Faculty of Design

2014

# Facilitating creative networks

Celik, Sine, Joore, Peter and Brezet, Han

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**@sine_celik**

# FACILITATING CREATIVE NETWORKS:
## a complex problem

**Sine Çelik, MSc. / TU Delft & NHL**
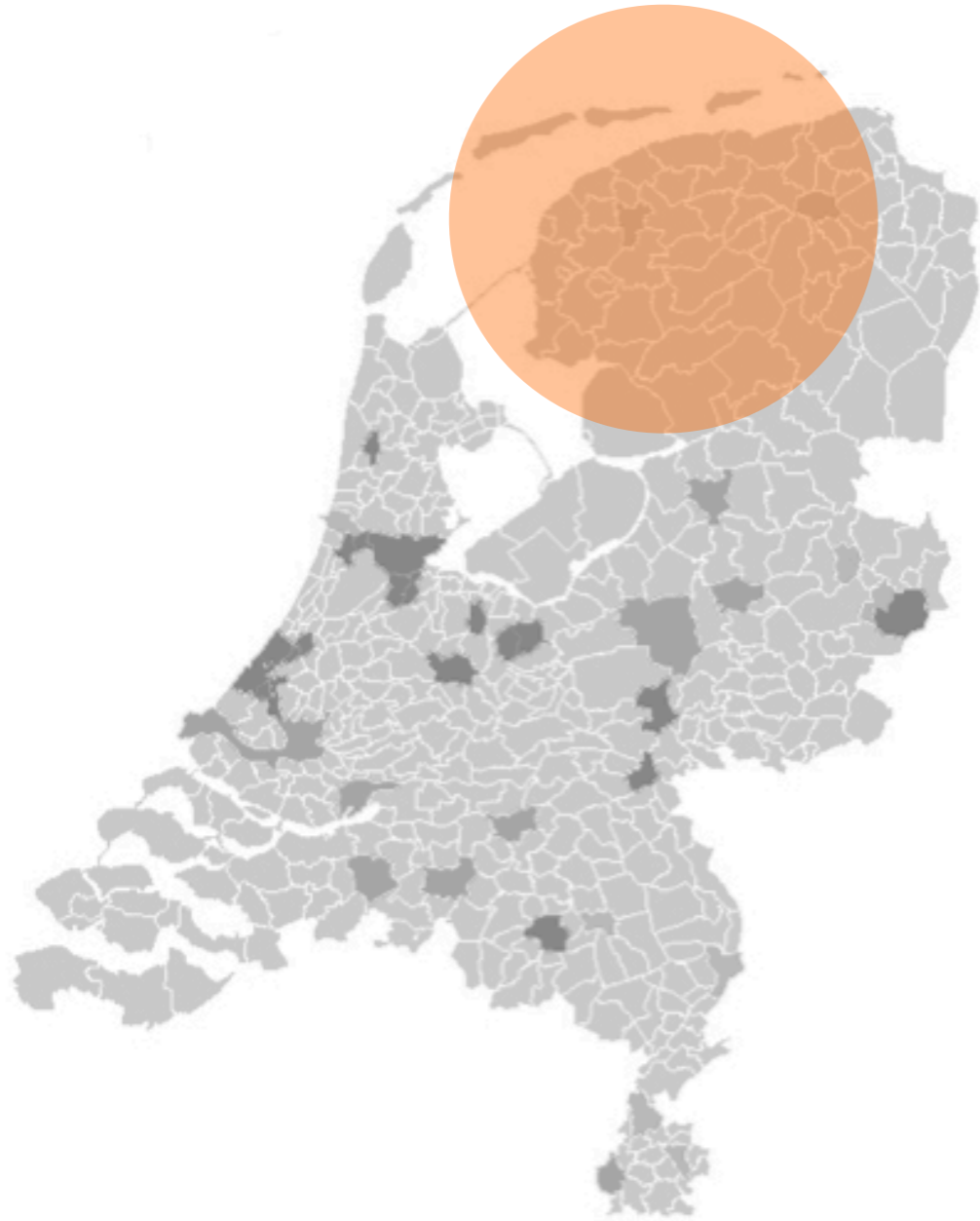Dr. Linda Wauben / TU Delft
Dr. Peter Joore / NHL
Prof. Han Brezet / TU Delft

# DUTCH INNOVATION

# FRYSLAN

# SPRNG!



*Blokhuispoort front facade, www.rijksmonumenten.nl*

# SPRNG! LIVING LAB FOR CREATIVE INDUSTRIES

**SOCIETAL CHALLENGES**

REGIONS ARE DEALING WITH COMPLEX SOCIETAL PROBLEMS THAT CAN NOT BE SOLVED BY BUSINESS, GOVERNMENT OR ANY OTHER SINGLE ACTOR ALONE. A MULTI-DISCIPLINARY INNOVATION APPROACH IS NEEDED TO START WORKING ON LONG TERM SOLUTIONS.

**AGING SOCIETY**
YOUNG PEOPLE CHOOSE TO LIVE IN BIGGER CITIES, RESULTING IN AN AGING POPULATION.

**FOOD SECURITY AND SUSTAINABLE AGRICULTURE**
A CHANGE OF THE FOOD AND AGRICULTURE SYSTEM IS NEEDED TO FEED A GROWING WORLD POPULATION.
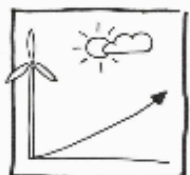
**CLEAN & RENEWABLE ENERGY**
INCREASING THE PERCENTAGE OF RENEWABLE ENERGY AND CLEAN ENERGY SOURCES.

**RELIABLE WATER SYSTEM**
ESTABLISHING AN ACCEPTABLE QUANTITY AND QUALITY OF WATER FOR HEALTH.

**PROBLEM OWNERS AND OTHER STAKEHOLDERS**

FOR EACH OF THE SOCIETAL CHALLENGES, A BROAD VARIETY OF STAKEHOLDERS AND PROBLEM OWNERS IS INVOLVED. THE ORGANIZATION THAT WILL TAKE THE LEAD WILL BE DIFFERENT IN EACH SITUATION.

HEALTHCARE ORGANIZATIONS

RESEARCHERS

AGRICULTURAL ORGANIZATIONS

LOCAL GOVERNMENT

ENERGY COMPANIES

**SPRNG! NETWORK**

A REGIONAL NETWORK OF CREATIVE COMPANIES, UNIVERSITIES, AND INTERMEDIARY ORGANIZATIONS CAN BE MOBILIZED THROUGH THE SPRNG! NETWORK, WHICH IS PART OF AN INTERNATIONAL NETWORK OF SIMILAR INNOVATION HUBS.

DESIGNERS

MUSICIANS

EVENT MANAGERS

RESEARCHERS

BUSINESS DEVELOPERS

SPRNG!

INTERNATIONAL
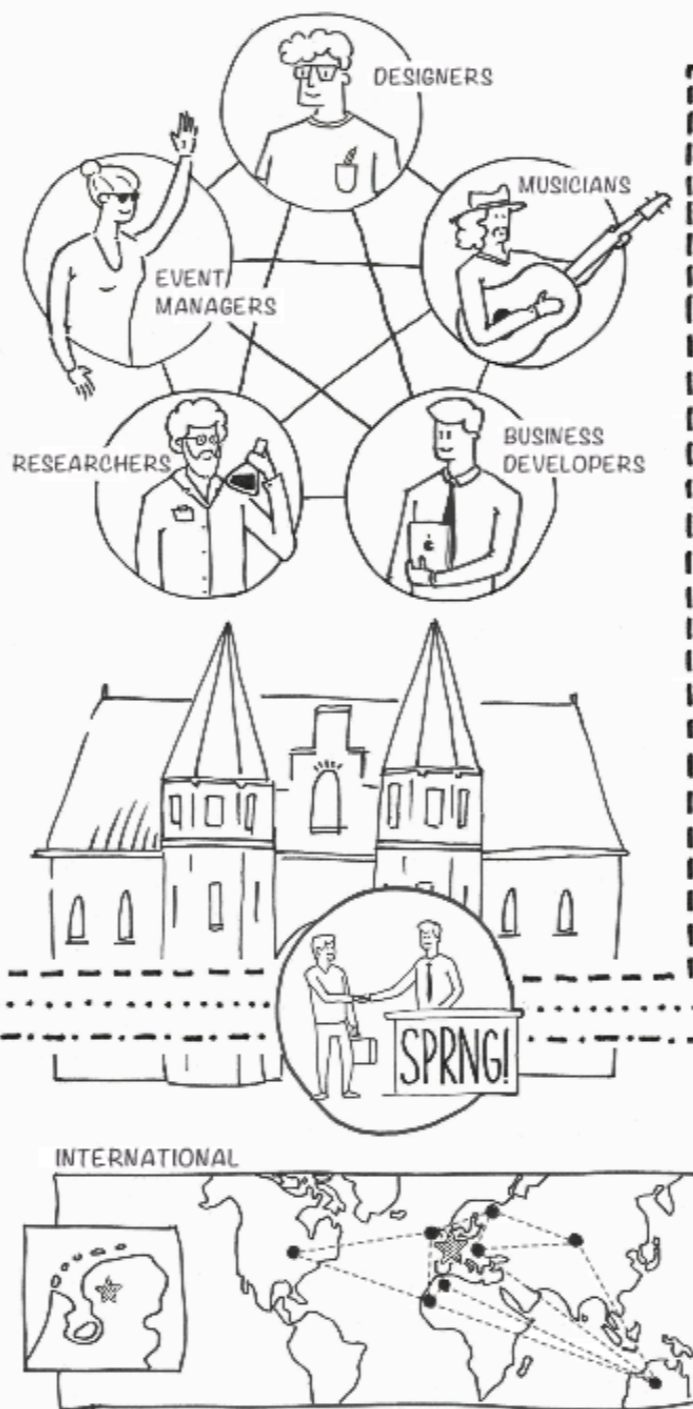
**SPRNG! TOOLBOX**

SPRNG! APPLIES A BROAD VARIETY OF TOOLS AND METHODS, WITH EACH OF THE NETWORK PARTNERS BRINGING IN THEIR SPECIFIC EXPERTISE.
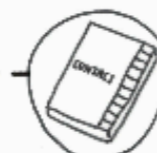
CONTACT AND NETWORK

CREATIVE TOOLS

BUSINESS MODELS

INNOVATION MANAGEMENT

CROWD SOURCING

**PROMISING SOLUTIONS**

SPRNG! INITIATIVES CONTRIBUTE IN CREATING PROMISING SOLUTIONS FOR THE COMPLEX SOCIETAL CHALLENGES THAT THE REGION FACES.

**SOLUTION EXAMPLE**
FOR MONO-DISCIPLINARY PROJECTS, SPRNG! CAN FUNCTION AS A RELATIONSHIP BROKER OR ORGANIZATIONAL MATCHMAKER. SPRNG! PARTNERS CAN FOR INSTANCE CREATE POSTERS, WEBSITES, GAMES OR VIDEO'S IN A DIRECT RELATIONSHIP WITH CLIENTS.

**SOLUTION EXAMPLE**
SPRNG! FACILITATES UNEXPECTED CROSS-CONNECTIONS BETWEEN STAKEHOLDERS. FOR INSTANCE WHEN AGRICULTURISTS, SCIENTISTS AND ARTISTS THINK ABOUT 'WATER FARMERS' THAT ARE ADAPTED TO WET SURROUNDINGS IN THE PEATLAND.

