# INNOVATION PROCESSES, ECOSYSTEMS AND IMPACT; (MISSION ORIENTED RTDI AND LIVING LABS)

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# BEYOND THE BUZZWORDS

- Why were Living Labs created as European concept?
- Why open innovation 2.0?
- Beyond clusters to ecosystems
- Skills combined
- Mission oriented impactful innovation

# SUSTAINABILITY

- Sustainable innovation is full of disruptions!
- Sustainable innovation is about (value) choices!
- Sustainable innovation is beyond (political) buzzwords
- Sustainable innovation is holistic!

# WORLD RANKINGS

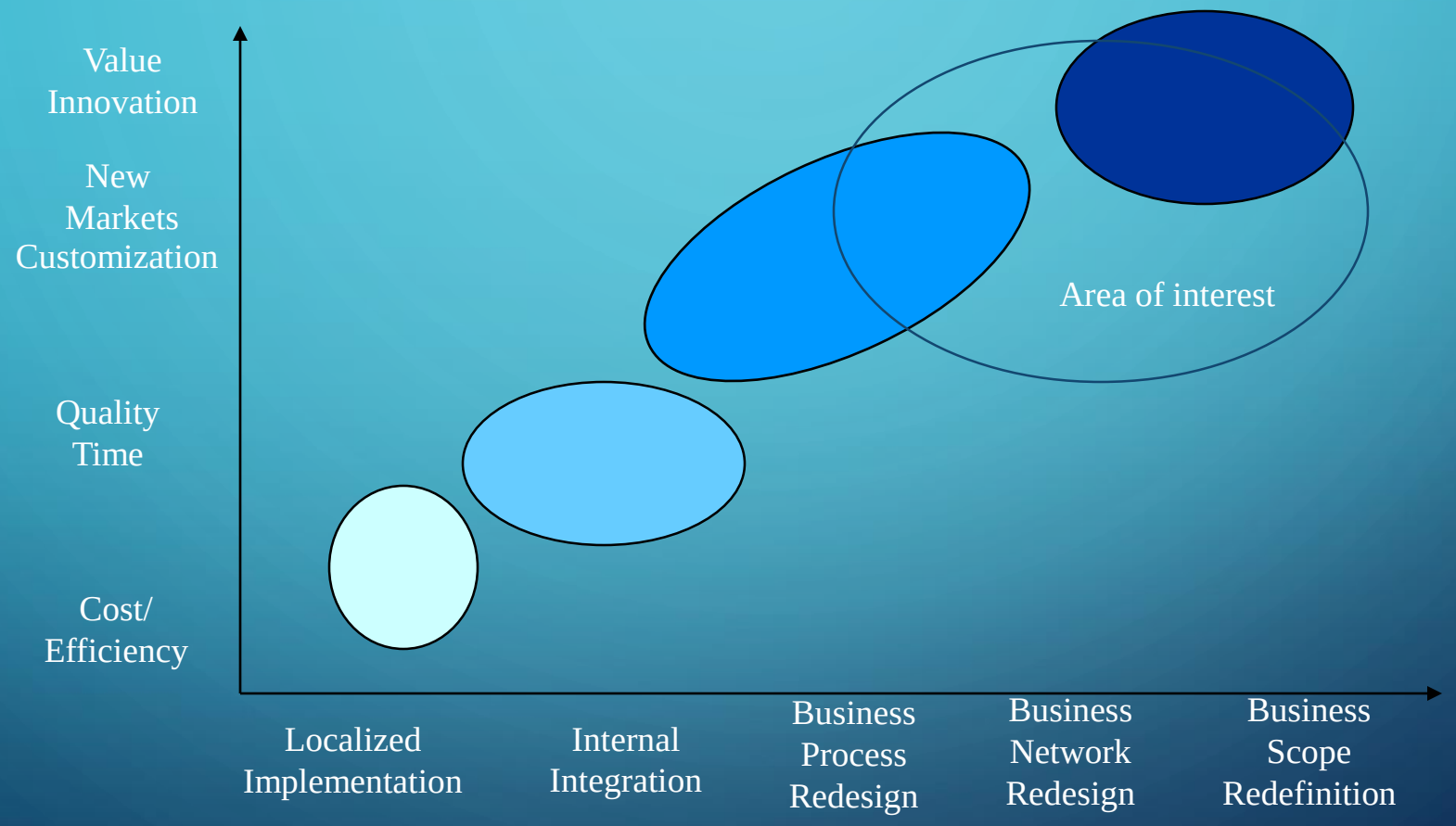
- “most innovative country”
- “smartest city”
- “most equalitarian”
- “best place to live in”

