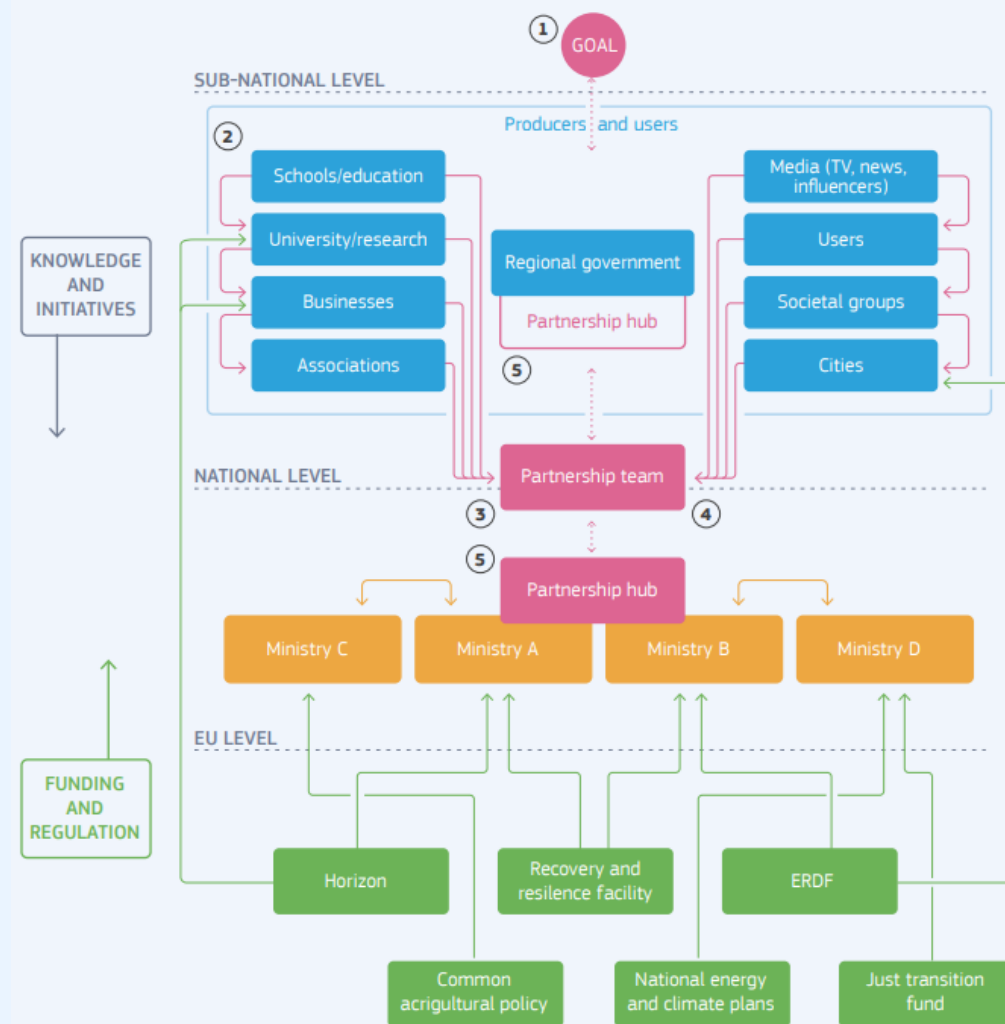
Systemic innovation and transformation

Innovation that begins to **change the structure** or **architecture of the whole system**

Comes with **new business models, new regulations, new infrastructures, and new cultural meanings**

Changing or disrupting relations of consumers and producers

Figure 8. Challenge-Oriented Innovation partnerships (CHOIRs)



Place based: two complimentary approaches

Sector-based approach

High legitimacy
Creation of new markets
Innovation for competitiveness
Supply of capacities



Challenge-based approach

Collective ownership
Directionality
Challenge-orientation
Multi-level governance
Cross-sectorial
“Action-ability”