**SOLUTION EXAMPLE**
FOR MORE COMPLEX MULTI-DISCIPLINAIRY CHALLENGES, SPRNG! CAN COORDINATE THE INVOLVEMENT OF VARIOUS NETWORK PARTNERS. FOR INSTANCE CREATING LOCAL SMART GRIDS SOLUTIONS THAT PROVIDE AUTONOMOUS ENERGY DURING MUSIC FESTIVALS.
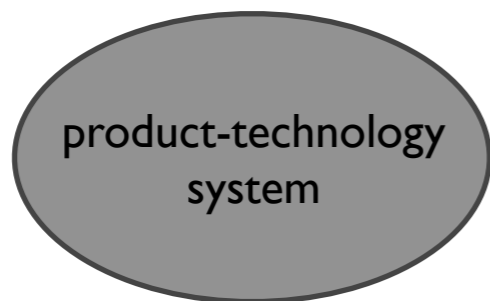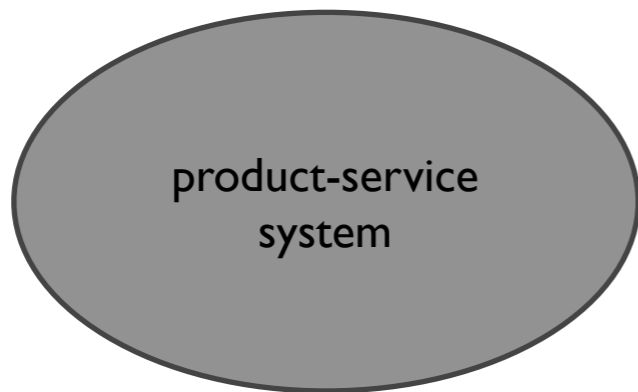
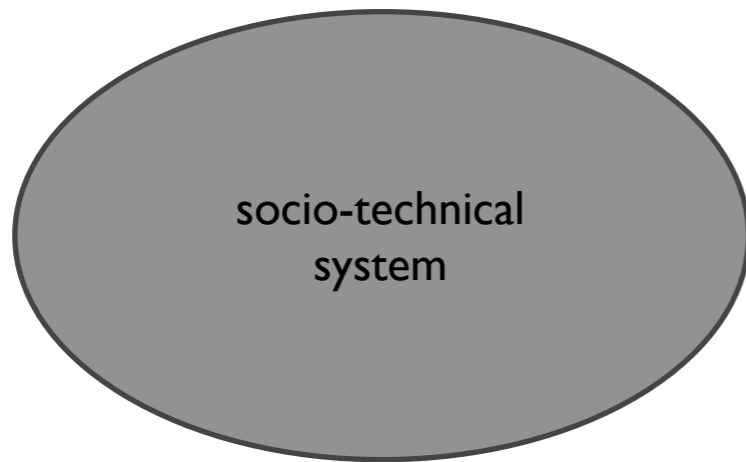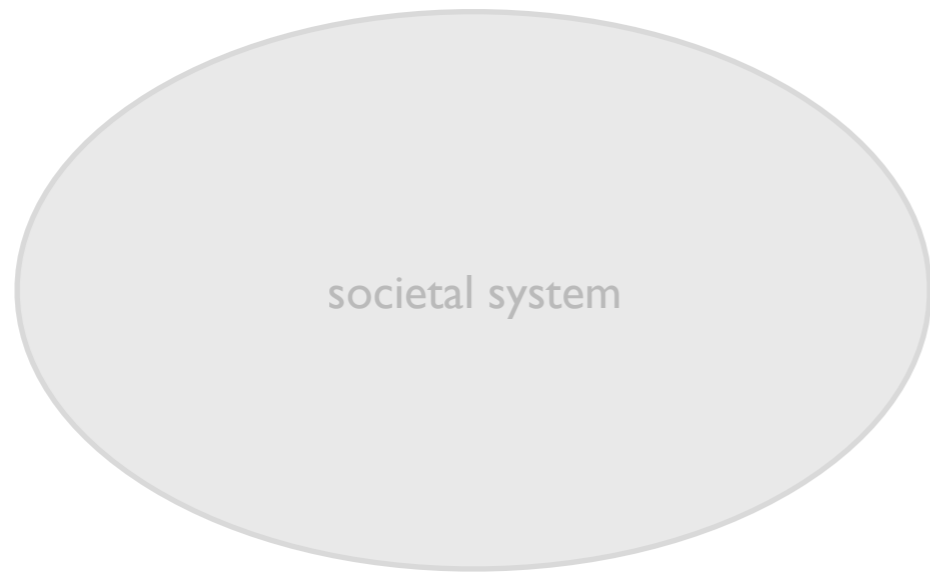*SPRNG! framework, Schwandt infographics, 2014*
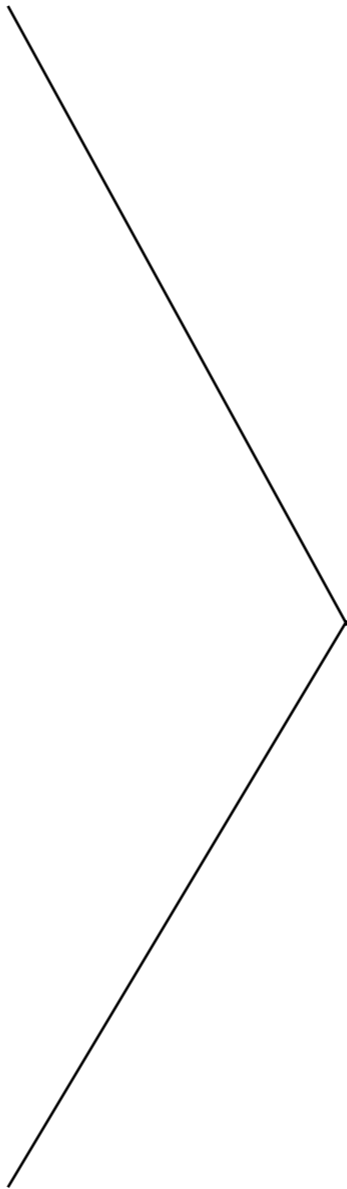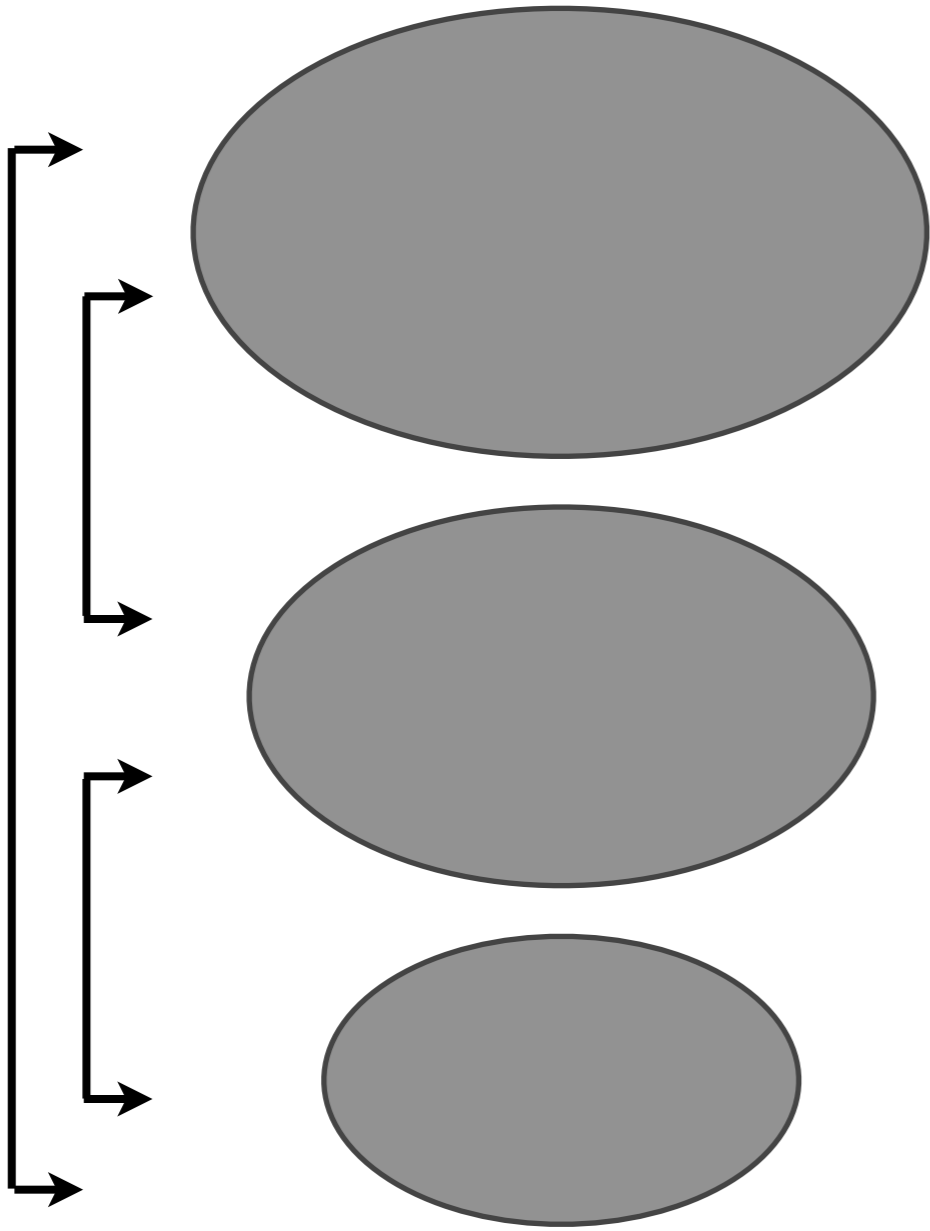
# NATIONAL INNOVATION SYSTEMS

- the elements and relationships which interact in the **production**, diffusion and use of new, and **economically useful**, knowledge ... and are either located within or rooted inside the borders of a nation state (Lundvall, 1992).

- a set of institutions whose interactions determine the innovative **performance** ... of national firms (Nelson, 1993).

- the network of institutions in the public and **private sectors** whose activities and interactions initiate, import, modify and **diffuse new technologies** (Freeman, 1995).

*Apple iwatch concept design, www.ibnlive.in.com*

societal system

socio-technical
system

product-service
system

product-technology
system

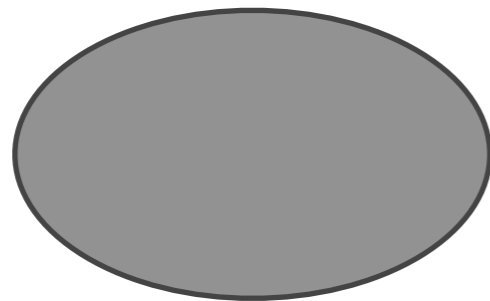multilevel design model / Peter Joore

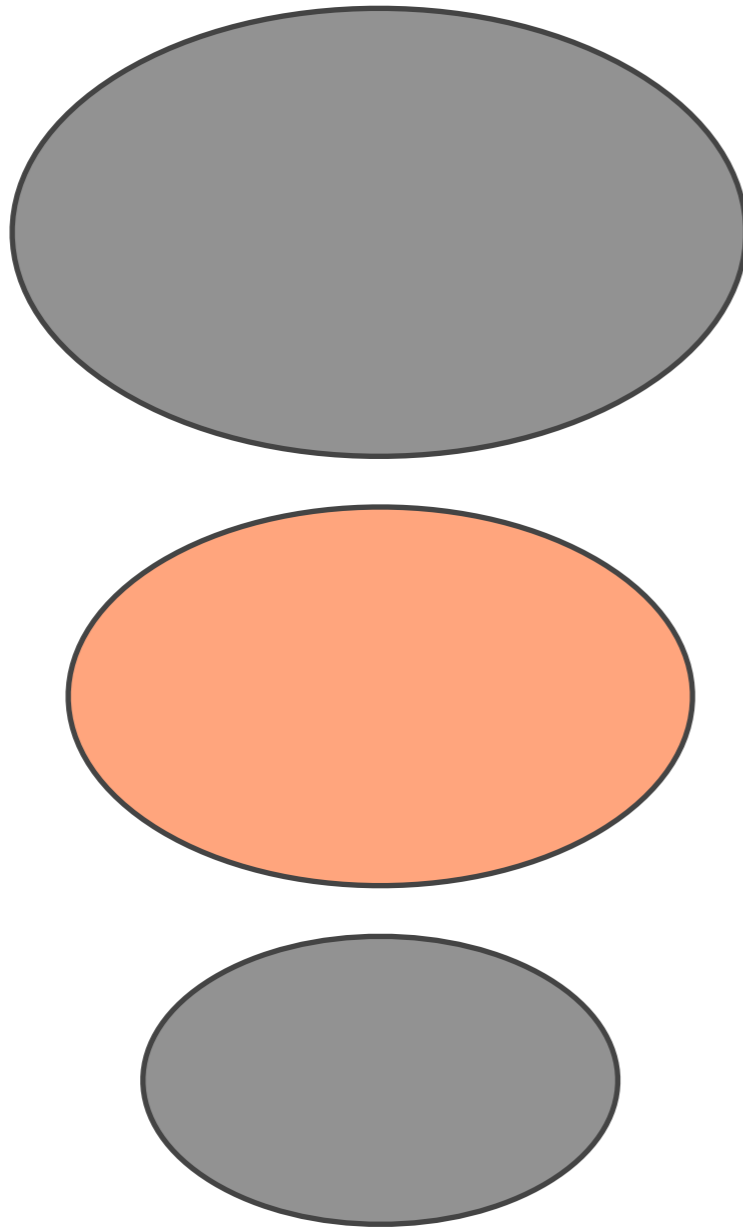national
innovation
system (nis)

