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Building Successful Innovation Ecosystems


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We have to handle "normal business", while at the same time challenging existing business models through radical change:

- Optimize existing operations
- Transform the organisation to create value through new innovations
- Participate in system shifts that require collaboration on a whole new level



An aerial photograph of a large, open public space, likely a plaza or park, filled with many people walking. The ground is paved with light-colored tiles and features a prominent geometric pattern of dark lines forming a network of triangles and polygons. The people are scattered throughout the space, some walking alone, some in small groups, and some pushing strollers. The overall scene suggests a busy, communal environment.

We need to be part of
“Knowledge Innovation
Communities”

Sweden is the Innovation Leader in Europe

The Region of Skåne – Nr 9 in Europe

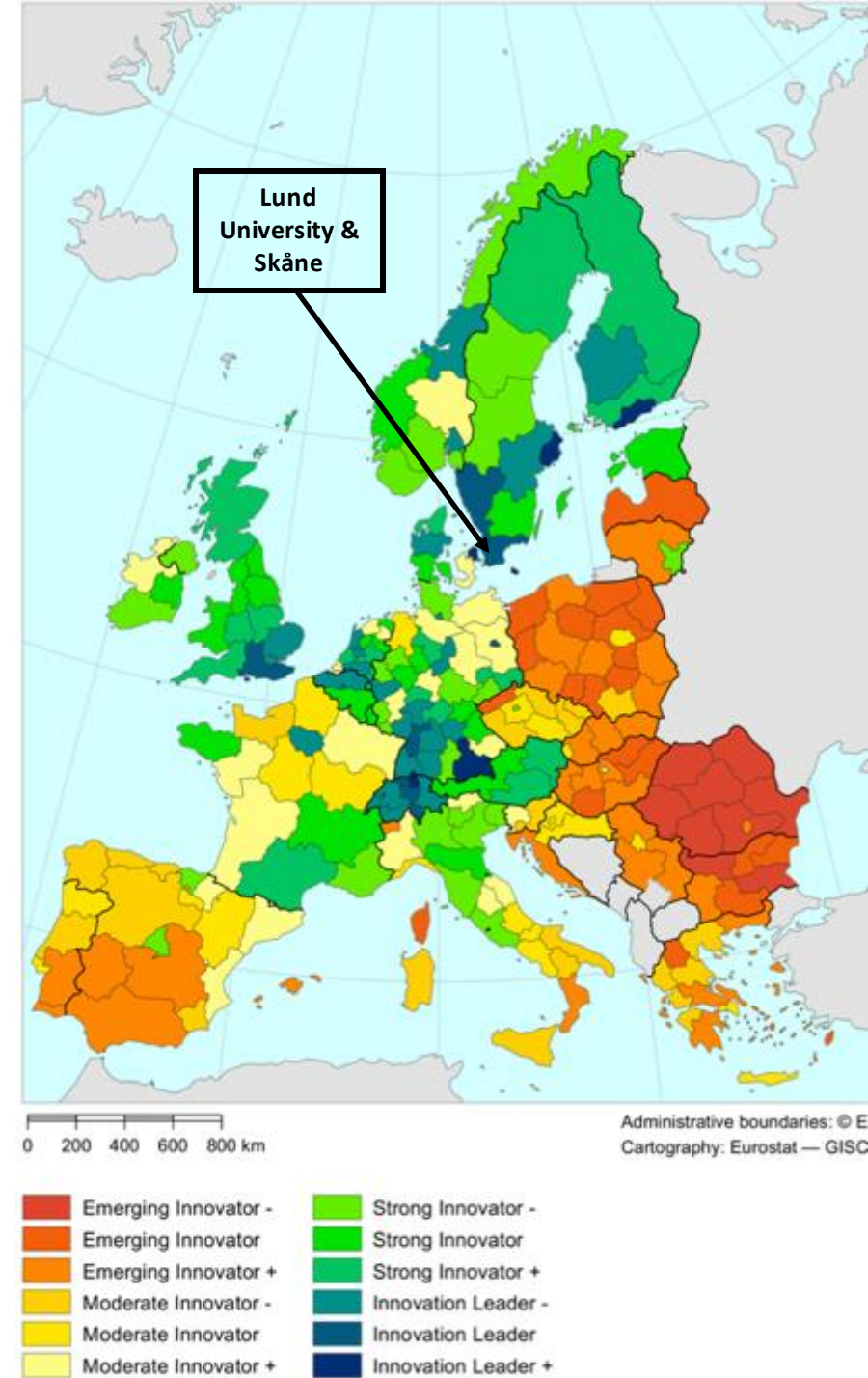
We have developed a unique regional Innovation support system for over 40 years