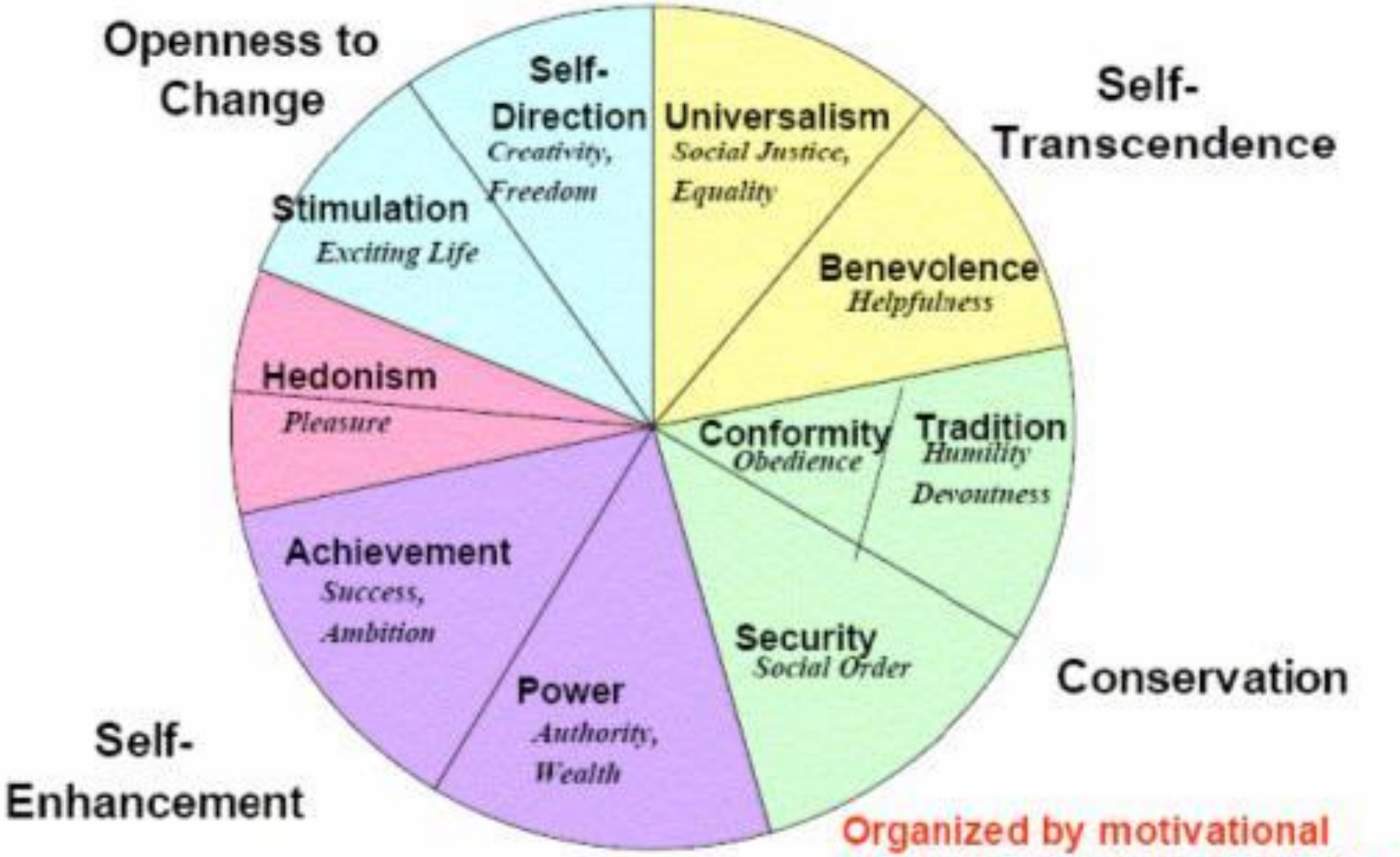
- Sadly most of these are one-dimensional, often economy oriented. Societal fabric and intellectual capital not enough in focus. Trend towards sustainability measurement increasing though.
- Europe usually well positioned in multiple rankings, and this reflects the societal behaviour too. Switzerland, Nordic countries, Netherlands, Germany often in top of multiple measures.
- Structural intellectual capital is the key!