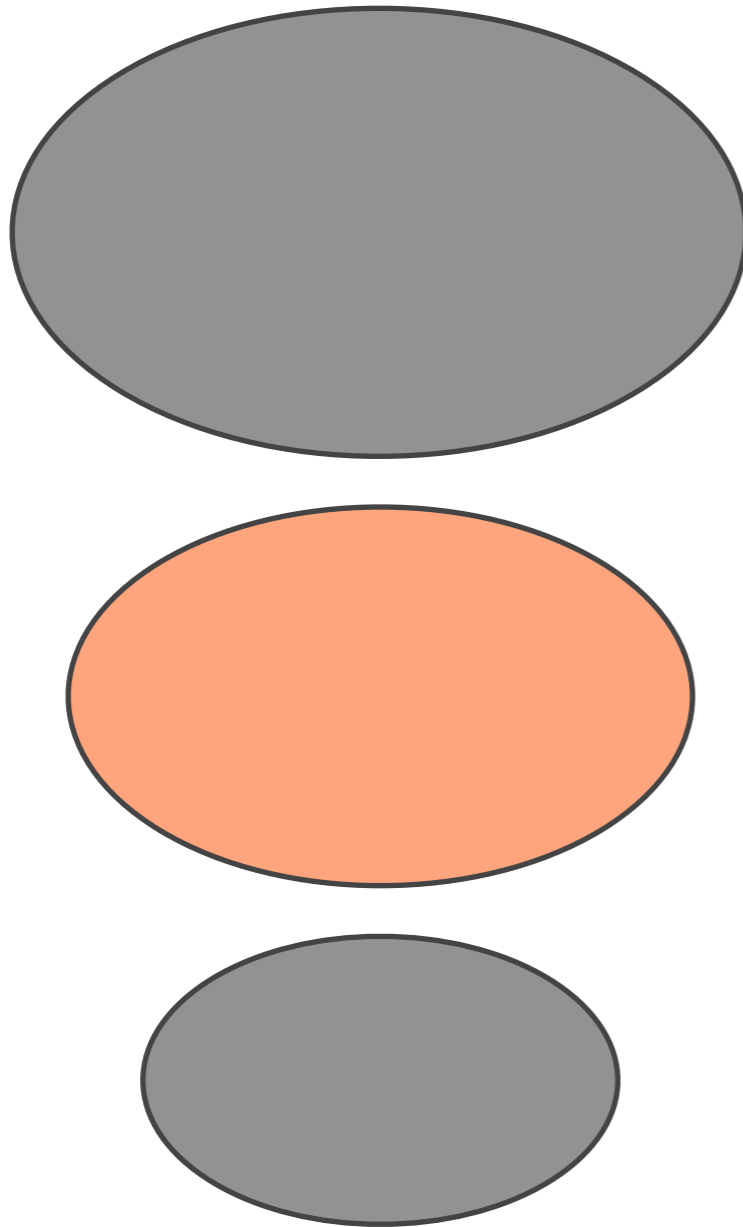# NATIONAL INNOVATION SYSTEM
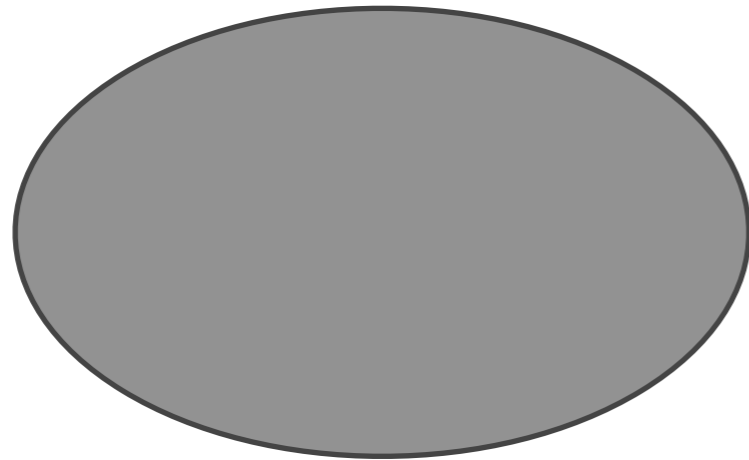
policy makers
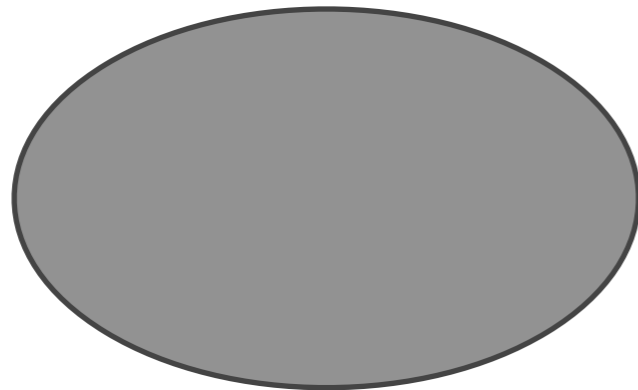
innovation networks

creatives

# NATIONAL INNOVATION SYSTEM

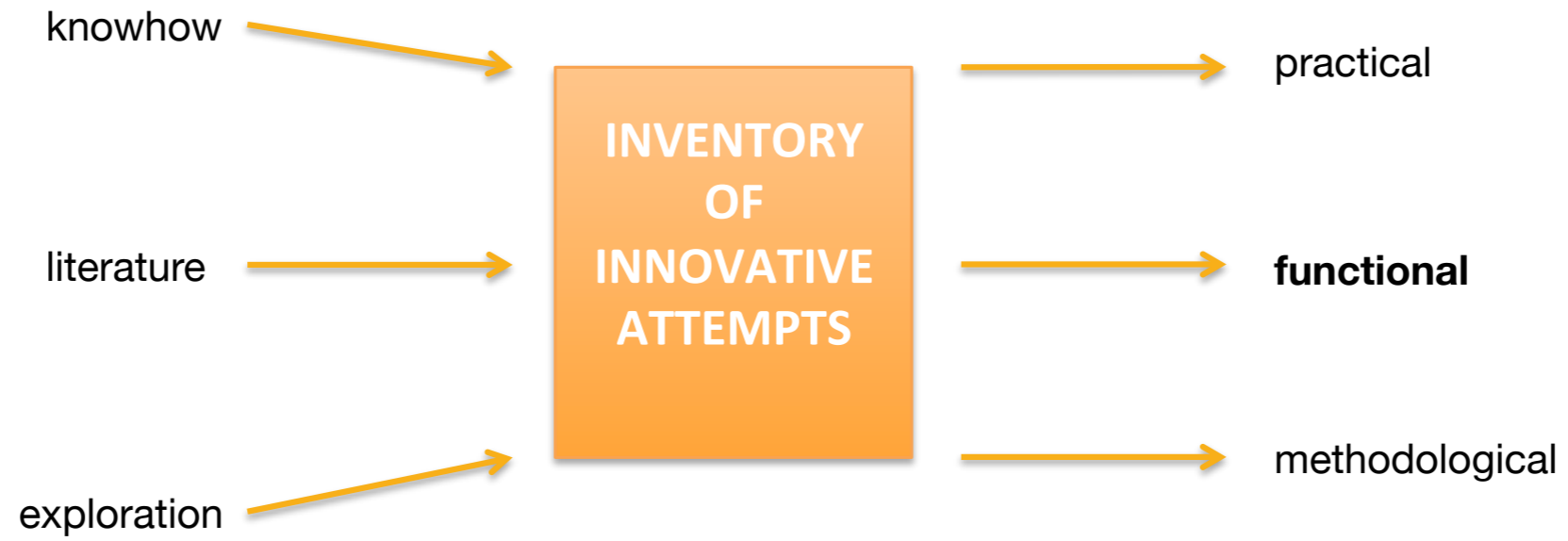innovation networks:
- companies
- non-market institutions

2: Joseph helps Marcy with her taxes.

3: Marcy drives Barbara to the doctor.

1: Jennifer goes for a walk with Joseph.

4: Barbara does clothing alterations for Eric.

6: Bruce gives Nancy a stylish make-over.

5: Eric teaches Spanish to Bruce.

TIMEBANK
IDAHO

*Time-banking cycle, www.timebankidaho.org*
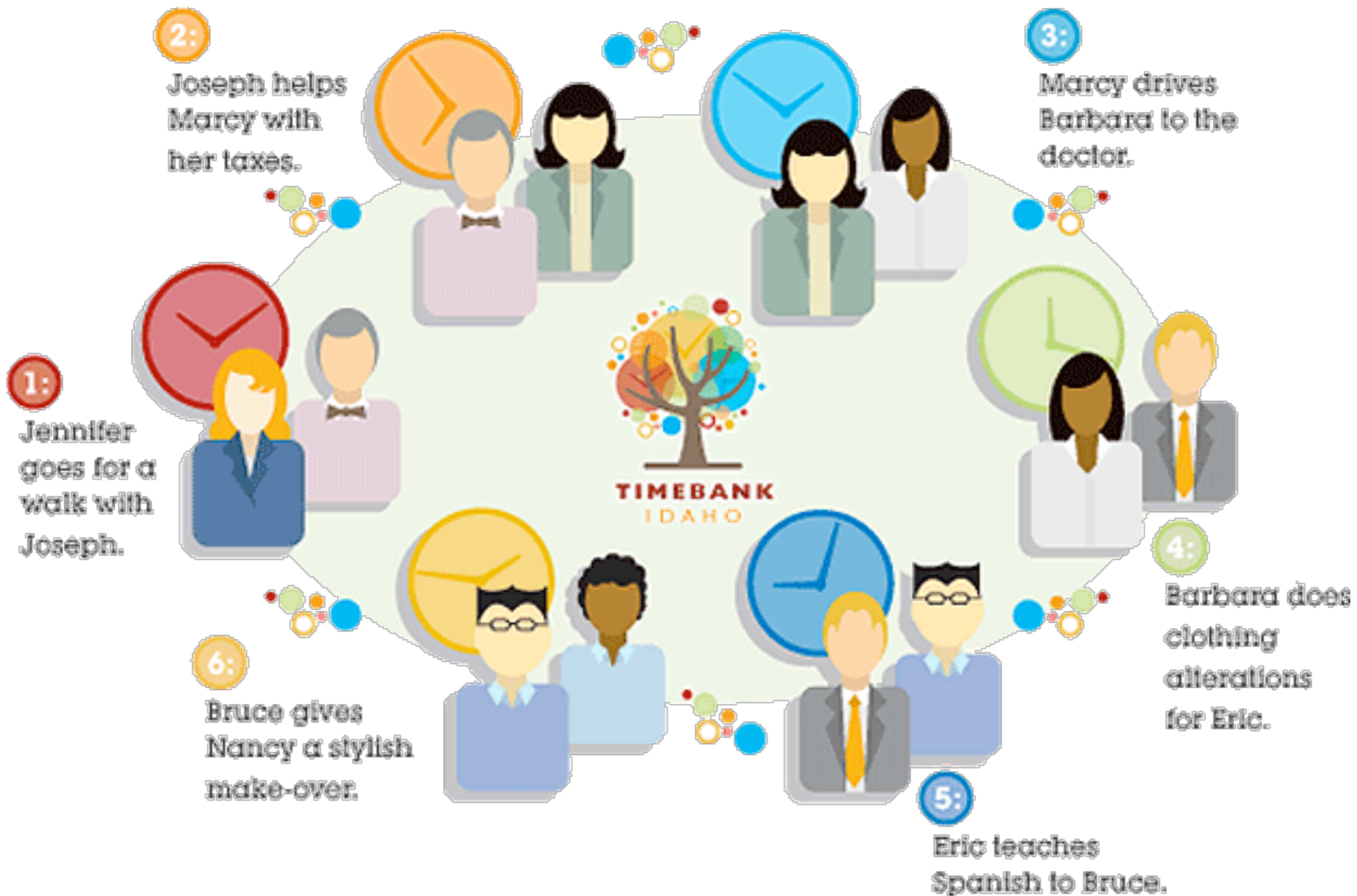
# NATIONAL INNOVATION SYSTEM