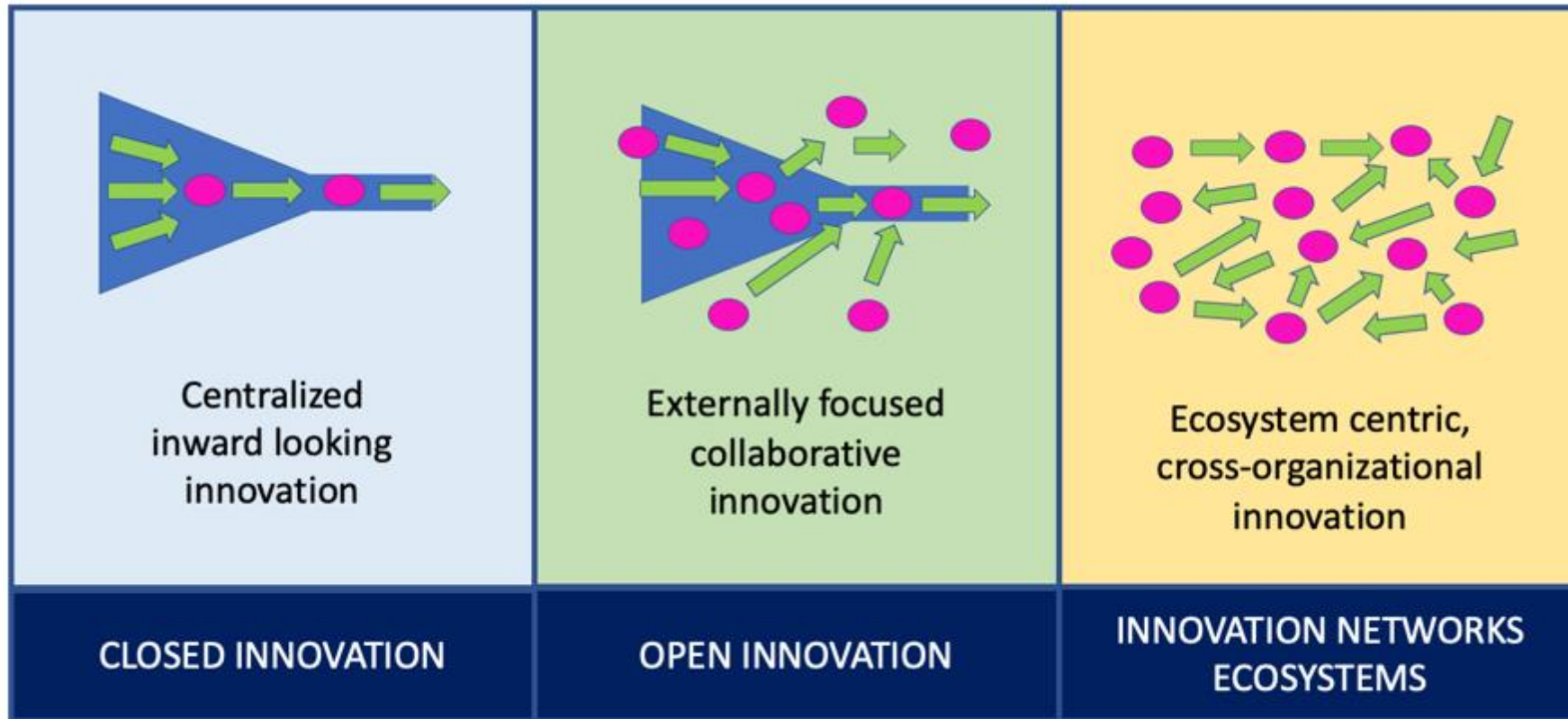
The strongest innovation dimensions are:

- Human Resources
- Attractive research and teaching systems
- Innovation-friendly environment



We have a mature innovation ecosystem that we are now developing by exploring a Multi-stakeholder Governance model through a joint (Industry/Society/University) innovation platform "Future by Lund".



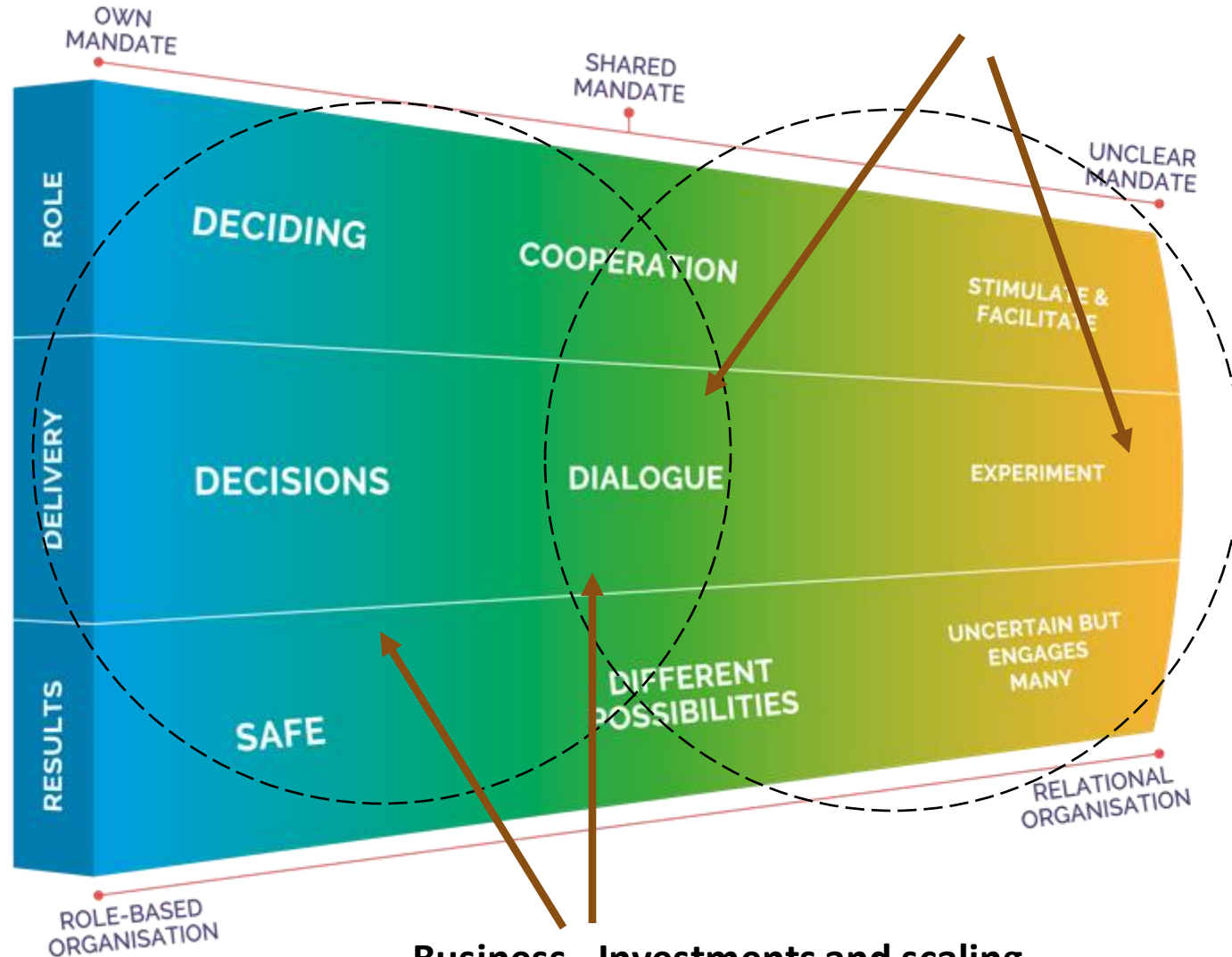


The Evolution of Innovation

Source: EU Open Innovation and Policy Group 2013



Innovation – milling and prof-of-concept (YELLOW ZONE + GREEN ZONE)



