



Faculty of Design

2014

## Facilitating creative networks

Celik, Sine, Joore, Peter and Brezet, Han

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## 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

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**@sine\_celik**



FACILITATING  
CREATIVE  
NETWORKS:  
a complex problem

**Sine Çelik, MSc. / TU Delft & NHL**

Dr. Linda Wauben / TU Delft

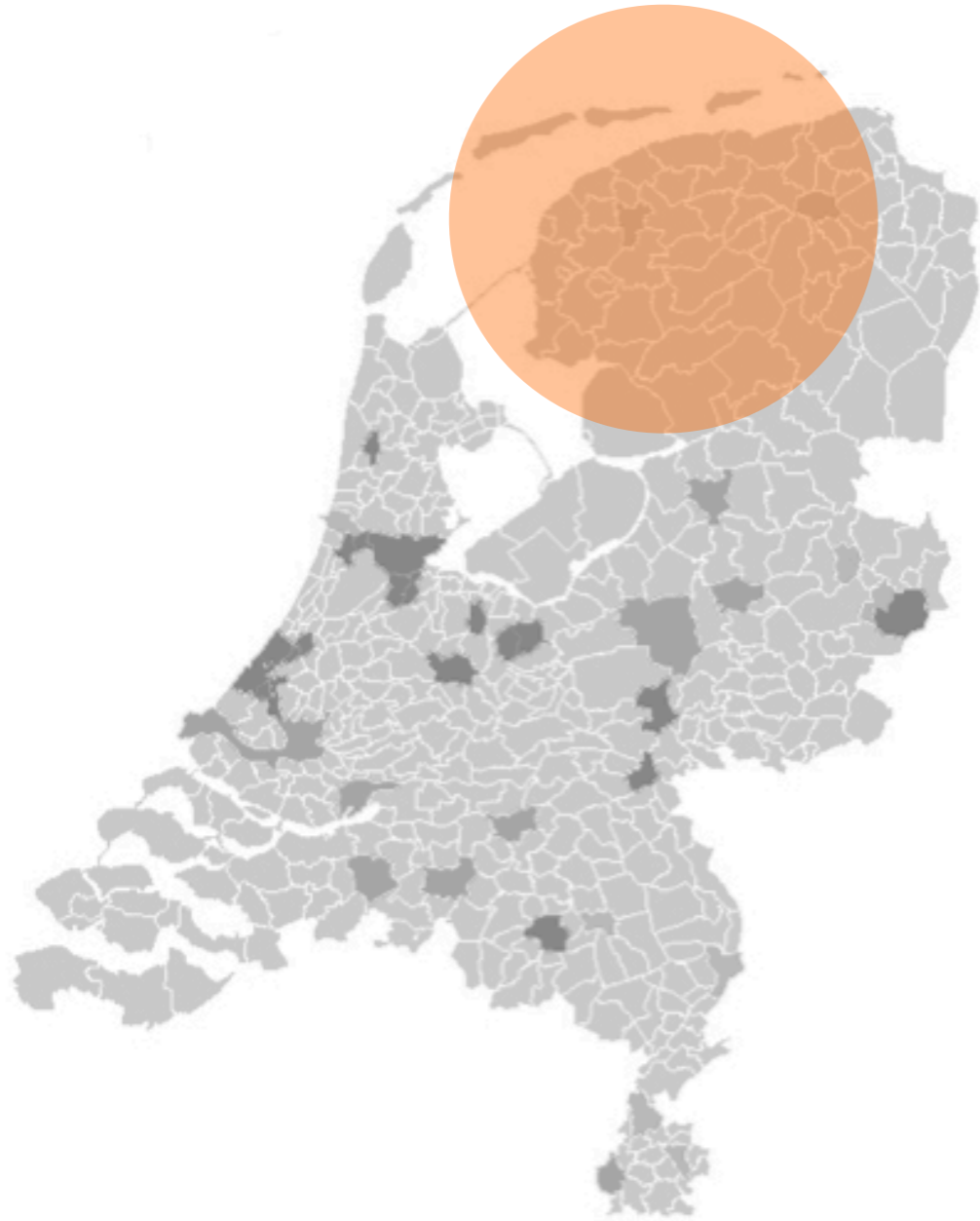
Dr. Peter Joore / NHL

Prof. Han Brezet / TU Delft

# DUTCH INNOVATION



# FRYSLAN



# SPRNG!



*Blokhuispoort front facade, [www.rijksmonumenten.nl](http://www.rijksmonumenten.nl)*