# WHY LIVING LABS?

- Industrially driven ecosystems/clusters
- Speeding up the innovation process by simultaneous investment in market creation (by real world experiments)
- Reducing risk for mis investments (like WAP) where take-up not visible
- Pooling resources in interdisciplinary way
- Enabling Virtual Enterprising in complex world

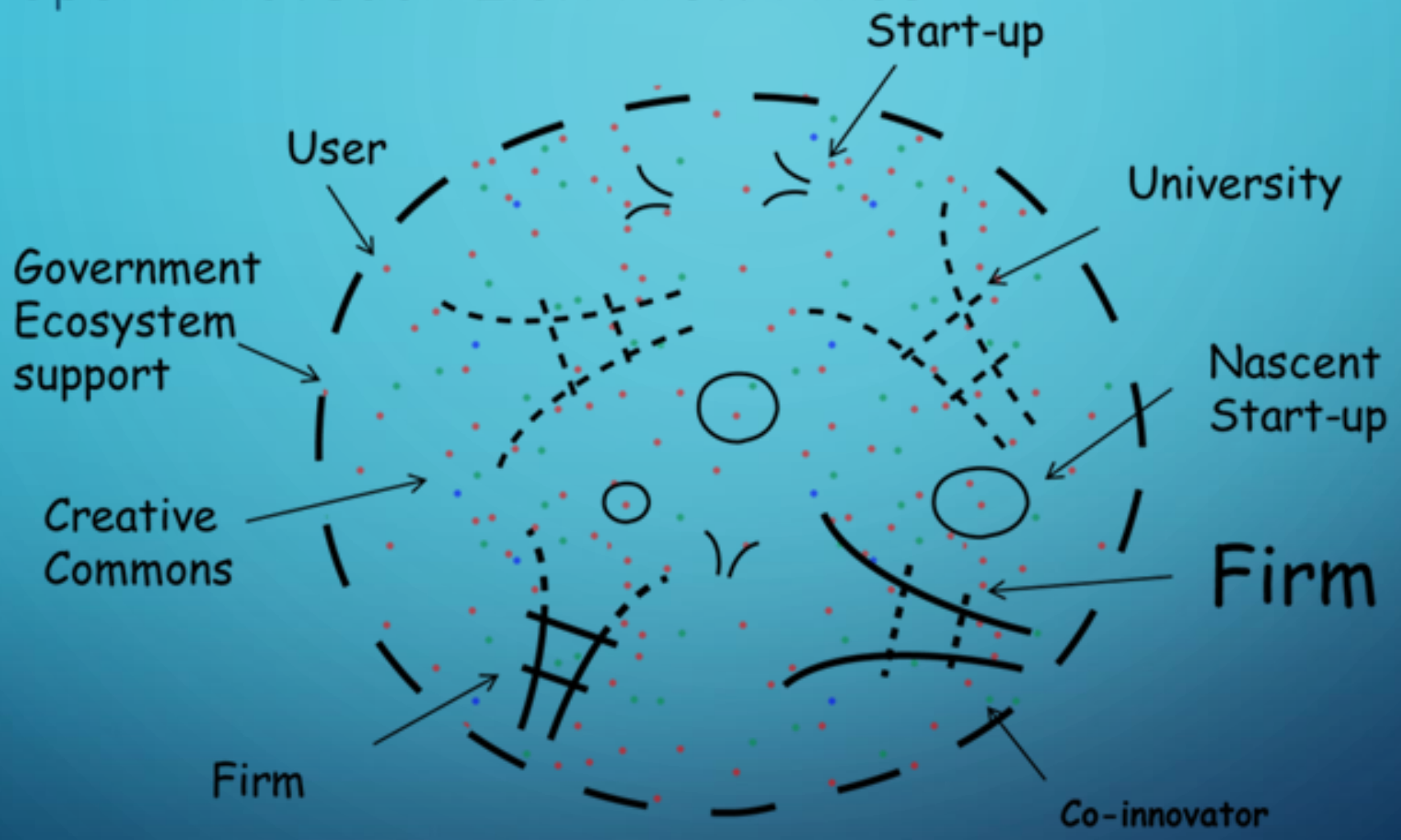
# WORK & BUSINESS TRANSFORMATION; CREATING NEW VALUE





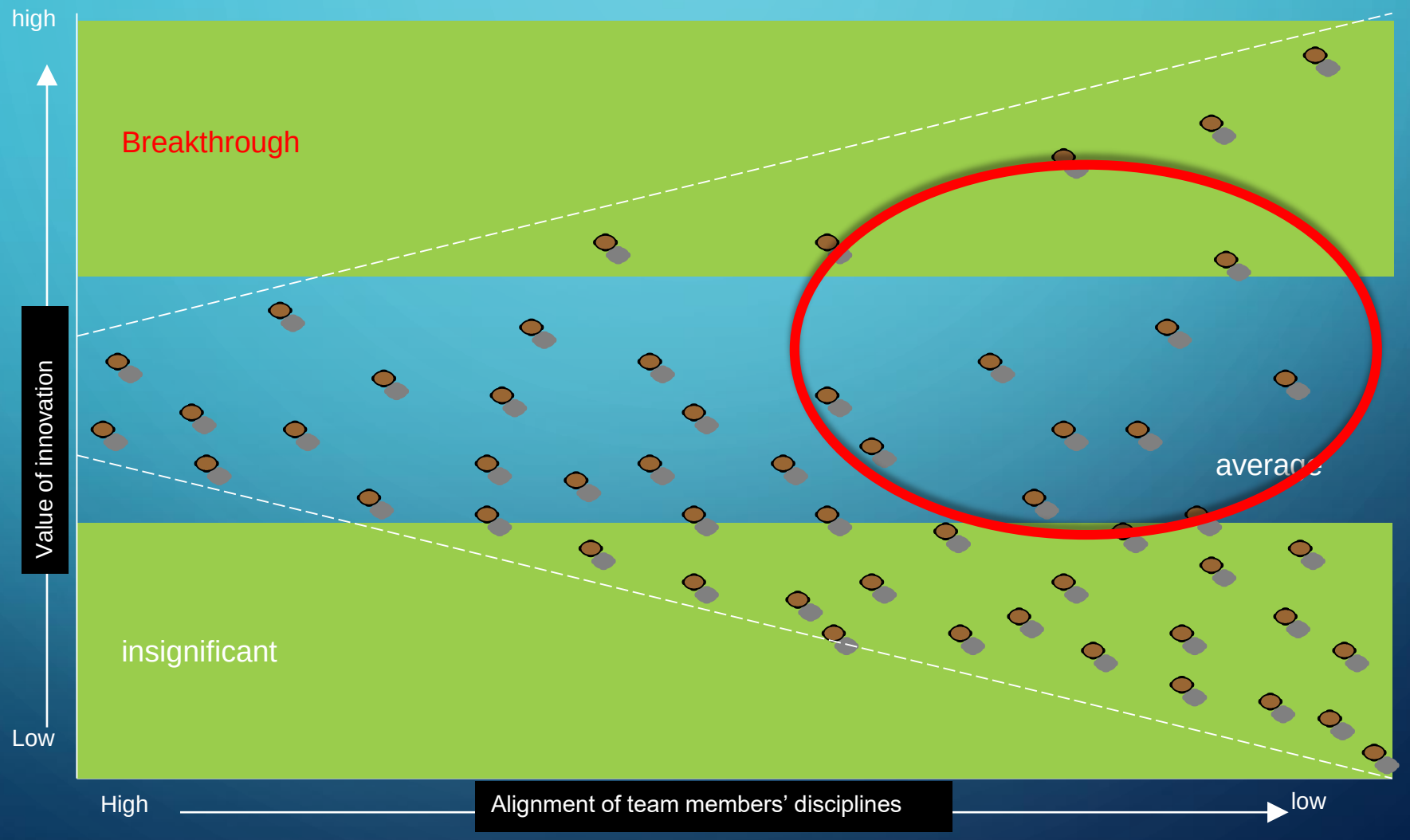

Organized by motivational similarities and dissimilarities

# Open Innovation 2.0: A new Milieu



| Closed innovation | Open innovation | Open innovation 2.0 |
| --- | --- | --- |
| Dependency | Independency | Interdependency |
| Subcontracting | Cross-licensing | Cross-fertilisation |
| Solo | Cluster | Ecosystem |
| Linear | Linear, leaking | Mash-up |
| Linear subcontracts | Triple Helix | Quadruple Helix |
| Planning | Validation, pilots | Experimentation |
| Control | Management | Orchestration |
| Win-lose game | Win-win game | Win more-Win more |
| Box thinking | Out of the Box | No Boxes! |
| Single entity | Single Discipline | Interdisciplinary |
| Value chain | Value network | Value constellation |