Business - Investments and scaling
(BLUE ZONE + GREEN ZONE)

(YELLOW ZONE - Multistakeholder)

Mission, shared space, neutrality, transparency and creating relations for coming partnerships.
Open and exploring, testing, creating experiments. Seeding.

(GREEN ZONE) - Partnership

Conceptualisation and consortia's in connection to interests- specific projects and partnerships.
Project funding, start-ups

(BLUE ZONE) – Own organisation

Investments and scaling. Business driven or internal organisational development.
Investment logic and scaling

Innovation Areas – Exploring connections – challenges and partners





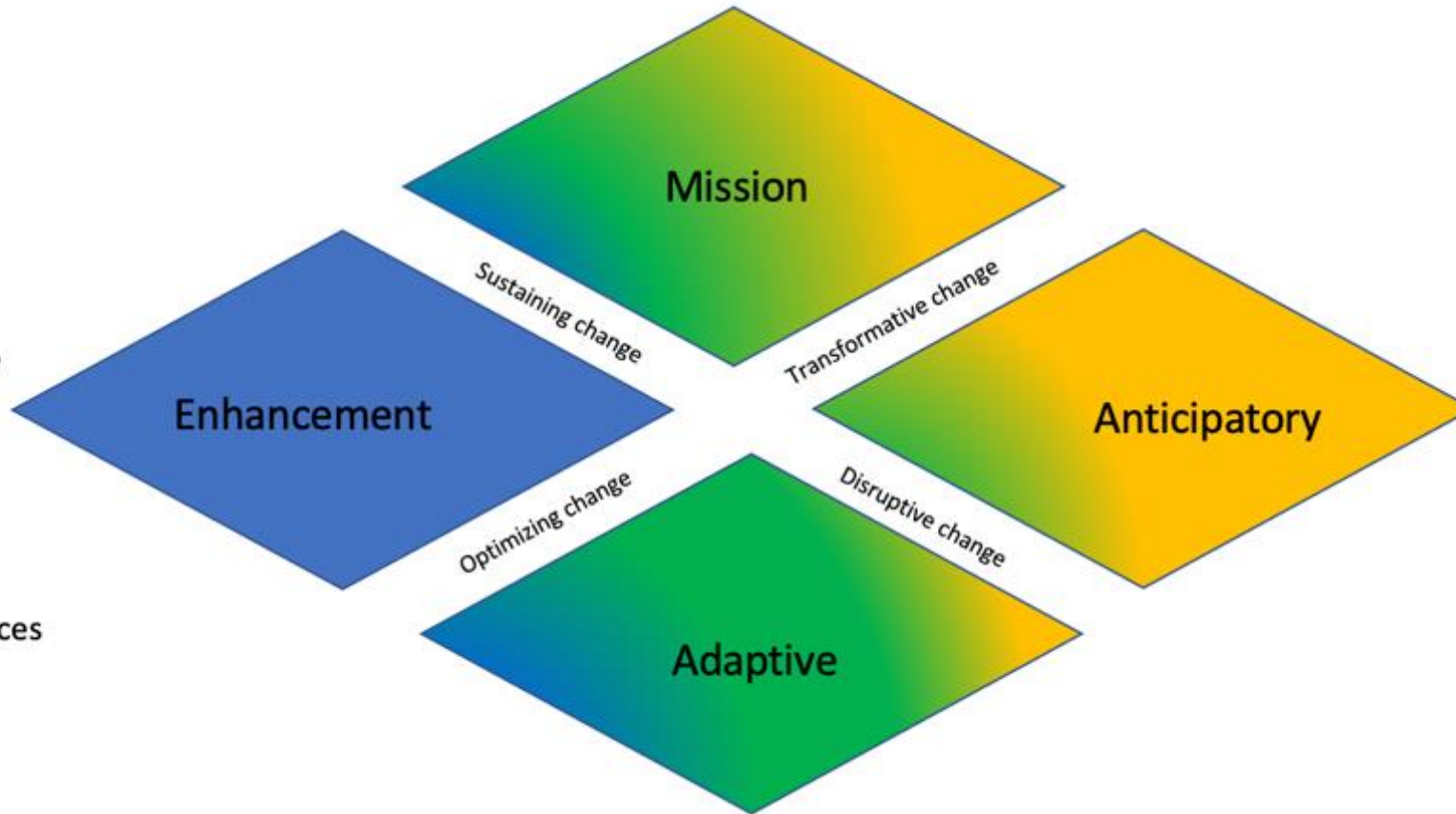
CERTAINTY

Exploiting /
Incremental

Same but better, scaling,
implementing, growth

Example:

Sharing infrastructure
City planning, culture
Business improvement
Better, faster, less resources



DIRECTED

Shaping / Top-Down

Reaching goals for Big Impact

Example: Climate goals, KIC CCSI, New European Bauhaus, Erasmus +,
National + Regional + Local

UNCERTAINTY

Exploring / Radical

Emerging questions
shaping the future.
Possible radical changes.