# SPRNG! LIVING LAB FOR CREATIVE INDUSTRIES

## SOCIETAL CHALLENGES

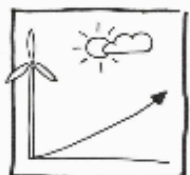
REGIONS ARE DEALING WITH COMPLEX SOCIETAL PROBLEMS THAT CAN NOT BE SOLVED BY BUSINESS, GOVERNMENT OR ANY OTHER SINGLE ACTOR ALONE. A MULTI-DISCIPLINARY INNOVATION APPROACH IS NEEDED TO START WORKING ON LONG TERM SOLUTIONS.



**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

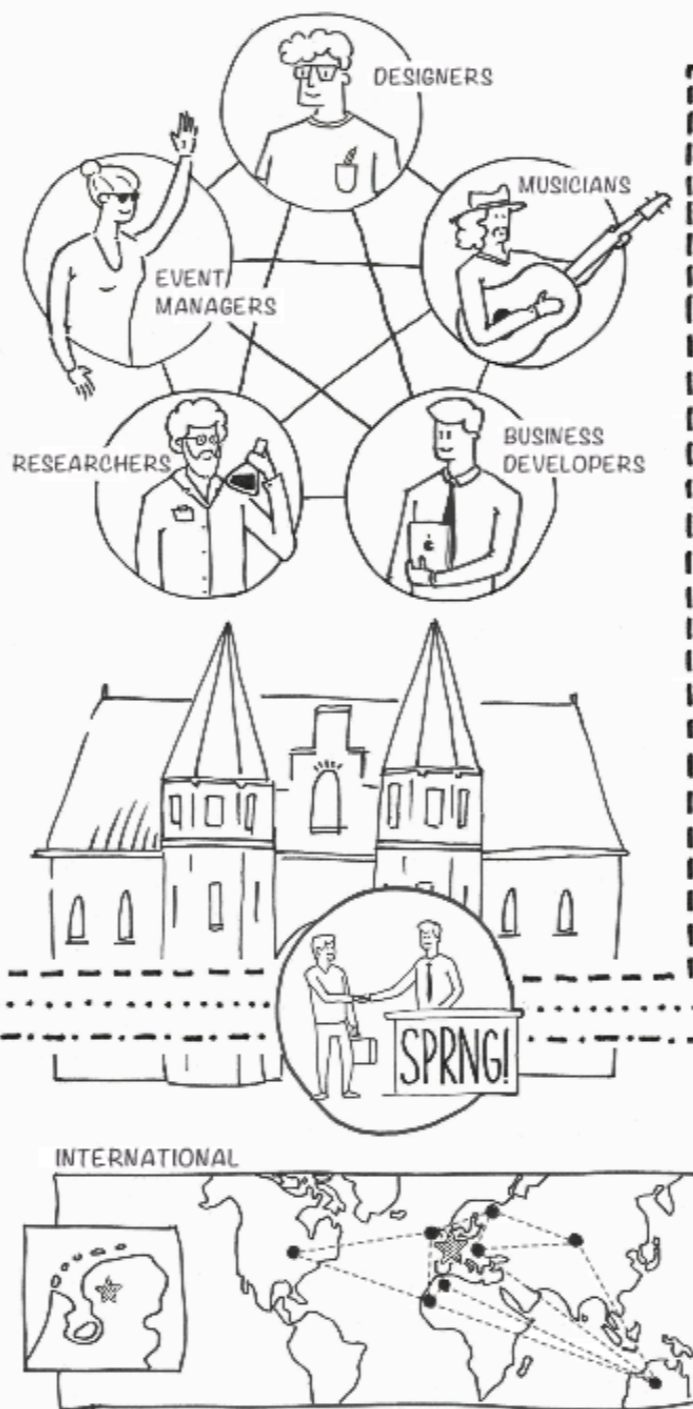


ENERGY COMPANIES



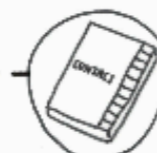
## SPRNG! NETWORK

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.