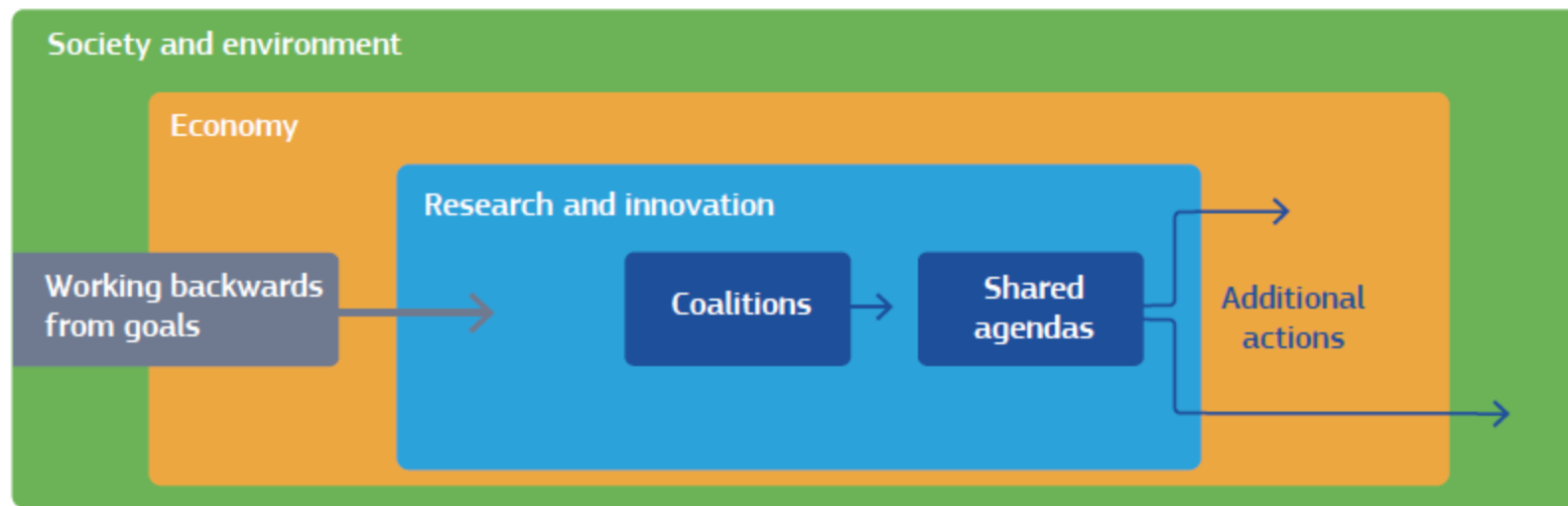
Open Discovery Process

- Governments in **multiple levels** working together with stakeholders can enable greater coherence in design and coordination of policies and actions
- ODP is a space that enables engagement, deliberation and co-creating paths **with different sets** of stakeholders
- ODP is a process geared towards coordinating responses to challenges that involves collective deliberation to develop a **shared understanding** of the societal challenges and of ways in which they can be addressed before developing **shared agendas**
- A goal of the ODP is to encourage **additional voluntary actions** that help achieve the goal beyond planned actions

Open Discovery Process

Build and **extended** on success of entrepreneurial discovery process to mobilize stakeholders and develop action plans or projects

ODP concept aligns research and innovation actions (and policy) with economy (industrial policy) as well as society and environment (sustainability policy)



Open discovery process relies on working backwards ← from goals with coalitions of stakeholders in a multi-level perspective

Tool T47 in ACTIONbook

ODP goals and stakeholders

- Used to address place-based systemic challenges
- Significant challenges
- Discovering new opportunities
- Public administrations
- Agencies
- Universities and other education institutions
- Research and technology centers
- Companies
- Industrial parks
- Civil society organizations and associations
- Indigenous people

Engagement

- Cross-departmental consultation
- Focus groups
- Surveys
- Interactive workshops
- Online platforms
- Roundtable discussions

Engagement +
space for
collaboration

ODP in practice

Problem discovery

- From global directionalities, broad set of stakeholders co-define their specific place-based challenges
- Collective identification and definition of the problem(s) boundaries
- General defined future “landing-zones”
- Hypothesise a change journey

System discovery

- Listening mechanisms and sensing the current state of the system
- Knowing who is who, who is doing what, how to enhance collaboration
- Define the boundaries of the system which is object of transformation

Why use ODP?

- Follow up from previous practices
- Addressing wicked or complex transitions
- Involvement of a wider range of stakeholders

Possible CoVEs roles: orchestration

- **Platforms for the ODP:** CoVEs can act as the physical and neutral digital spaces (the "hard infrastructure") required to host an ODP.
- **Interdepartmental bridges:** external, trusted mediator to align supply-side policy actions (like skills and innovation) with demand-side policies (like environmental regulations).
- **Interterritorial value chain connectors:** look beyond local boundaries to form strategic alliances and "networks of competences" with other regional CoVEs to scale solutions and co-manage investment risks.

Possible CoVEs roles: implementation and experimentation

- **Portfolio approach:** aggregate project portfolios targeting a single societal challenge, f.e. bringing together innovation, skills provision and infrastructure development simultaneously.
- **Living labs:** serve as or host innovation hubs, accelerators and regulatory sandboxes. This allows governments and companies to test highly innovative products or services under adaptive regulatory supervision.

Possible CoVEs roles: learning

- **Agents of “unlearning”:** learning environments and curricula for students, civil servants and industry representatives specifically focused on fast change of obsolete practices
- **Agile monitoring:** supplementing the standard economic output tracking with real-time signals (proximity to work-place)



Thank you!

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