Example:

Climate change
Development sensors & IOT
Business modelling
New stories
Sharing platforms

UNDIRECTED

Responding / Bottom-Up

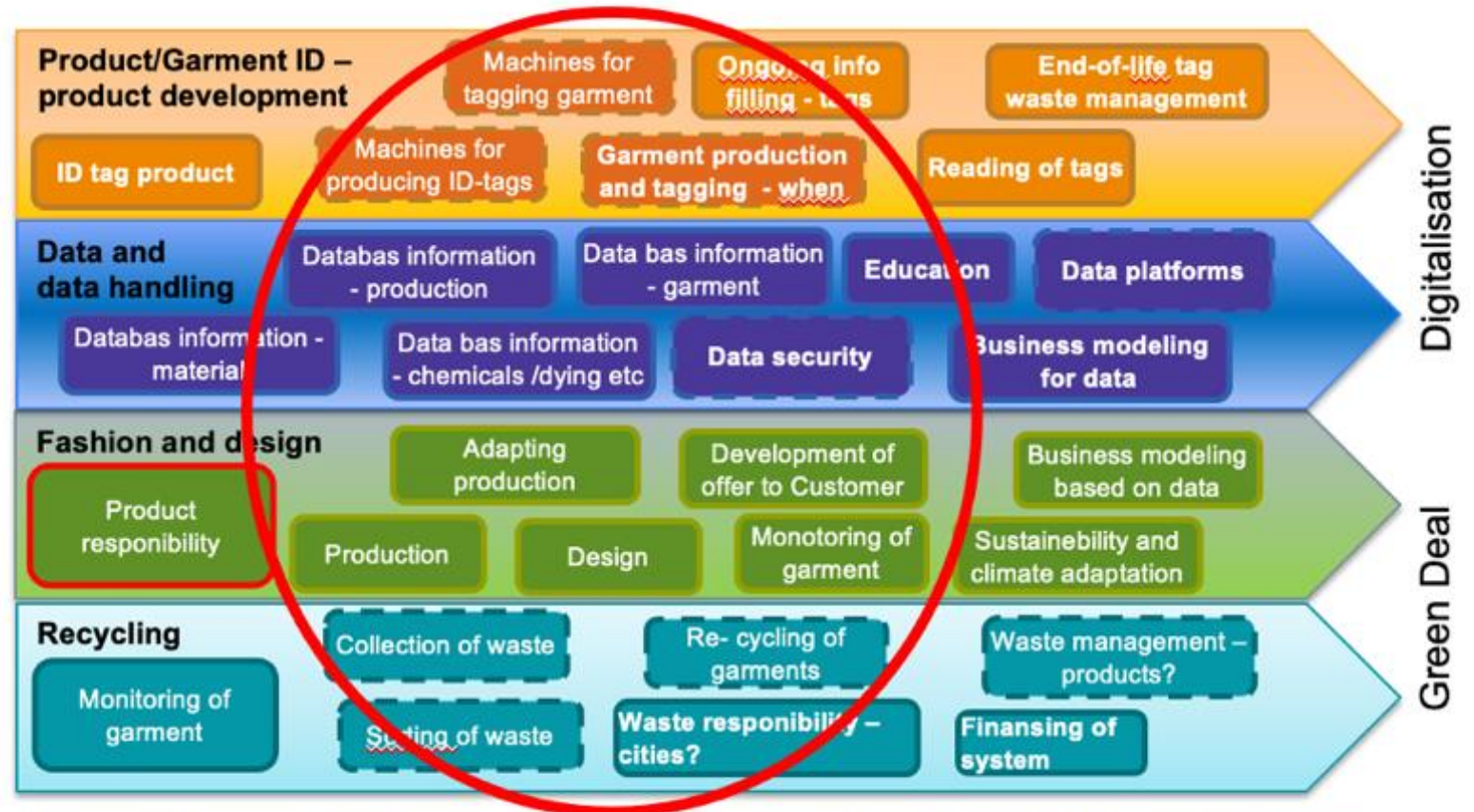
Driven by external changes, small, big and sometimes unexpected

Example: Digitalisation, Electricity shortage, material, New logistics patterns, Covid, Ukraine

Transforming the textile and fashion industry

Example: EU Product Passport Directive (product ID)