## 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 ARTIST'S THINK ABOUT 'WATER FARMERS' THAT ARE ADAPTED TO WET SURROUNDINGS IN THE DEATLAND.



### SOLUTION EXAMPLE

FOR MORE COMPLEX MULTI-DISCIPLINARY CHALLENGES, SPRNG! CAN COORDINATE THE INVOLVEMENT OF VARIOUS NETWORK PARTNERS. FOR INSTANCE CREATING LOCAL SMART GRIDS SOLUTIONS THAT PROVIDE AUTONOMOUS ENERGY DURING MUSIC FESTIVALS.



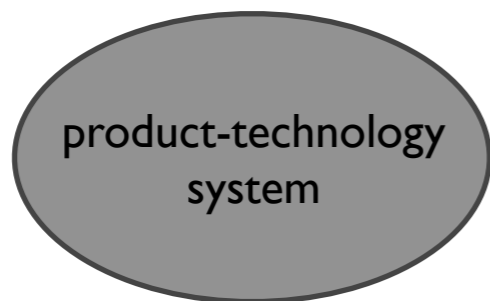
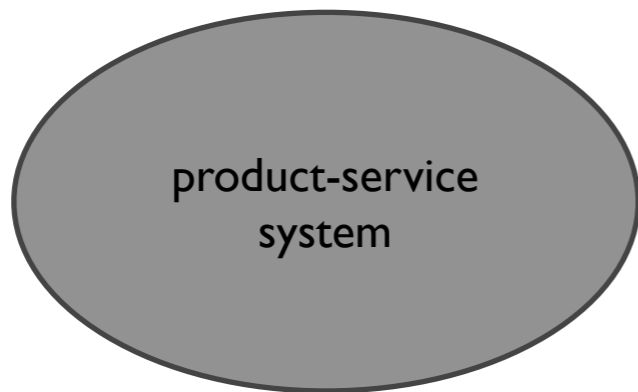
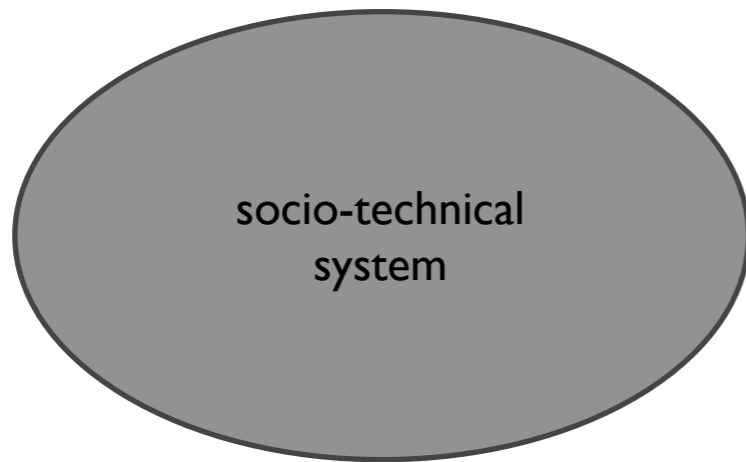
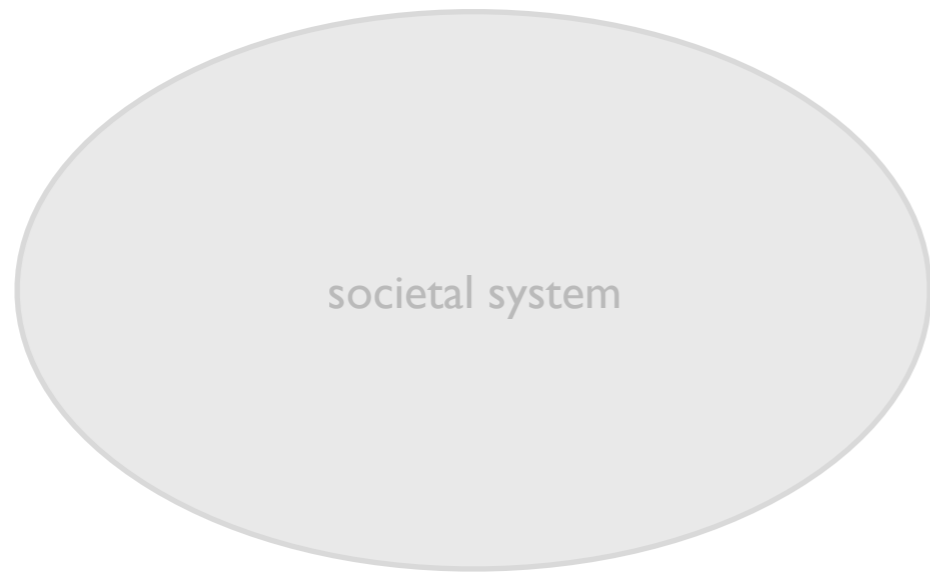
# NATIONAL INNOVATION SYSTEMS