innovation networks:
- companies
- non-market institutions
- social innovation

# CRITERIA

- a system with multiple actors
- bottom-up nature
- ad-hoc solutions to daily issues
- preferably a local impact
- innovation with societal considerations

# 500 CASES

knowhow ⟶

literature ⟶

exploration ⟶

**INVENTORY
OF
INNOVATIVE
ATTEMPTS**

⟶ practical

⟶ **functional**

⟶ methodological

# 500 CASES

knowhow →

literature →

exploration →

**INVENTORY OF INNOVATIVE ATTEMPTS**

→ practical

→ **functional**

→ methodological

**7 CATEGORIES**

CREATE
FACILITATE
STIMULATE
EFFICIATE
EDUCATE
ASSOCIATE
CORPORATE
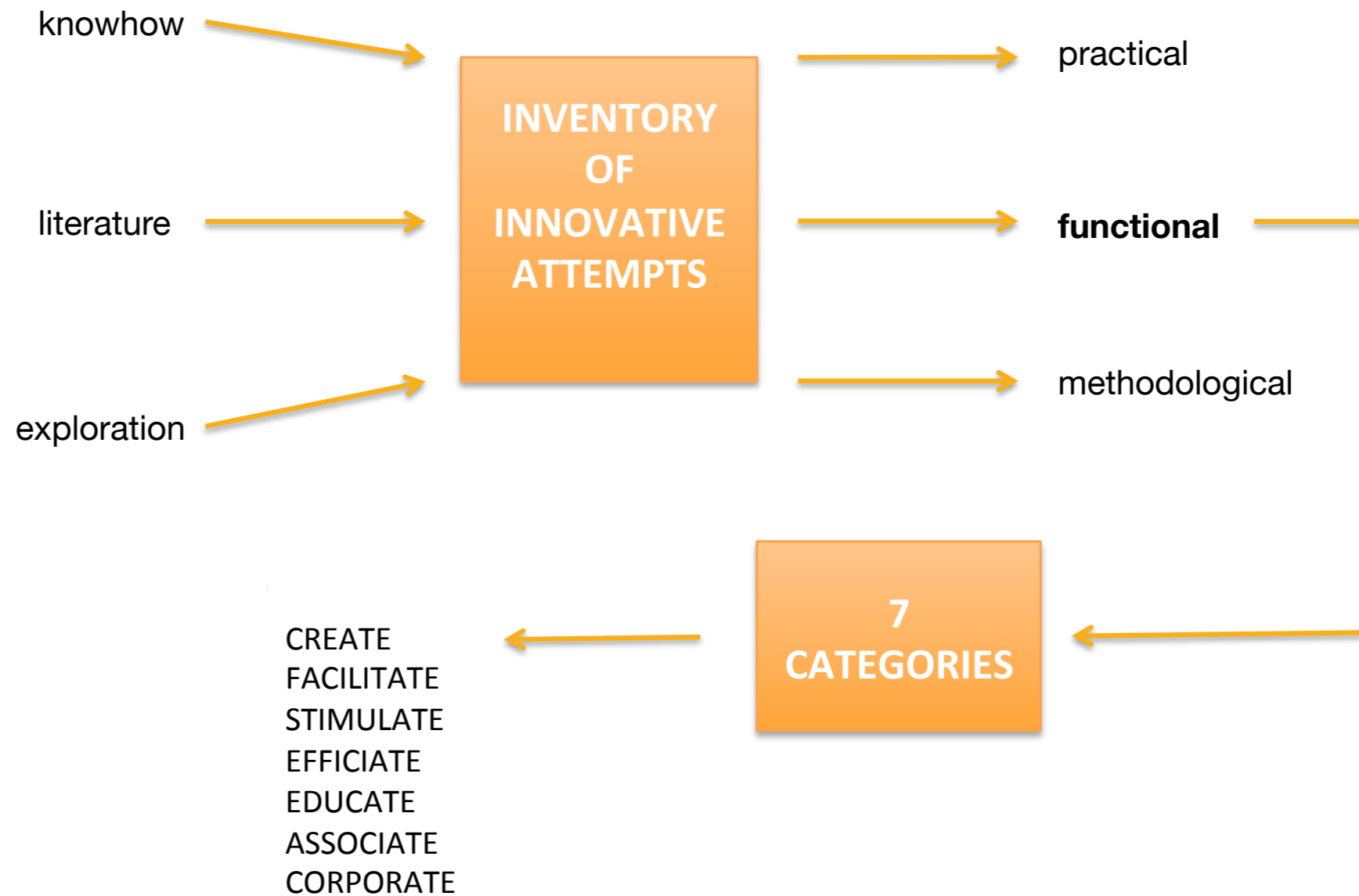
Towards a functional categorization of collaborative (social) innovation networks (Celik, Joore, Brezet, 2013)

Towards a validated categorization of innovation networks with a societal consideration (Celik, Wauben, Joore, Brezet, incoming)

# CATEGORIES

| CREATE | FACILITATE | EFFICIATE | EDUCATE | CORPORATE | ASSOCIATE | STIMULATE |
|--------|-----------|-----------|---------|-----------|-----------|-----------|
| . collectives | . physical spaces | . matchmakers | . universities | . companies | . associations | . festivals |
| . online platforms | . incubators | . fonds | . institutes | . spin-offs | . networks | . museums |
| . competitions | . accelerators | . agencies | . labaratories | . campaigns | . societies | . movements |
| | . podiums | | . academies | | . publications | . organizations |
| | | | | | | . cultural values |

| CREATE | FACILITATE | EFFICIATE | EDUCATE | CORPORATE | ASSOCIATE | STIMULATE |
|--------|-----------|-----------|---------|-----------|-----------|-----------|
| . QUIRKY | . SEATS2MEET | . TILLT | . COURSERA | . TENCENT | . EUROPEAN NET-WORK OF CREATIVE SMALL CITIES | . UMEA 2014 |
| . BATTLE OF CONCEPTS | . YESDELFT | . GREENWISH | . TNO | . SHAPEWAYS | . INTENDER | . LOWLANDS |
| . SOLAR CHALLENGE | . BLOKHUISPOORT | . RURAL GAME ENGINE | . WETSUS | . GRENDEL GAMES | . FRIESE MILIEU FEDERATIE | . KUNSTUITLEEN |
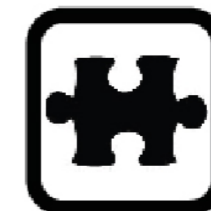
# CREATE: rotterdamse nieuwe



*screenshot, 2014, www.rdamsenieuwe.nl*

**co-creation platform**

# FACILITATE: the hub



*screenshot, 2014, amsterdam.impacthub.net*

**physical space for facilitating initiatives**

# STIMULATE: european capital of culture



*screenshot, 2014, www.umea2014.se*

**organization for stimulating cultural activities in European cities**

# ASSOCIATE: bond van nederlandse ontwerpers



screenshot, 2014, www.bno.nl

## association of Dutch designers

# EFFICIATE: house of design



*screenshot, 2014, www.houseofdesign.nl*

**matchmaker between artists, designers and potential clients**

# EDUCATE: victorian eco-innovation lab



*screenshot, 2014, www.ecoinnovationlab.com*

**research laboratory of sustainable initiatives**

# CORPORATE: play the city



*screenshot, 2014, www.playthecity.nl*

**company that designs serious games for public inclusion in urban planning decisions**

# SOCIAL INNOVATION ACCORDING TO EU

*Social innovations are new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations.* (Open Book of Social Innovation, Murray, Calulier-Grice and Mulgan, March 2010)
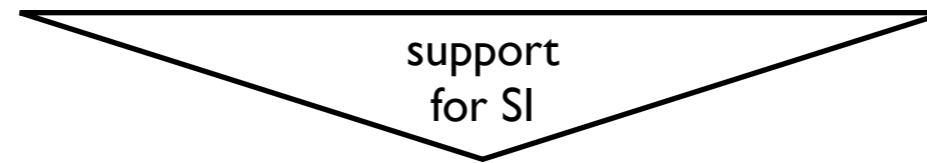
support
for SI

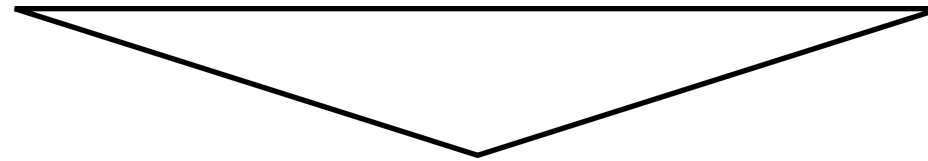| | |
|---|---|
| **Networking** | sharing experiences |
| **Competition** | supporting new solutions |
| **Funding** | direct funding |
| **Financial** | financial support |
| **Conditions** | improving conditions |
| **Results** | methodology & evaluation |
| **Incubation** | starting up for social businesses |
| **Scaling up** | encouraging for systemic change |

# SOCIAL INNOVATION ACCORDING TO EU

*Social innovations are new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations.* (Open Book of Social Innovation, Murray, Calulier-Grice and Mulgan, March 2010)

| | | |
|---|---|---|
| **Networking** | sharing experiences | **Associate** |
| **Competition** | supporting new solutions | **Create** |
| **Funding** | direct funding | **Efficiate** |
| **Financial** | financial support | **Corporate** |
| **Conditions** | improving conditions | **Facilitate** |
| **Results** | methodology & evaluation | **Educate** |
| **Incubation** | starting up for social businesses | **Facilitate** |
| **Scaling up** | encouraging for systemic change | **Stimulate** |

Two main differences:
- **the relationship between different nodes of the network**
- the impact scale of each node