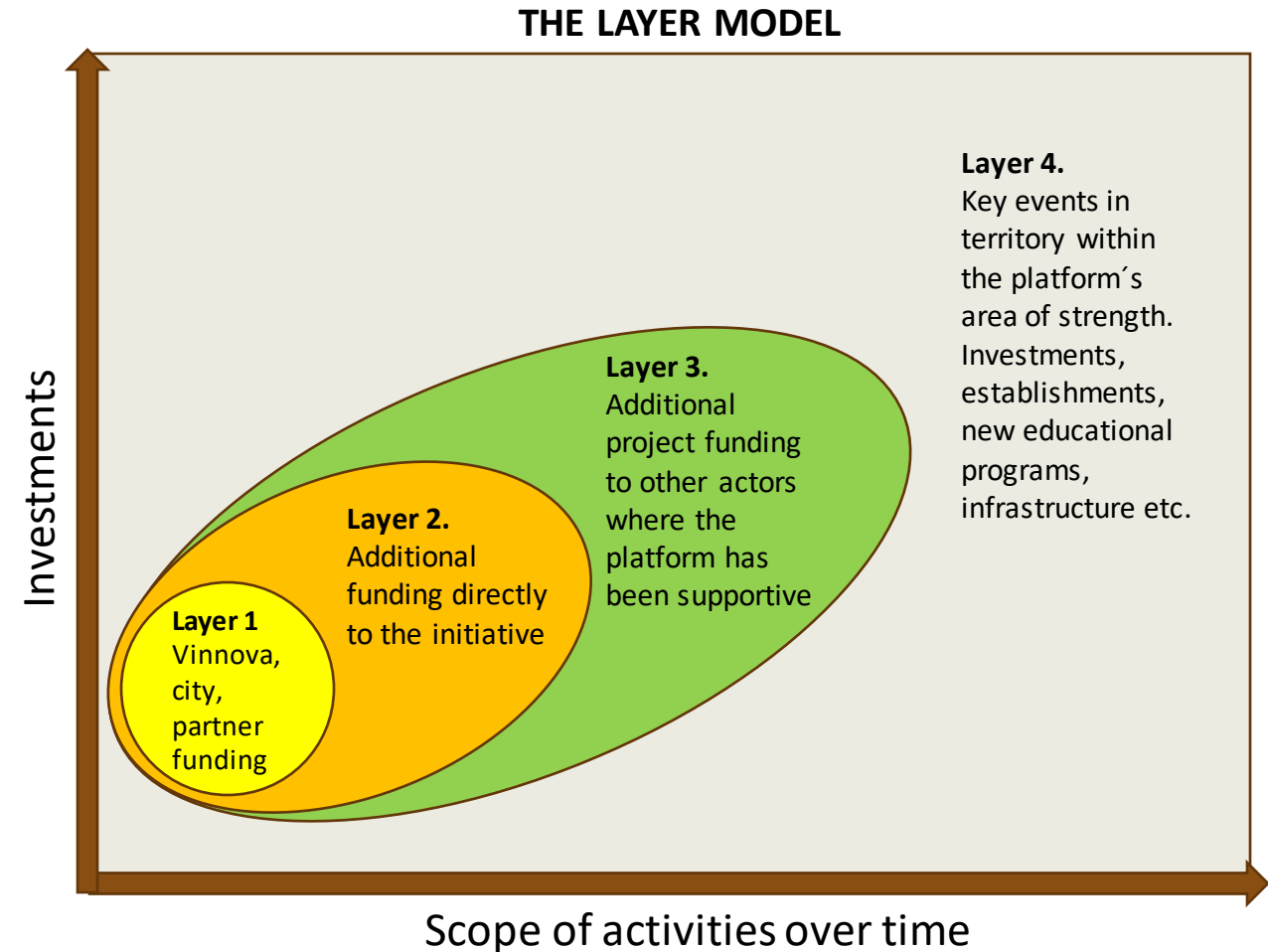
The new directive/mission impacts different stakeholders and policy areas.



A passport for products is connected to **product responsibility** but needs the ability to create the ID and fill it information to work. To do this new policies are needed but also adaptation and interpretation of existing policies.

How to evidence system transformation

- The "layer model" (from Vinnväxt annual reporting) is a way to track leverage and "ripple effects" of collaborative action in an innovation ecosystem
 - **Project investments** of collaboration partners are a proxy for innovation investments more broadly
 - Documentation of **important events** is a way of evidencing the ripple effects of project activities and how the collaborative initiative has contributed to system change
- Following this information over time shows...
 - The main funders and actors involved in innovation projects – a sign of collective action and development of the innovation ecosystem
 - Accumulated investments and events/ripple effects over time provides a story of how the collaborative initiative has contributed to system-level transformation



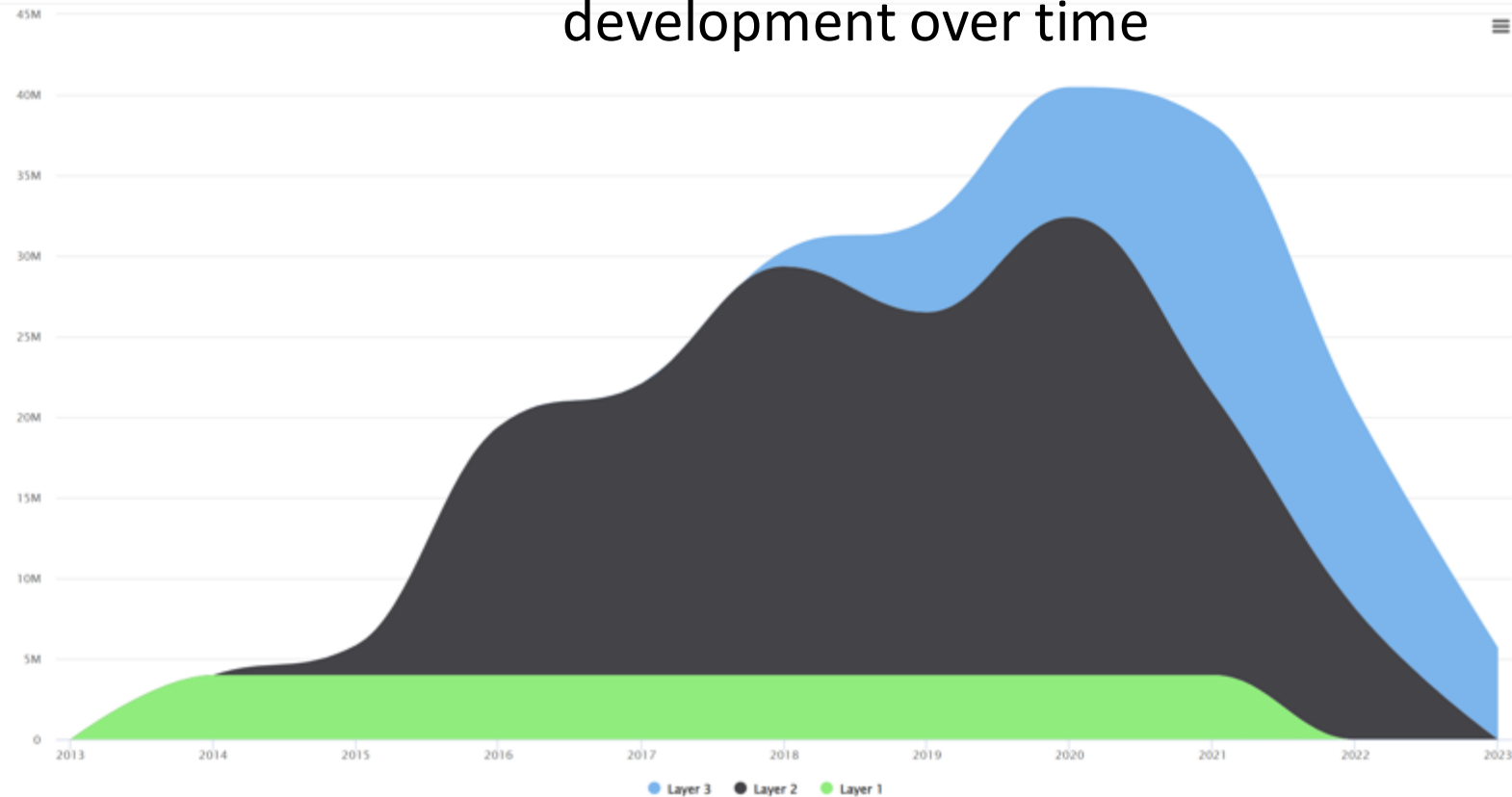
Tracking innovation portfolios over time