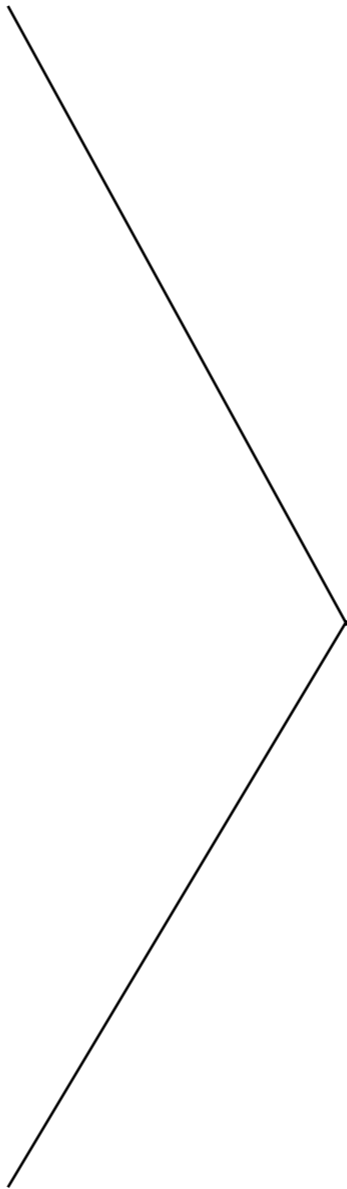
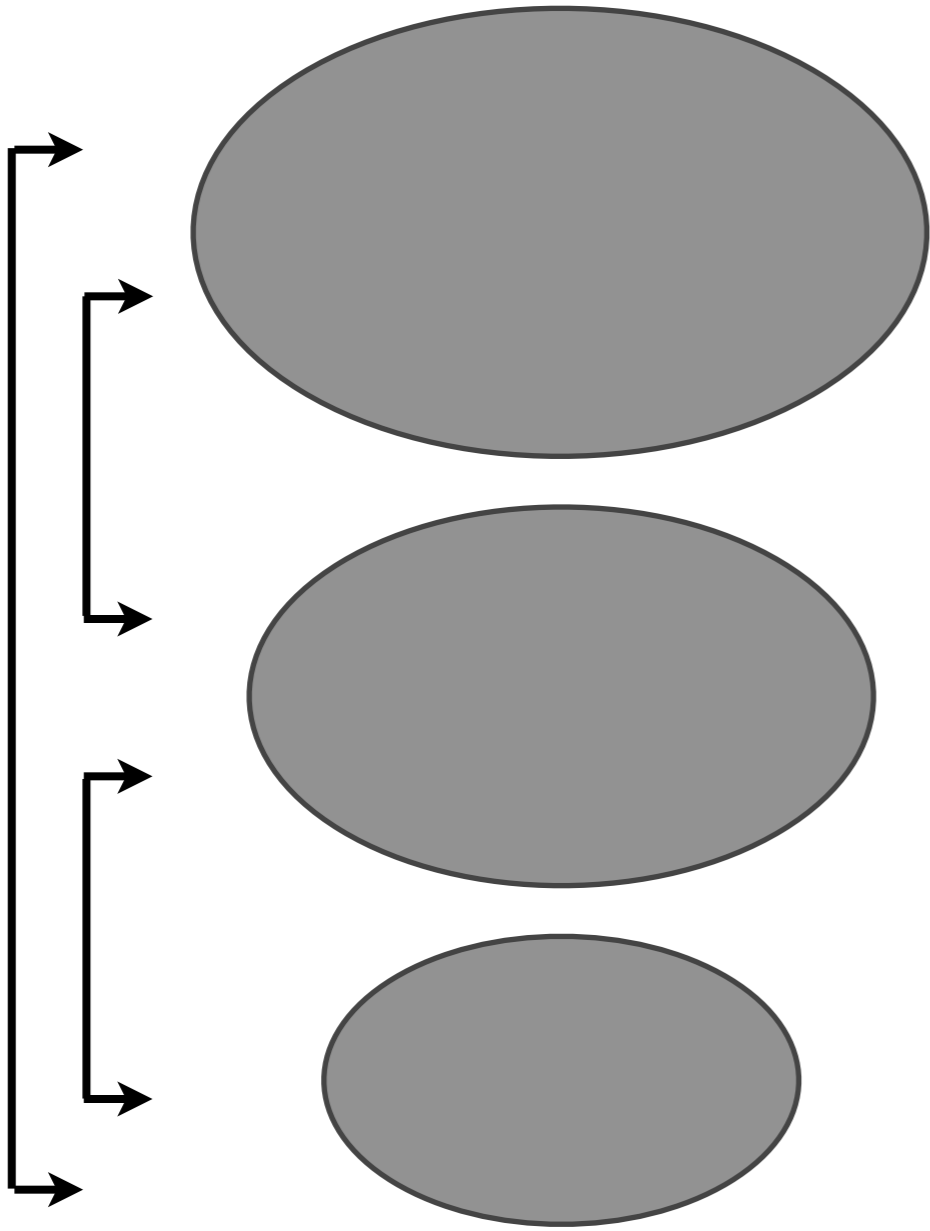
- the elements and relationships which interact in the **production**, diffusion and use of new, and **economically useful**, knowledge ... and are either located within or rooted inside the borders of a nation state (Lundvall, 1992).
- a set of institutions whose interactions determine the innovative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