# INNOVATION NETWORKS

province

University

Funding party

Fablab

Battle
of
Concepts

Designer

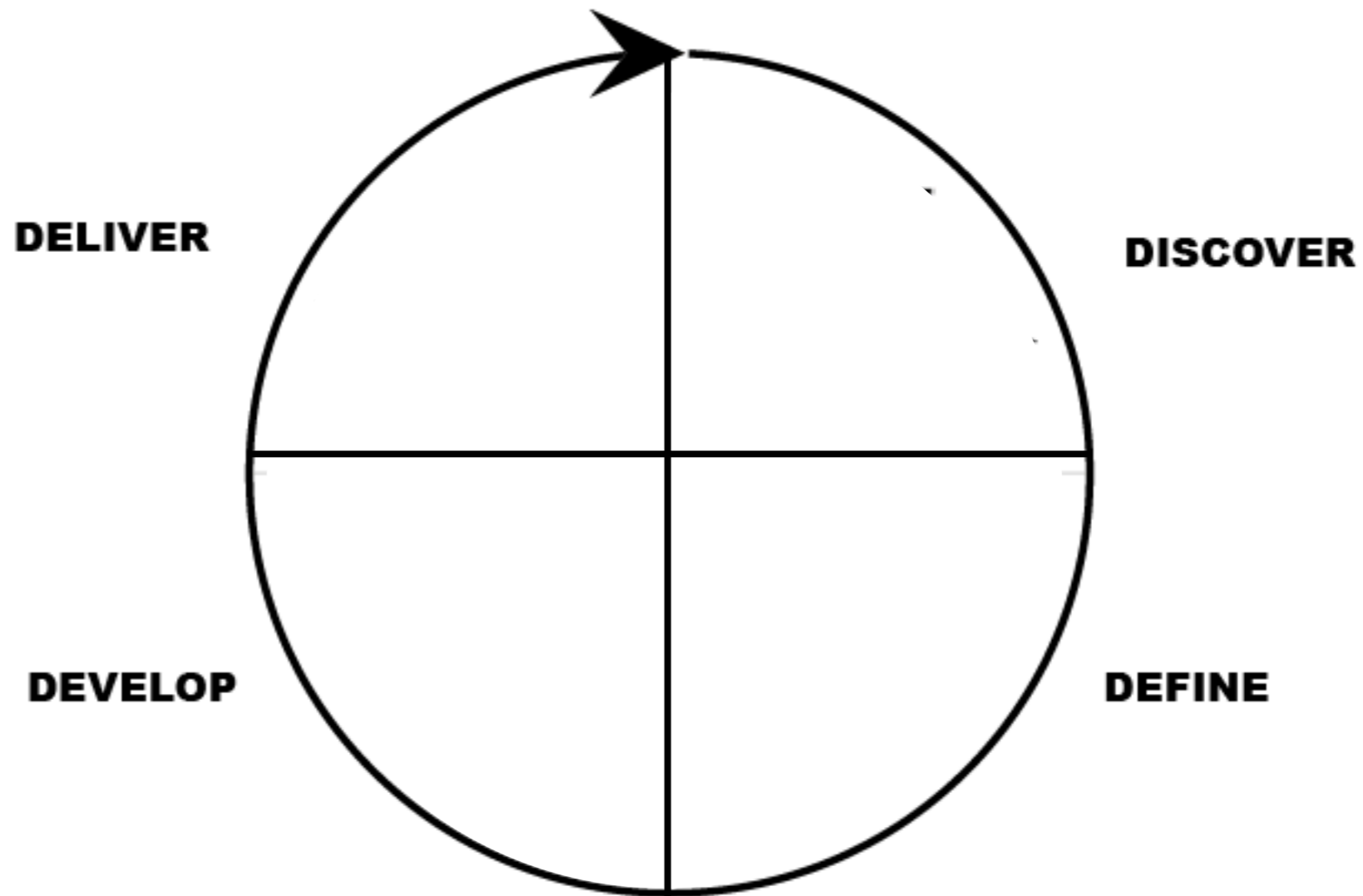Designer
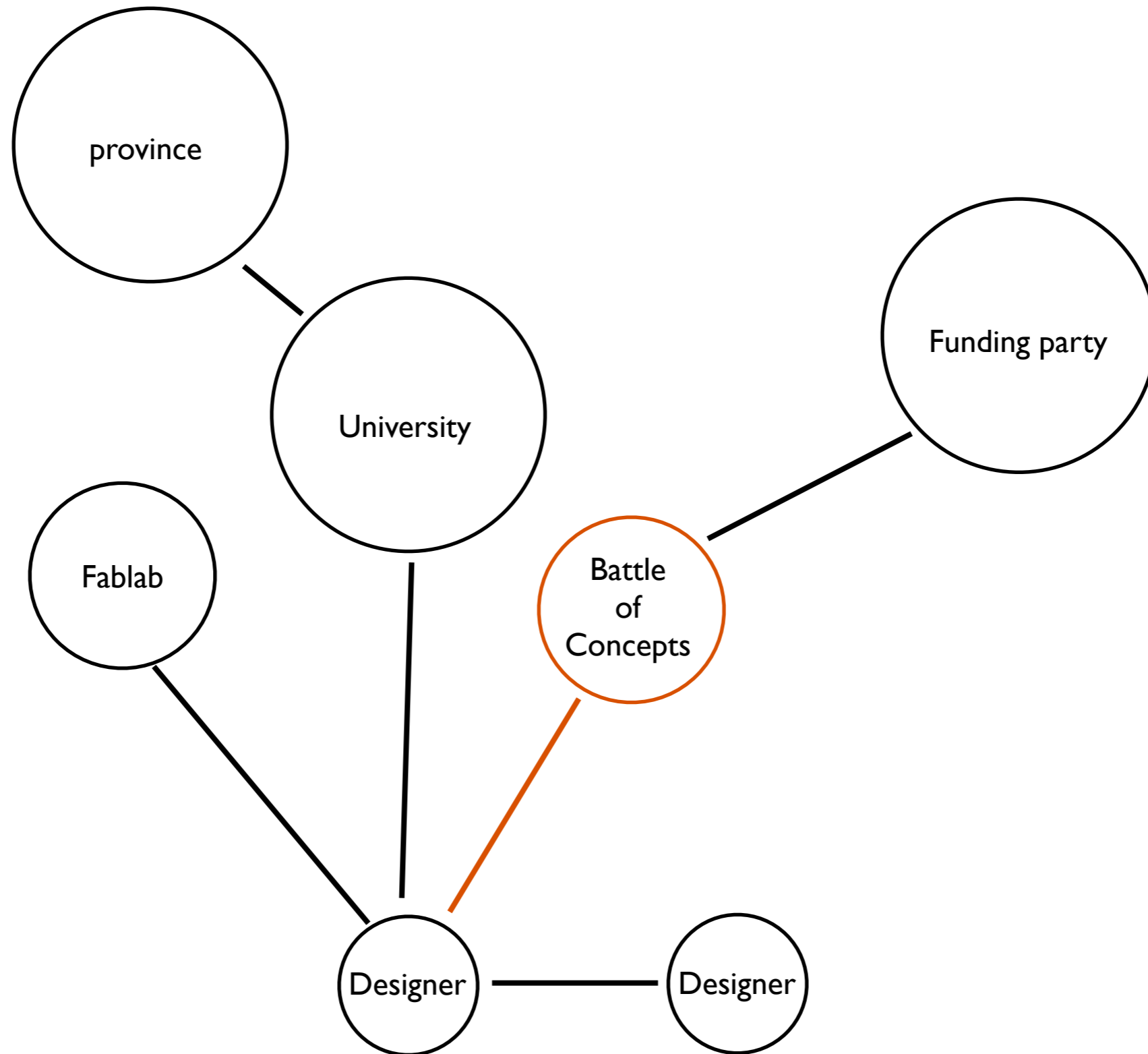
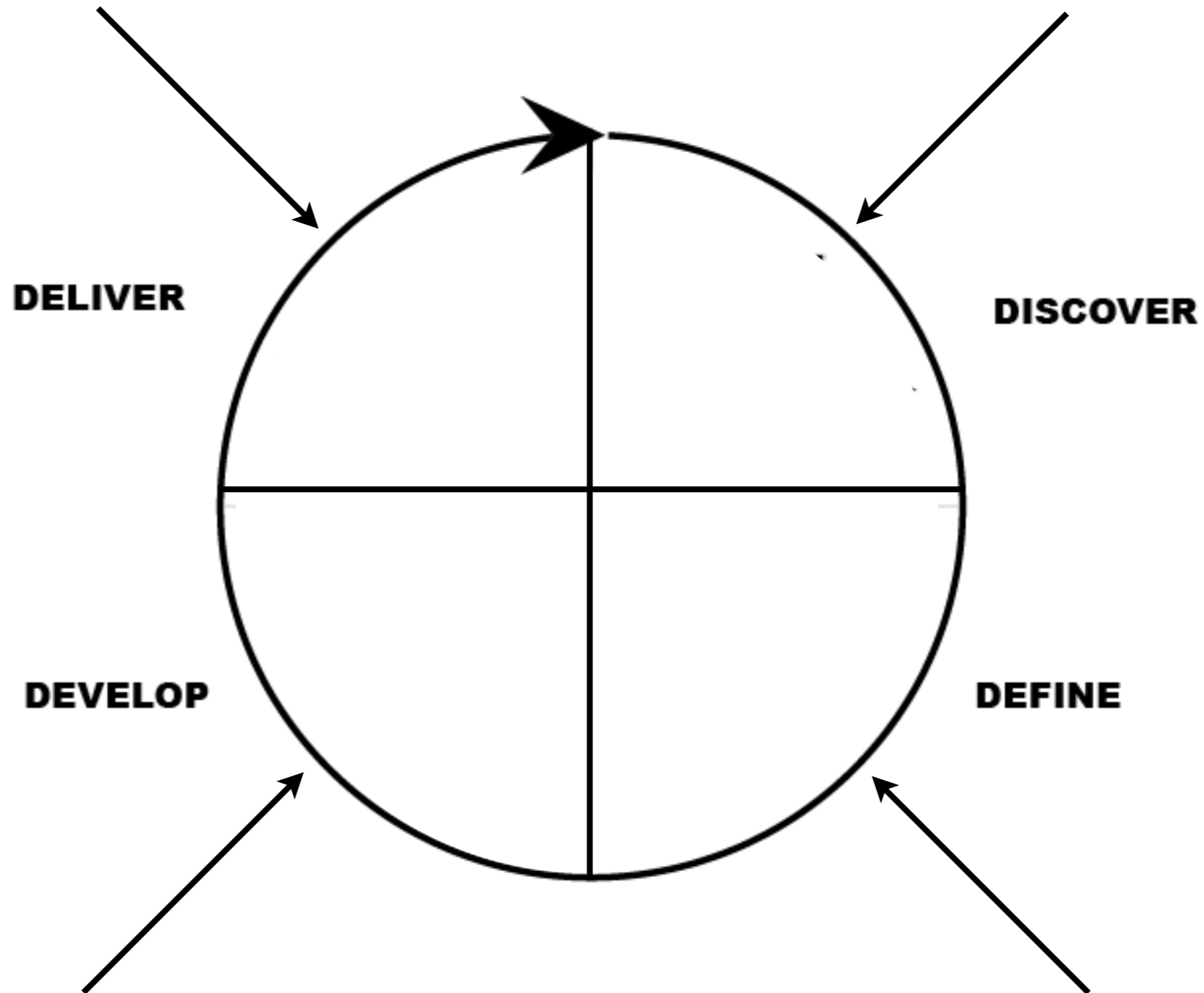# CREATIVE PROCESS

Two main differences:
- **the relationship between different nodes of the network**
- the impact scale of each node