FutureByLund Data Visualisation

Model Data Streamgraph Data import

Streamgraph controls

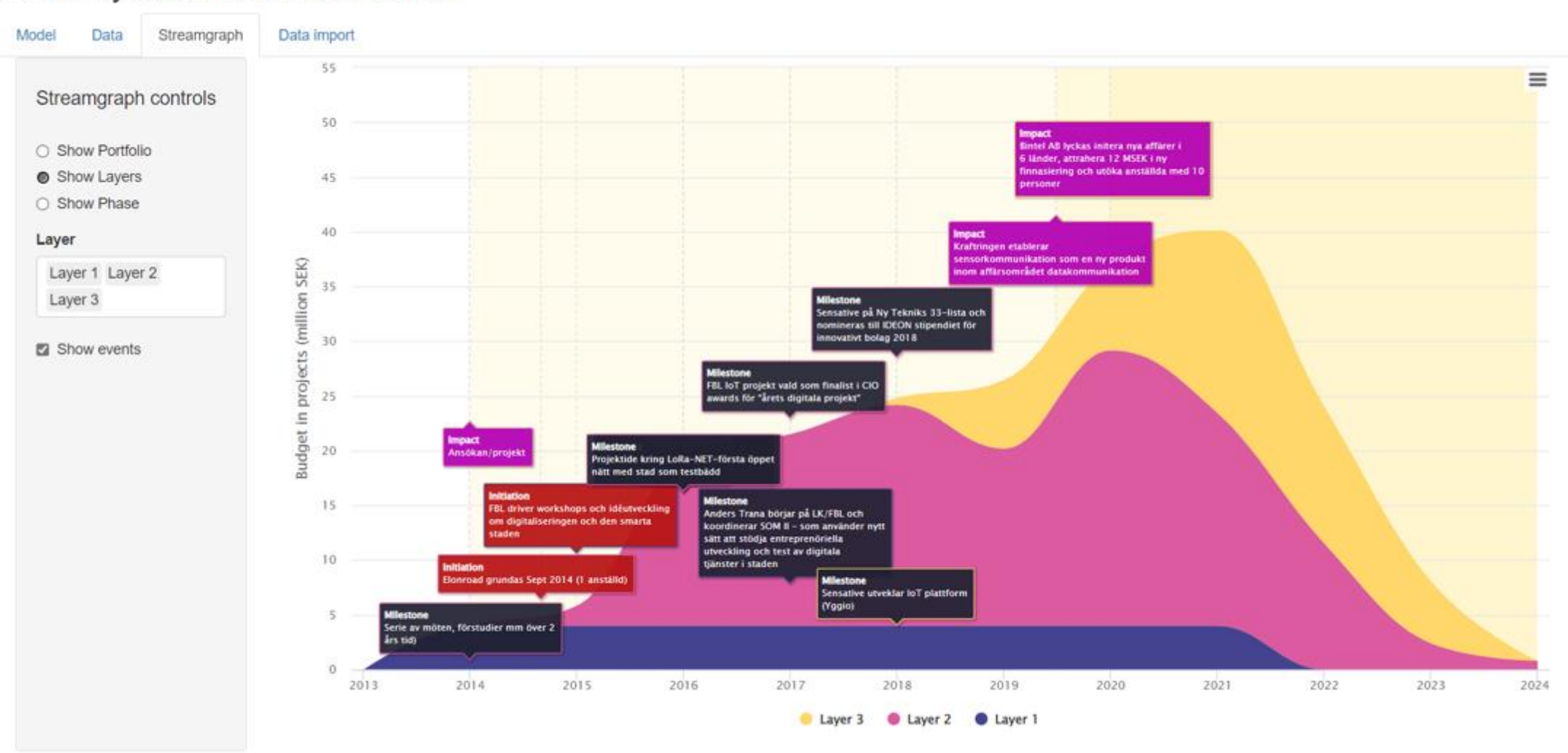
- ☐ Show Portfolio
- ☒ Show Layers
- ☐ Show Phase
- ☐ Show events



Possibility for various visualisations of ecosystem development over time

Including 'critical events' that have contributed to development over time

FutureByLund Data Visualisation



Lund University - Data mining and visualisation

A new digital tool under development

FutureByLund Data Visualisation

Model Data Streamgraph Data import

Current model

Model name:

FutureByLund

Layer 1 Layer 2 Layer 3

Load Save

Filename: FutureByLund_model.rds

Portfolio

Base Platform

Digital Cities and Citizens

Smart Sustainable Cities - Moving Things and People

Smart Sustainable Cities - Future Living and Spaces

Creative and Cultural Sectors - Smart Fashion

Ideas for society

Phase

Phase 1 Phase 2 Phase 3

Partners + - import

Copy CSV Excel PDF

Name	OrgNumber
Lunds kommun	212000-1132
Lunds universitet	202100-3211
Alfa Laval Lund AB	556016-8642
Tetra Pak AB	556054-4735
Axis Communications Aktiebolag	556253-6143

Flexibility to establish own model(s) for each ecosystem

Models with different portfolios, partners, and other aspects to "tag"

Adding of "own" data and adm. reports (EIT reporting?)