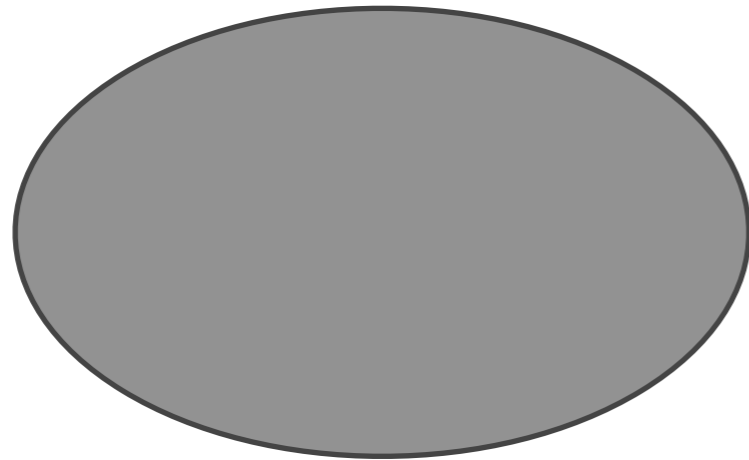
*Apple iwatch concept design, [www.ibnlive.in.com](http://www.ibnlive.in.com)*



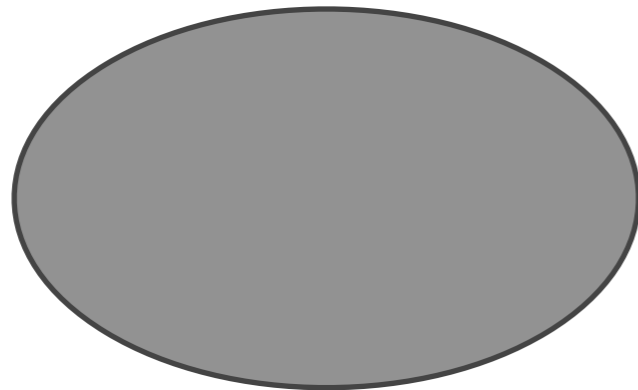


national  
innovation  
system (nis)