# BALANCED INPUT

Two main differences:
- **the relationship between different nodes of the network**
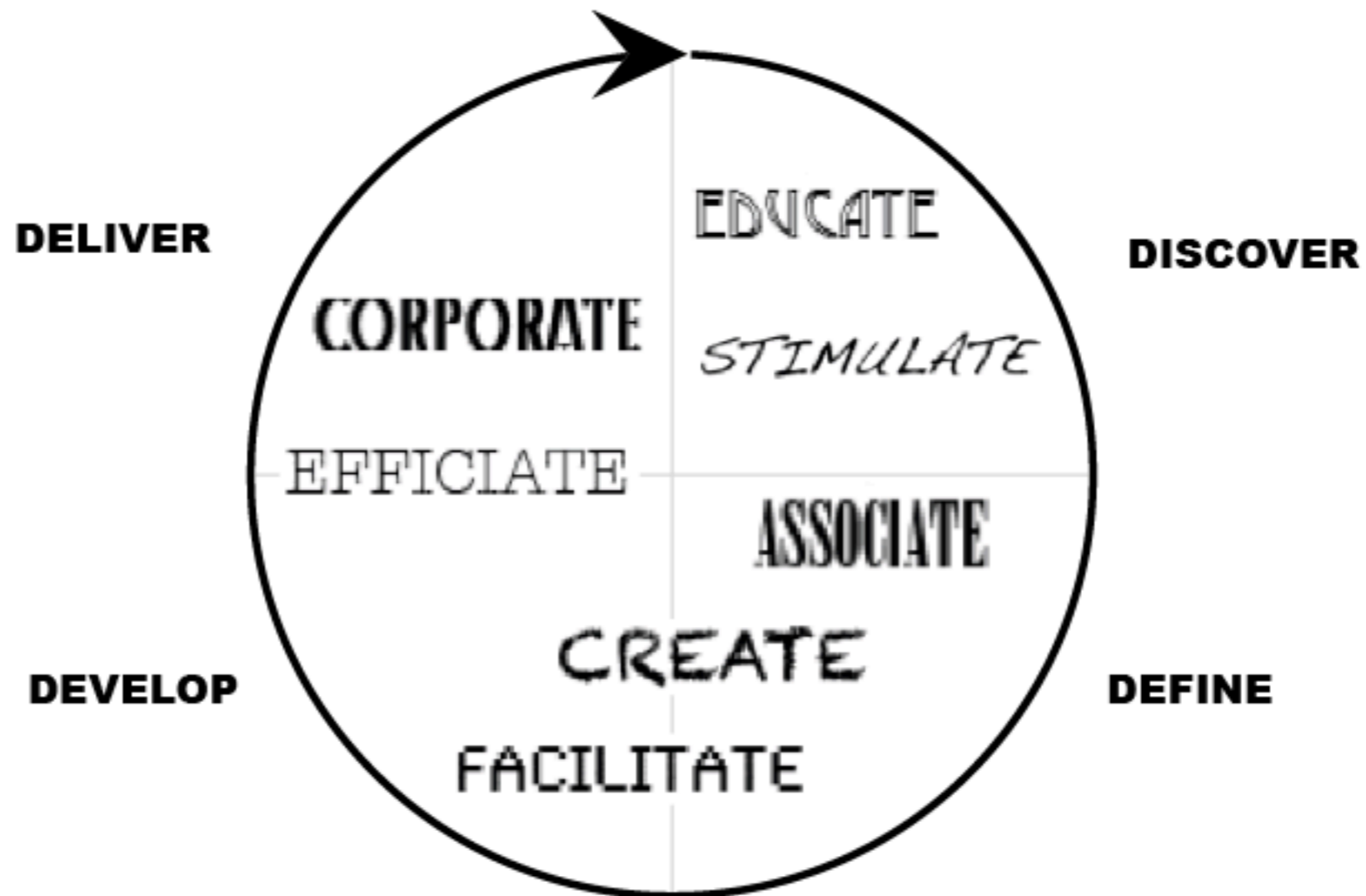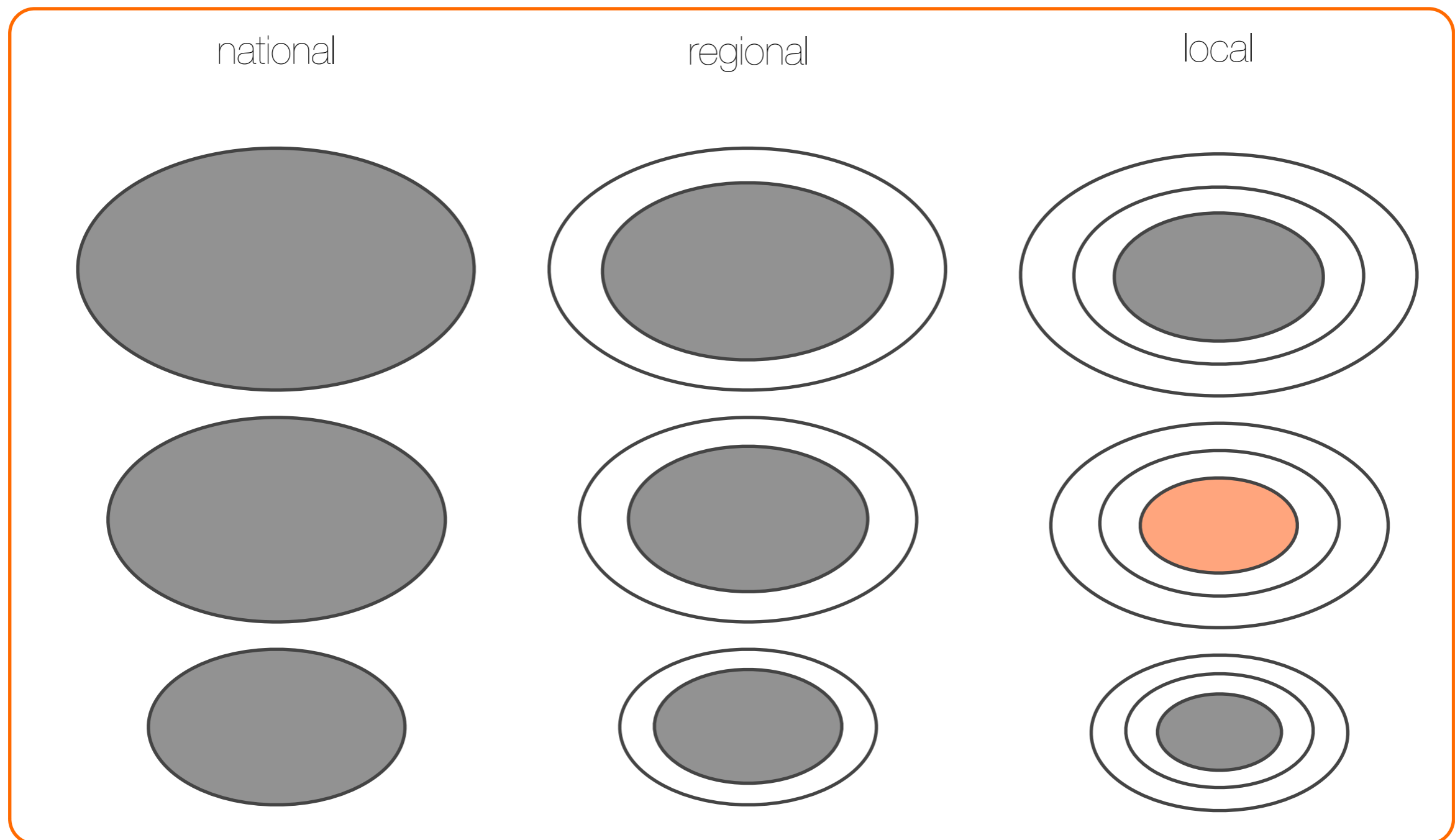- the impact scale of each node

# SOCIAL INNOVATION ACCORDING TO EU

Two main differences:
- **the relationship between different nodes of the network**
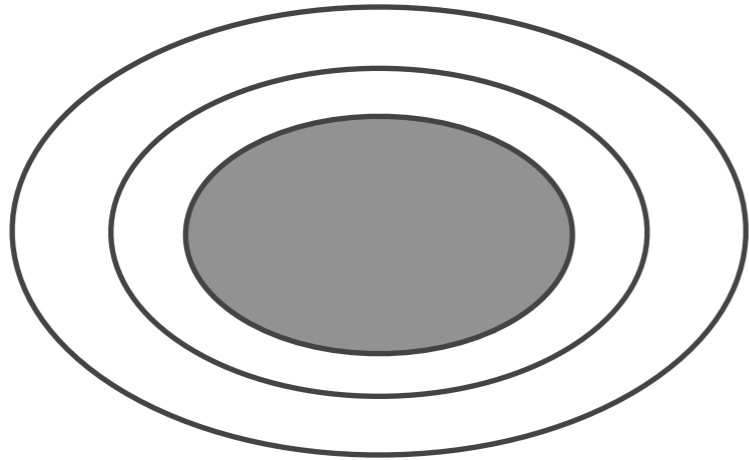- the impact scale of each node
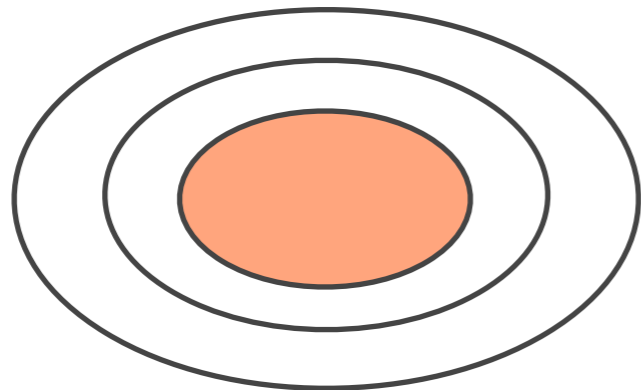
# SOCIAL INNOVATION ACCORDING TO EU

Two main differences:
- the relationship between different nodes of the network
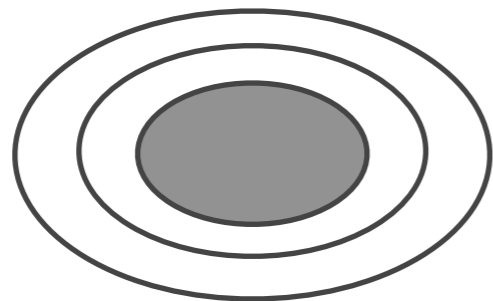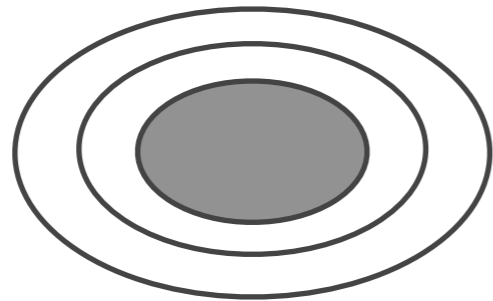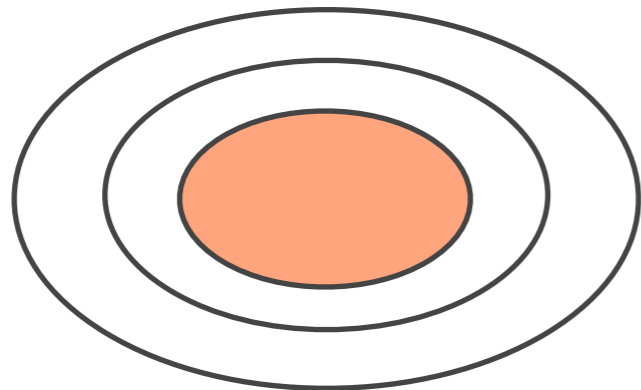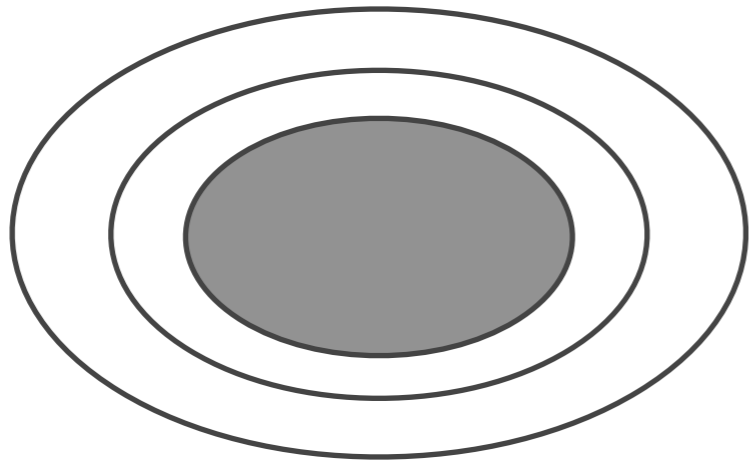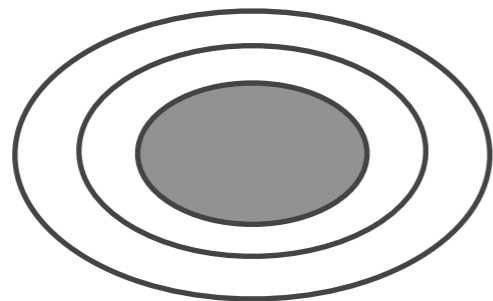- **the impact scale of each node**