Base data on publicly-funded projects collected from public sources; data can be further elaborated and crowd-sourced

FutureByLund Data Visualisation

Model Data Streamgraph Data import

Database name:

Layer

Portfolio

Phase

Partners

Selected:

Events

Date

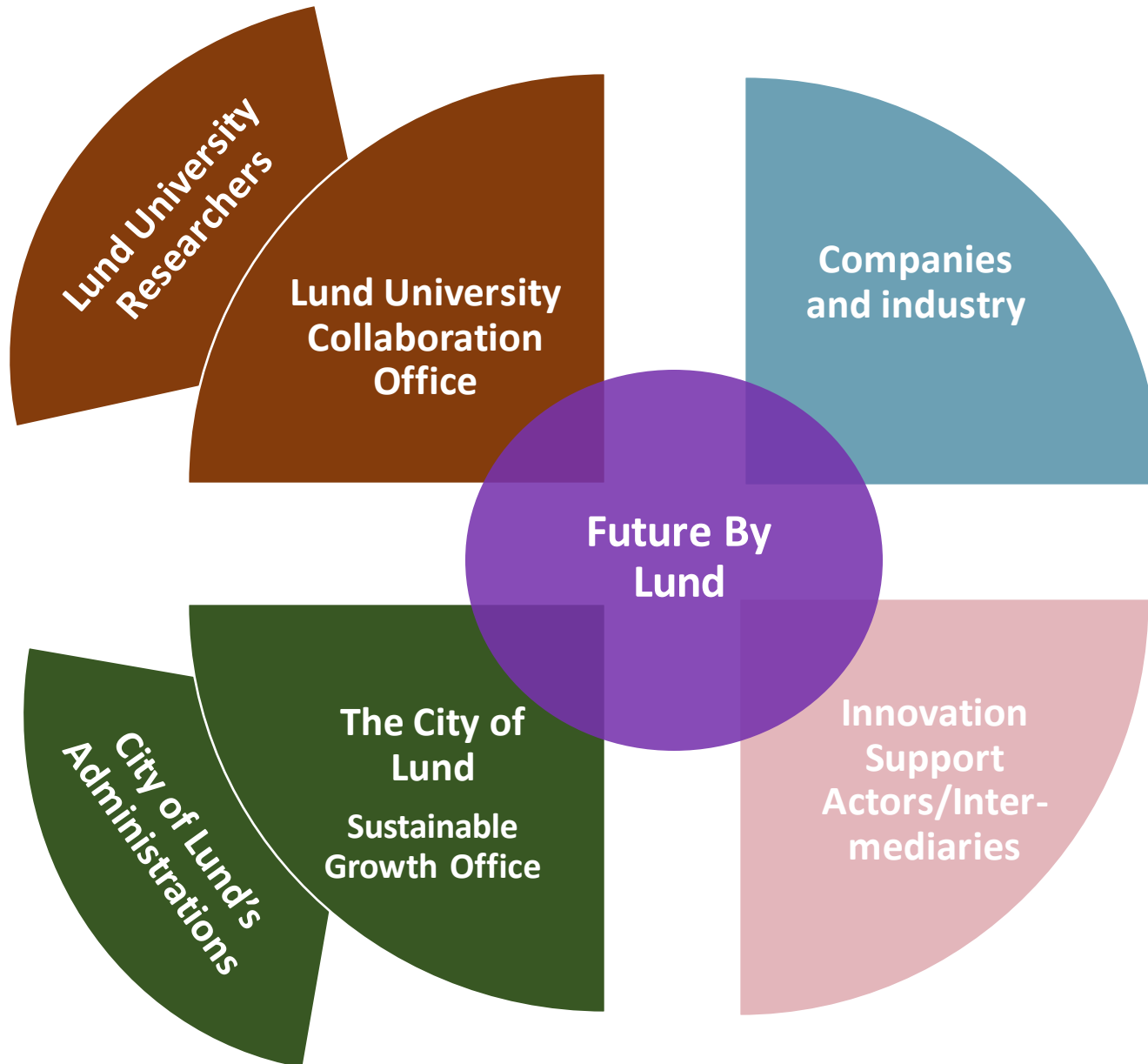
Description

Stored in file: FutureByLund_database.rds

Show entries

ProjectId	Layer	Portfolio	Phase	Partners	Events	YearlyBudget
<input type="text" value="All"/>	<input type="text"/>	<input type="text" value="All"/>	<input type="text"/>	<input type="text" value="All"/>	<input type="text" value="All"/>	<input type="text" value="All"/>
FBL2018_03951_Vinnova_2020_00001	Layer 1	Base Platform	Phase 1	{ "212000-1132": ["Lunds kommun"] }	[["2015-01-01": ["FBL driver workshops och idéutve...]]	{ "2014": [4000000], "2015": [354070.5], "2020": [354070.5], "2021": [354070.5] }
2020-03731_Vinnova	Layer 2	Technology Driven	Phase 1	{ "212000-1132": ["Lunds kommun"], "202100-3211": ["L...]]	[["2015-01-01": ["FBL driver workshops och idéutve...]]	{ "2014": [4000000], "2015": [354070.5], "2020": [354070.5], "2021": [354070.5] }
2015-04320_Vinnova	Layer 2	Mobility as a Service	Phase 1			{ "2015": [95160], "2016": [95160], "2017": [95160], "2018": [95160], "2019": [95160], "2020": [95160], "2021": [95160] }
2018-03951_Vinnova	Layer 2	Digital Cities and Citizens	Phase 1			{ "2018": [230703.5294], "2019": [230703.5294], "2020": [230703.5294], "2021": [230703.5294] }