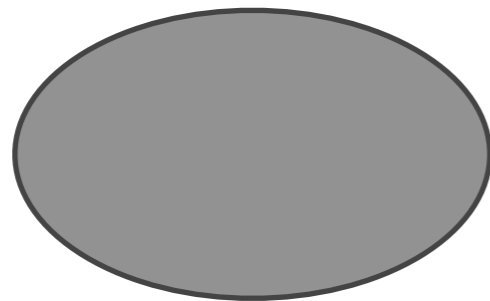
# NATIONAL INNOVATION SYSTEM



policy makers

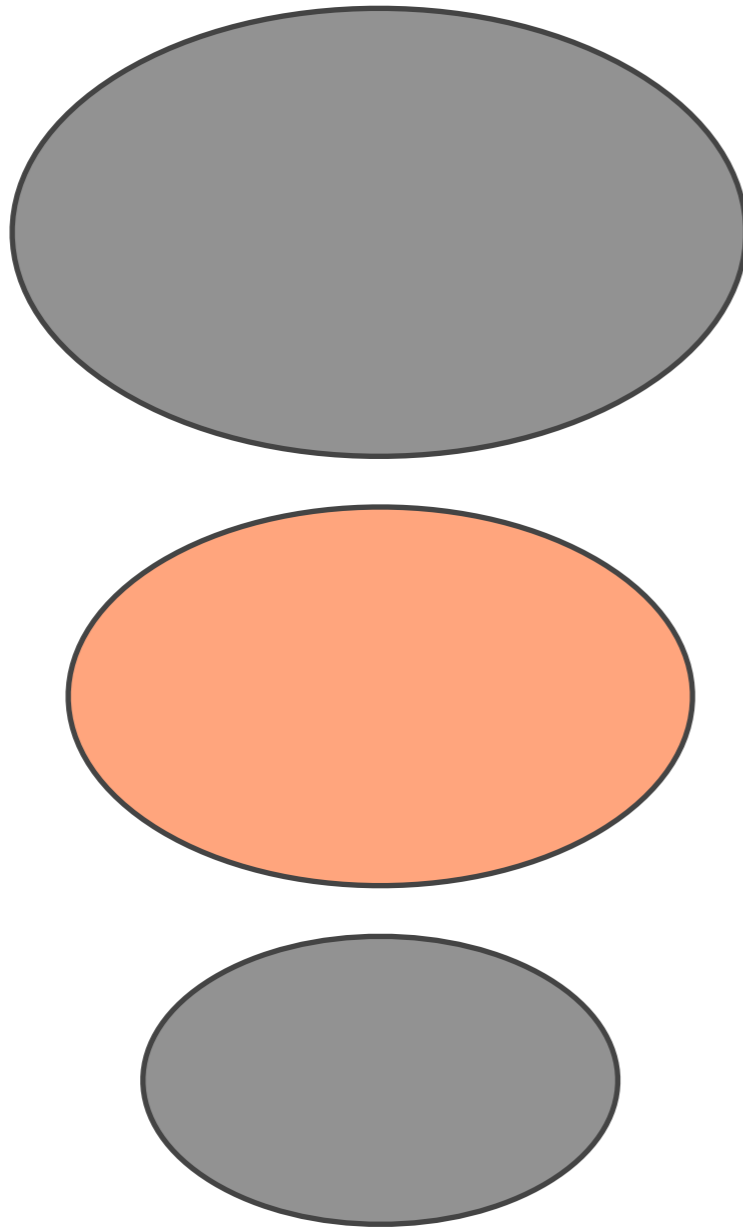