# DIVERSITY MEANS BREAKTHROUGH PROBABILITY



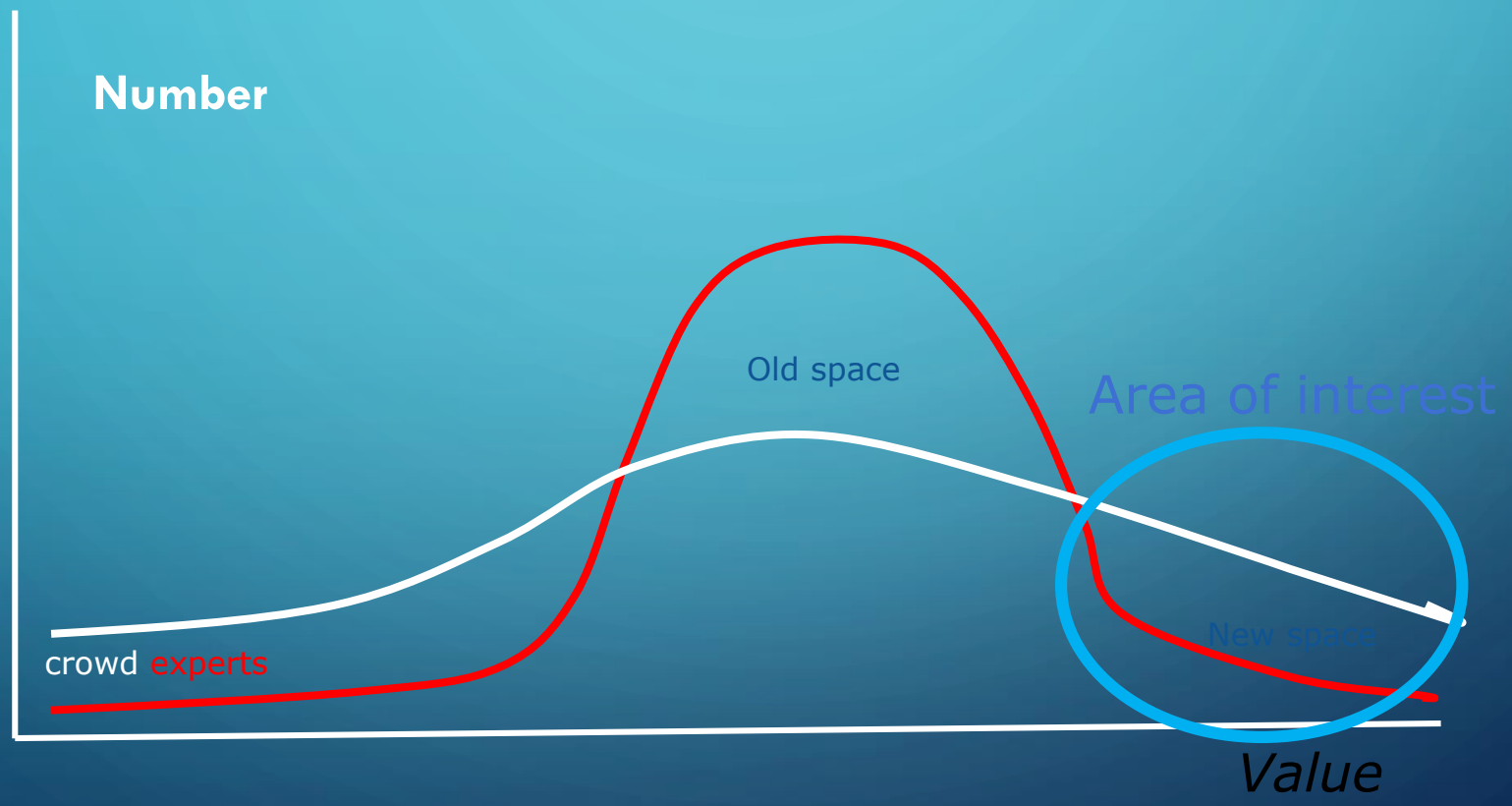
# SKILLS AND PROFESSIONS: ROLES

- Bridger links themes, knowledge, people
- Curator puts thematic quality contents together
- Orchestrator tunes the ecosystem to common vision and action
- Systems builder enables flow or knowledge and skills for co-creation