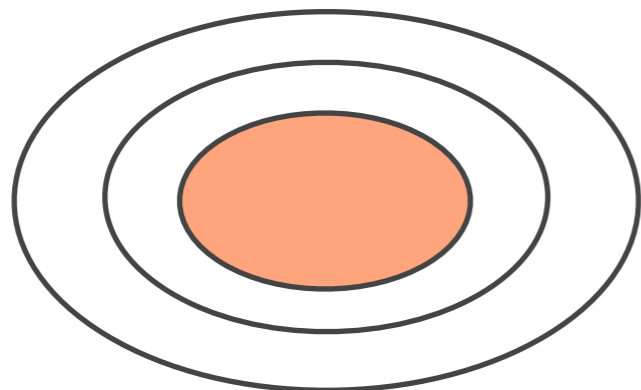national          regional          local
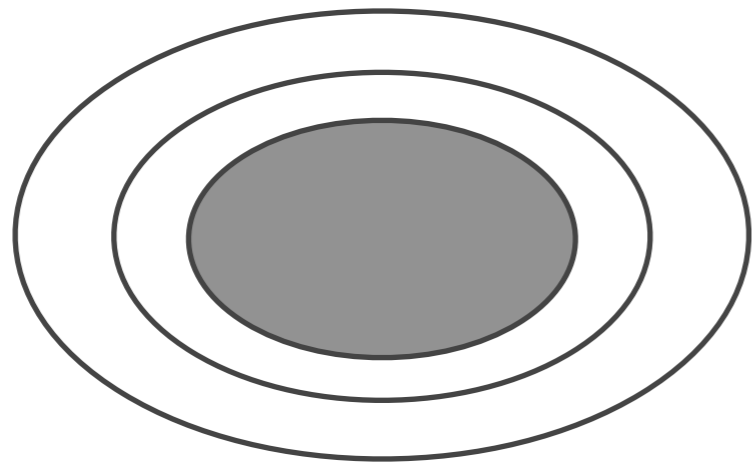
local authorities

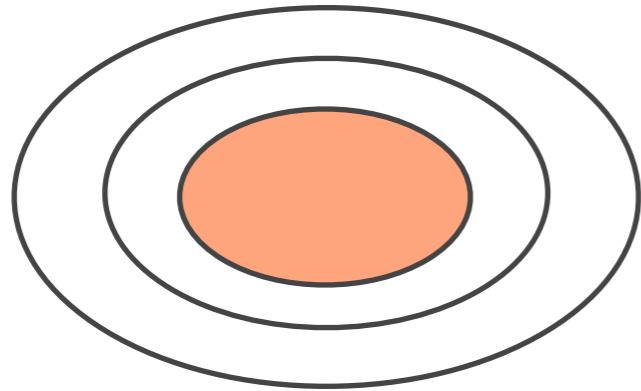(social) innovation networks

initiators

- policy makers can define the character & position of innovation networks - won't work with SI!
- hierarchical shifts
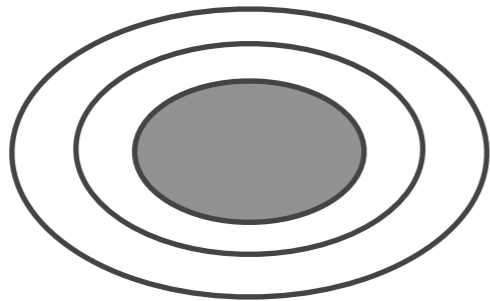- who is the problem owner?

- societal shifts have a direct effect on the 'target' of innovation
- marxist ideals on rise in relation to failing economy
- creatives in charge of creative industry, but who is not creative? (thin boundaries)
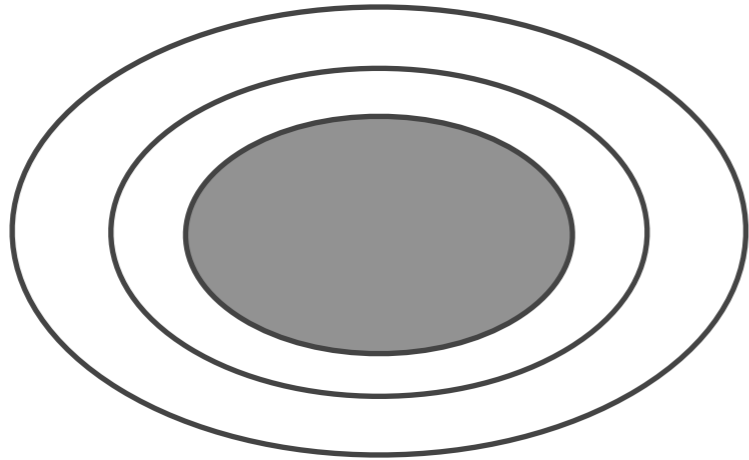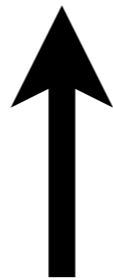
innovation networks as catalyzers between bottom-up initiatives and top-down policies

# HYPOTHESIS

"if innovation networks are catalyzers between creatives and policy makers, their main task must be maximizing the amount of interactions because more interaction means more innovation"
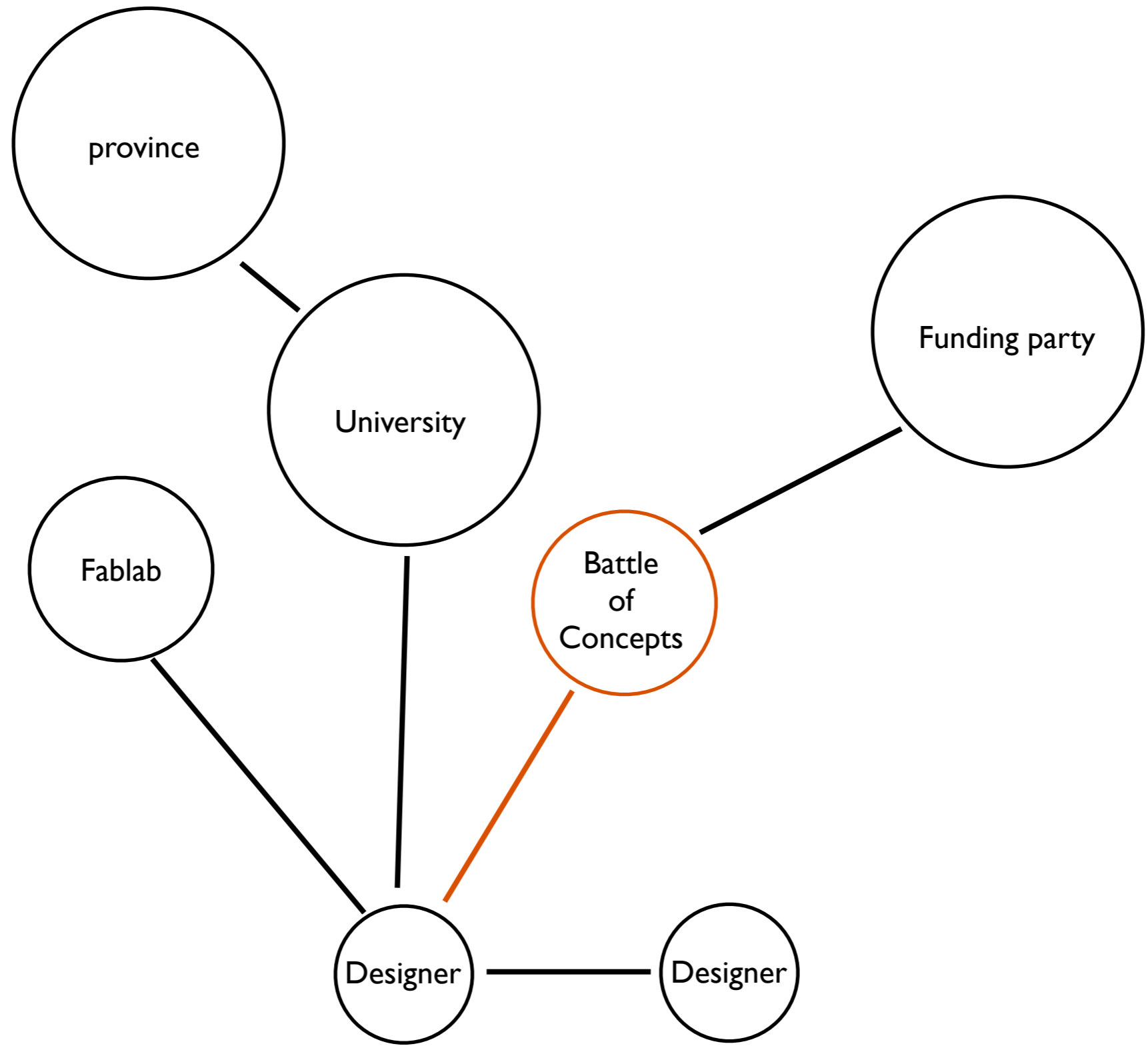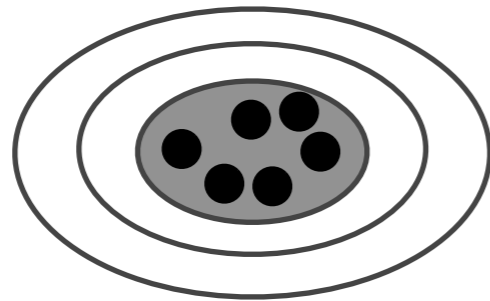
INTERACTION ↑ INNOVATION ↑