2018-04500_Vinnova	Layer 2	Digital Cities and Citizens	Phase 1		[["2015-01-01": ["FBL driver workshops och idéutve...]]	{ "2018": [571428.5714], "2019": [571428.5714], "2020": [571428.5714], "2021": [571428.5714] }
P40369-1_Energi	Layer 2	Technology Driven	Phase 1		[["2014-09-01": ["Elonroad grundas Sept 2014 (1 an...]]	{ "2015": [1757941.1765], "2016": [1757941.1765], "2017": [1757941.1765], "2018": [1757941.1765], "2019": [1757941.1765], "2020": [1757941.1765], "2021": [1757941.1765] }
P42020-1_Energi	Layer 2	Technology Driven	Phase 1		[["2016-01-01": ["Testbädd Örtofta"]]]	{ "2016": [10000000], "2017": [10000000], "2018": [10000000], "2019": [10000000], "2020": [10000000], "2021": [10000000] }
2018-02010_Vinnova	Layer 2	Technology Driven	Phase 1	{ "212000-1132": ["Lunds kommun"], "202100-3211": ["L...]]	[["2016-01-01": ["Per Löfberg anställd på FBL att ...]]	{ "2018": [907236.8421], "2019": [907236.8421], "2020": [907236.8421], "2021": [907236.8421] }
20204778_ETS_TV	Layer 2	Technology Driven	Phase 1			{ "2020": [8126970], "2021": [8126970] }

Partners for good governance of the ecosystem

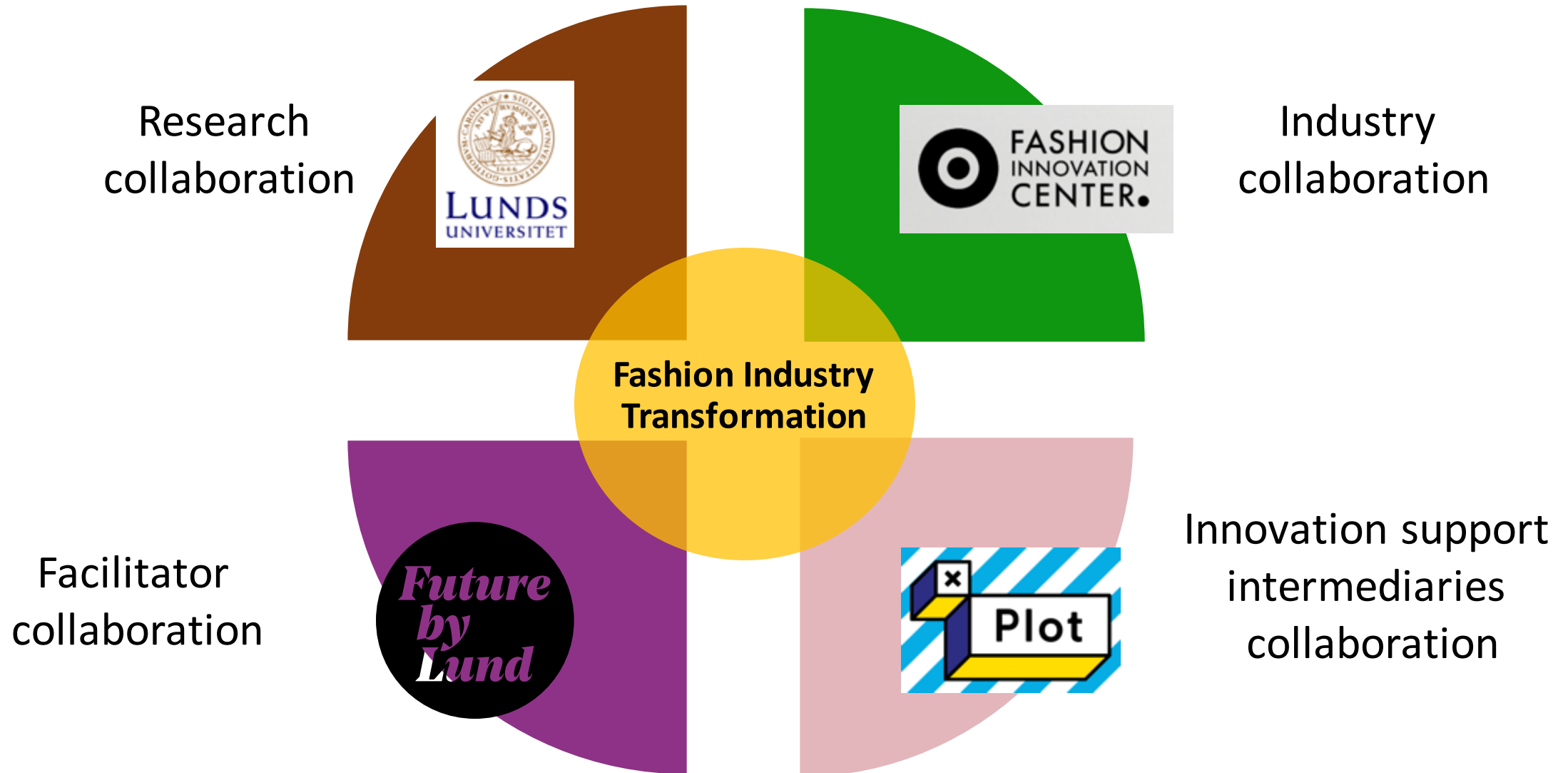


The method only has value in its application

The innovation platform Future By Lund is the orchestrator responsible for:

- Applying the model
- Driving processes and strategic dialogue
- Identifying cross innovation opportunities
- Mobilising and matchmaking actors
- Following progress and curating development
- Identifying investors and opportunities to scale-up

Partners developing an Innovation portfolio





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