- **LEADERHIP TURNS INTO ORCHESTRATION: COURAGE**

- Quadruple helix players in multiple, simultaneous roles

# DISCOVERY OF VALUABLE IDEAS BY CROWDS! COURAGE! AND TOOLS TO FILTER OUT…




Curators and Bridgers as new skills

# MISSION ORIENTED RESEARCH AND INNOVATION

- Important to see the short term and long term components for innovation:
  - Infrastructures (communication, behaviour, interlinking processes, common shared values and goals)
  - Mindset for experimentation in real world
  - Holistic perspective needed to solve issues beyond “today”
  - Not prescriptive, daring to seek also unexpected!

# CRITERIA

Crit 3. EU R&I missions should have ambitious but realistic research & innovation actions
88% 10% 2%
Crit 1. EU R&I missions should be bold, inspirational with wide societal relevance
83% 14% 3%
Crit 2. EU R&I missions should have a clear direction: should be targeted, measureable and time-bound
78% 21% 1%
Crit 5. EU R&I missions should foster multiple, bottom-up solutions
78% 18% 4%
Crit 4. EU R&I missions should be cross-disciplinary, cross-sectoral and cross-actor
71% 27% 2%

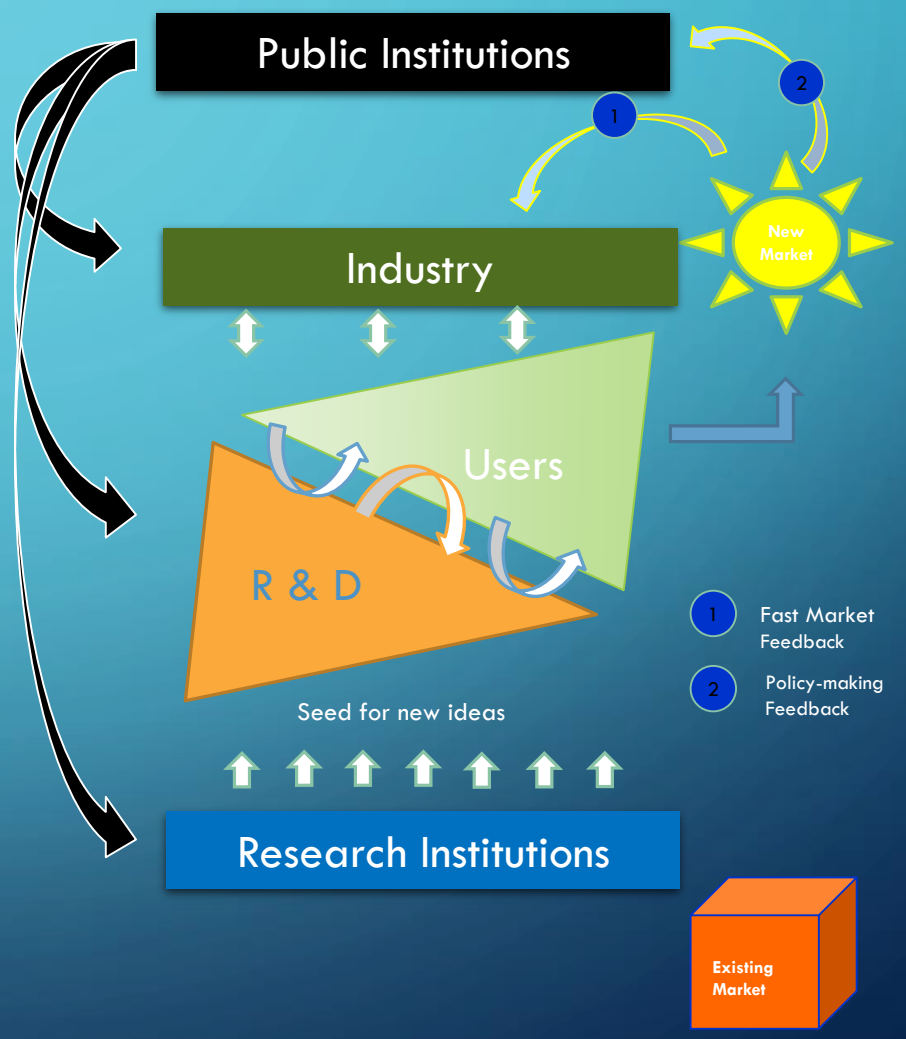
# IMPLEMENTATION

Impl 4. Implementation of EU R&I missions should be flexible, with pro-active management and building in-house capabilities
88% 12% 5%
Impl 2. Each EU R&I missions should have a clear goal and milestones to measure impact
80% 18% 2%
Impl 1. EU R&I missions should engage a diverse set of national and regional stakeholders
75% 22% 3%
Impl 3. EU R&I missions should be implemented through a portfolio of instruments to foster bottom up solutions
74% 20% 6%