# HOW?

# EXISTING INTERACTIONS

# STAKEHOLDER MAPPING
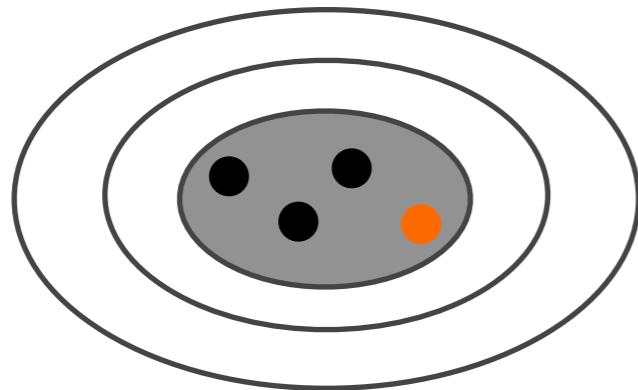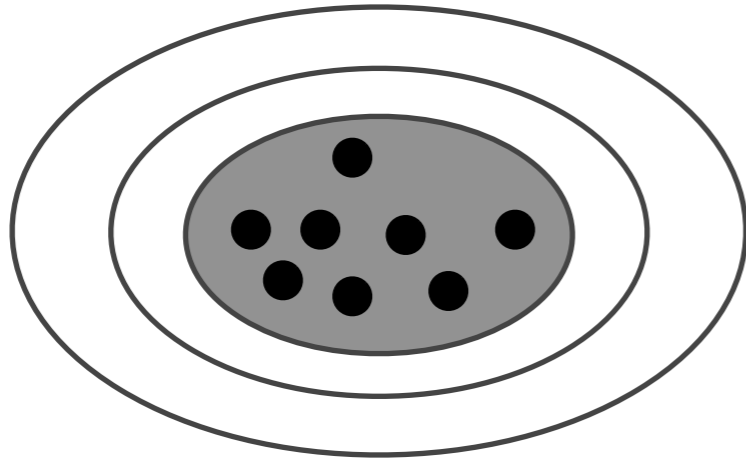
# A SUCCESSFUL CASE
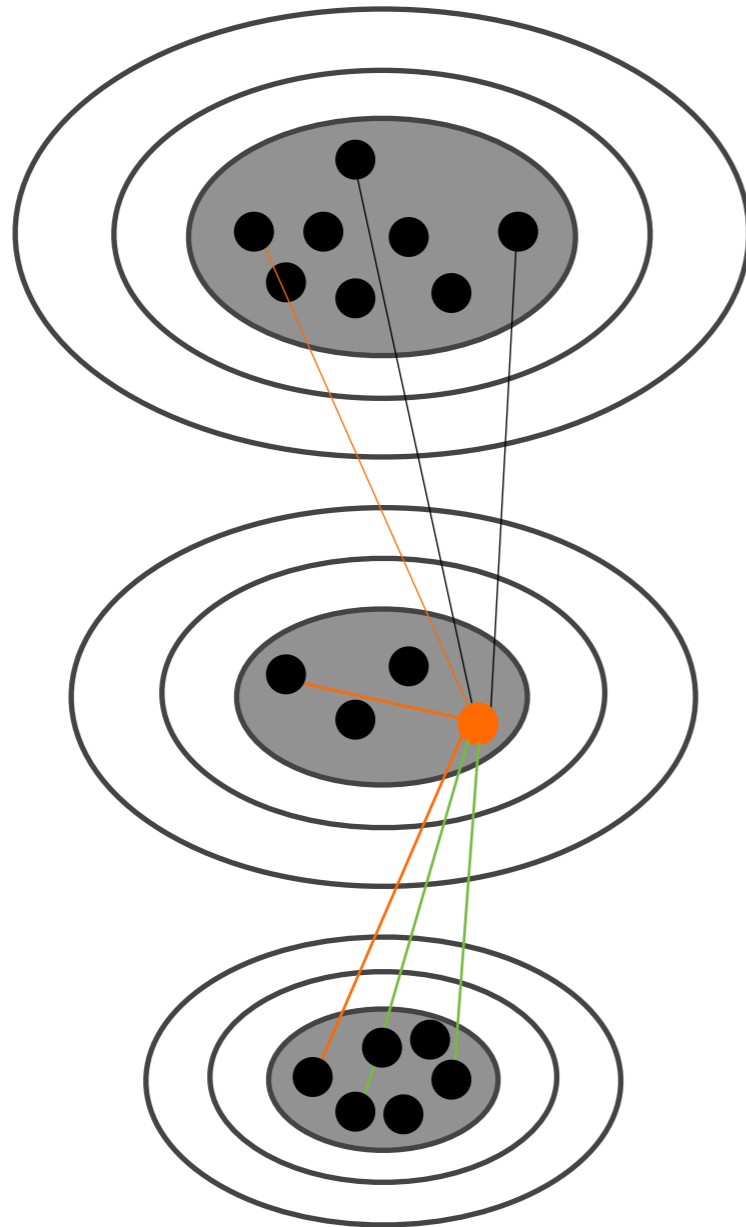


mayor
municipal advisor
important policy maker

example best-case
other network
another network

fresh designer
ambitious entrepreneur
startup wannabe
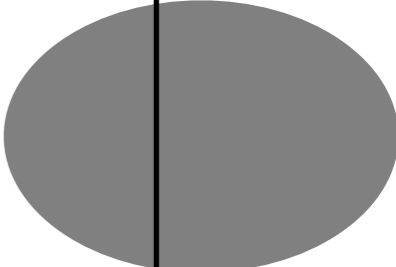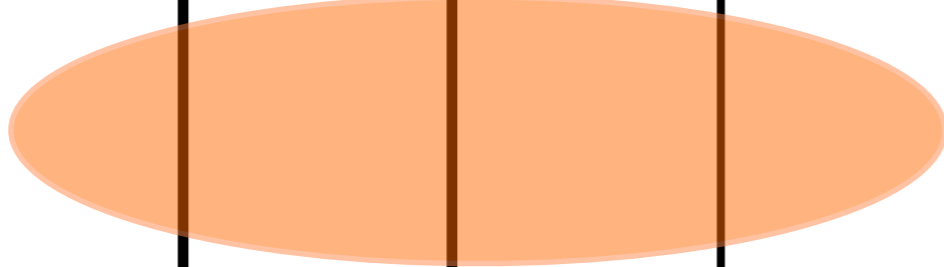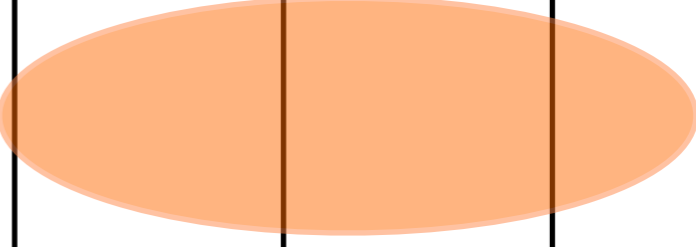
**managerial**
**content**
**friendship**

MAPPING THE INTERACTIONS: BEST CASE

|  | MAYOR | ADVISOR | POLICY MAKER | INCUBATOR | RESEARCH | DESIGNER | ENTREPR. | WANNABE |
|---|---|---|---|---|---|---|---|---|
| **M** | | | | | | | | |
| **C** | | | | | | | | |
| **F** | | | | | | | | |

# WHO NEEDS HELP?

| | NEW PARTIES | NEW PARTIES | NEW PARTIES | NEW PARTIES | NEW PARTIES | NEW PARTIES | NEW PARTIES | NEW PARTIES |
|---|---|---|---|---|---|---|---|---|
| **M** | | | | | | | | |
| **C** | | | | | | | | |
| **F** | | | | | | | | |

# YOU MISSED A SPOT

| | NEW PARTIES | NEW PARTIES | NEW PARTIES | NEW PARTIES | NEW PARTIES | NEW PARTIES | NEW PARTIES | NEW PARTIES |
|---|---|---|---|---|---|---|---|---|
| **M** | | | | | | | | |
| **C** | | | | | | | | |
| **F** | | | | | | | | |

# COMPARING INTERACTION MAPS
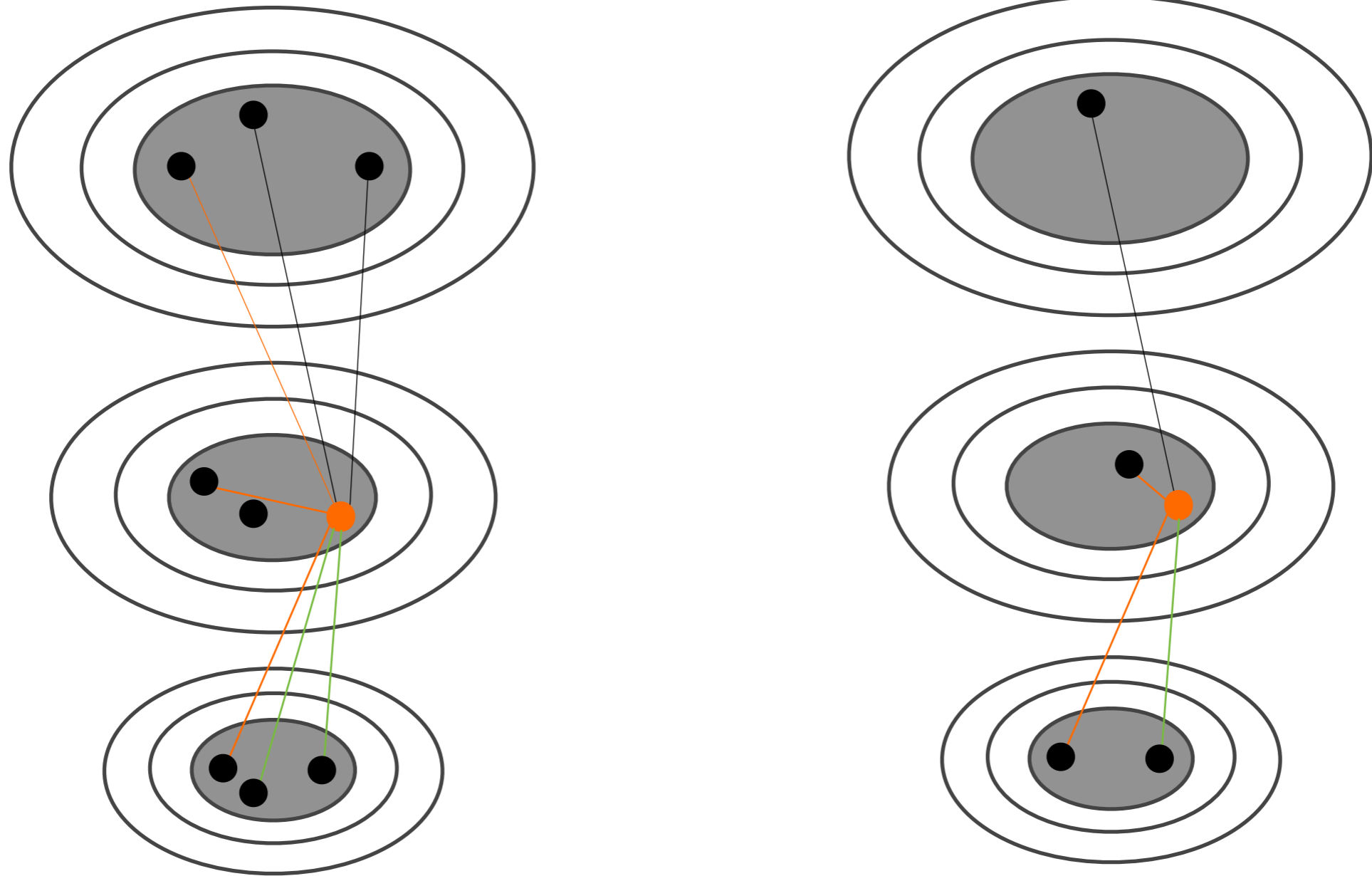
# ACTION PLAN

1. selection of best practice to define a successful state

2. stakeholder mapping
- best practice
- new network

3. mapping of interactions
- best practice
- new network

4. comparing maps and finding missing spots

5. concrete advice

# ACTION PLAN

Step 1- Facilitate category seems to be the one with most obvious interactions & the only validated category at the moment

CASE 1 : Aalto Design Factory
To help: SPRNG! Leeuwarden

# ADF --> SPRNG!



*screenshot, 2014, www.aaltodesignfactory.fi*



*Blokhuispoort front facade, www.rijksmonumenten.nl*

# QUESTIONS?

**Sine Çelik**

**PhD Researcher**
**'Multilevel Innovation and Transition Methodology'**
**'change the world or go home'**
Section Design for Sustainability
Faculty of Industrial Design Engineering
Delft University of Technology
~
Chair of Open Innovation
NHL University of Applied Sciences

**g.s.celik@tudelft.nl**

**@sine_celik**