# KEY ELEMENTS FOR OPEN INNOVATION 2.0

- Quadruple helix, participatory
- Ecosystems beyond clusters, multidisciplinarity
- Early prototyping, experimentation
- Shared values driven
- Economically and societally sustainable

| Open Innovation | Open Innovation 2.0 |
| --- | --- |
| Co-creation with users | Open Engagement Platforms for collaboration (Social media, platforms for social innovation) |
| Co-opetition | Smart Cities, ecosystems |
| R&D Alliances | Living Labs; Fablabs, Maker Spaces |
| Consortia, clusters | Value constellations |
| Public-Private-Partnership | Public-Private-People-Partnerships<br>Crowd-sourcing: Power of crowds<br>Camps for societal innovation |
| Linear Innovation&Business Model | Prototype-oriented Innovation&Business Model |
| Development | Creation |



# INNOVATION ECOSYSTEM?

People, users

Ideas

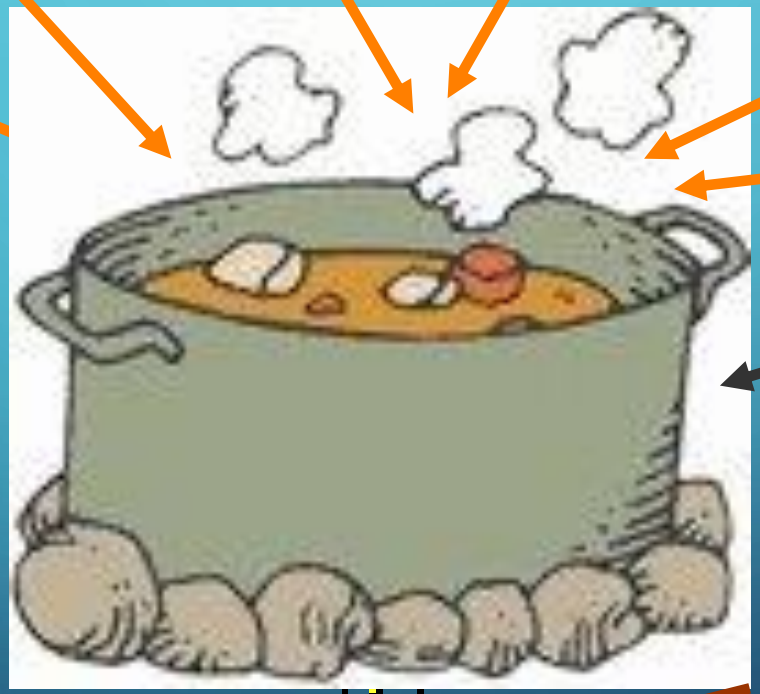
Enterprises

Openness in the process

Leaders and chefs picking up results

Local/Regional flavor

The cooking pot (Living Labs)



FROM END PRODUCT CAN NOT BEEN SEEN THE COOKING PROCESS IN DETAILS:

- BUT IT REQUIRES RIGHT INGREDIENTS, ENERGY AND COOKING
- LOCAL FLAVORING

**THE FIRE:**

- Public – Private – Civic partnership
- Creative commons
- Precommercial Public Procurement
- Other funding
- Right conditions for innovation

# CONCLUSIONS FOR ACTION

- Ambition! Thinking! Daring to jump on OI2!
- Common goals, common values essential, everyone involved
- Structures (structural intellectual capital)
- New skills and professions
- Ecosystems for co-creation of value
- Openness to share and learn, and grow together (win more win more)
- Open engagement and innovation platforms