innovation networks

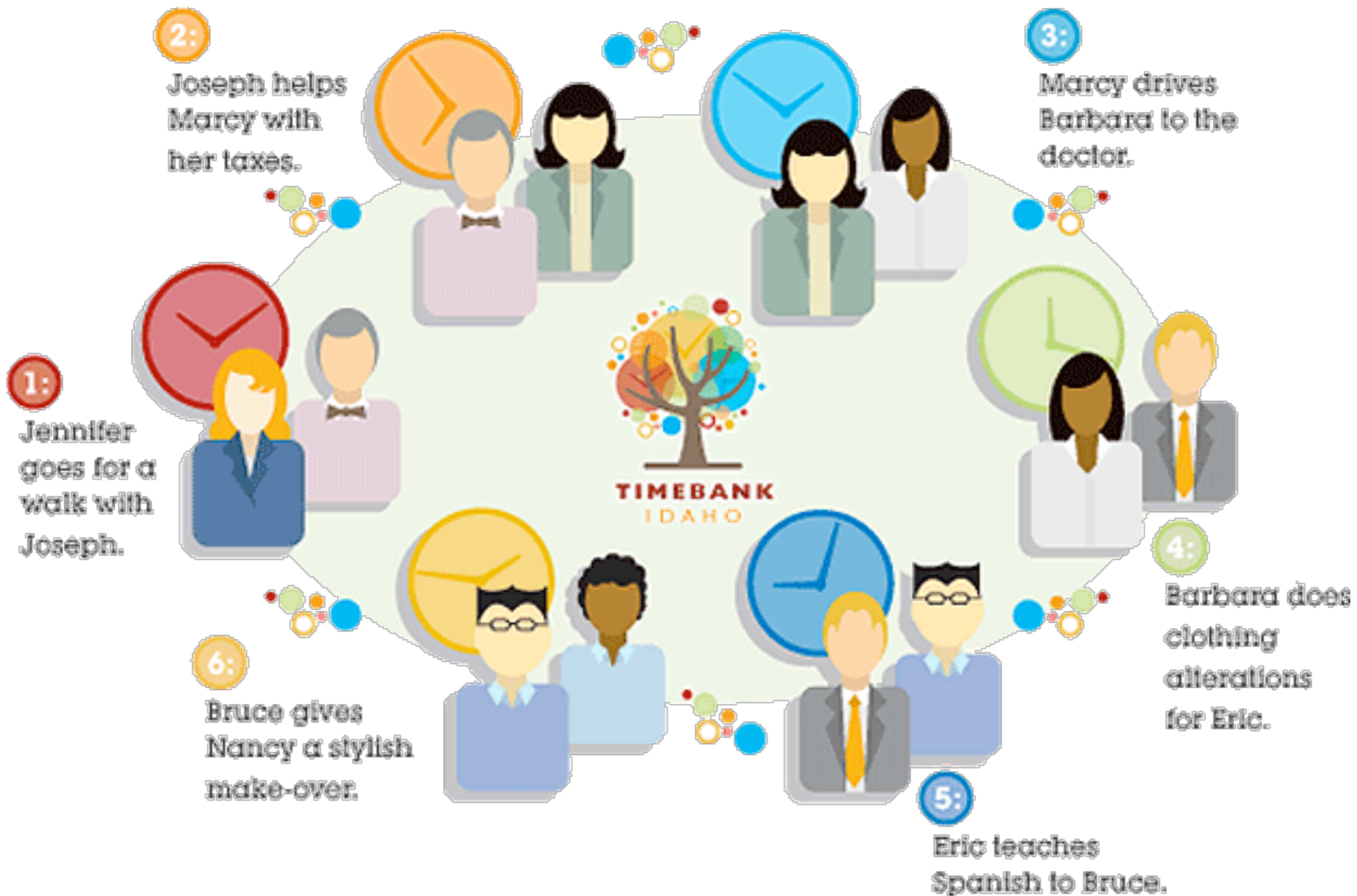


creatives

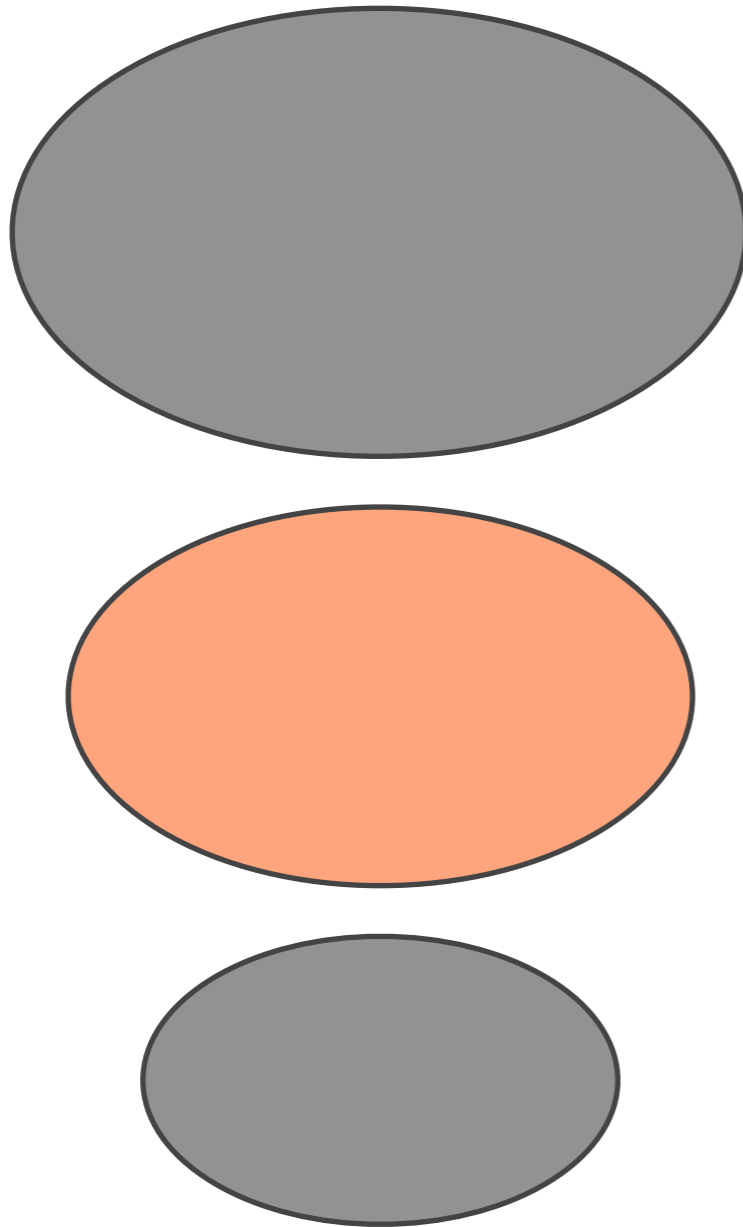
# NATIONAL INNOVATION SYSTEM



- innovation networks:
- companies
  - non-market institutions



# NATIONAL INNOVATION SYSTEM



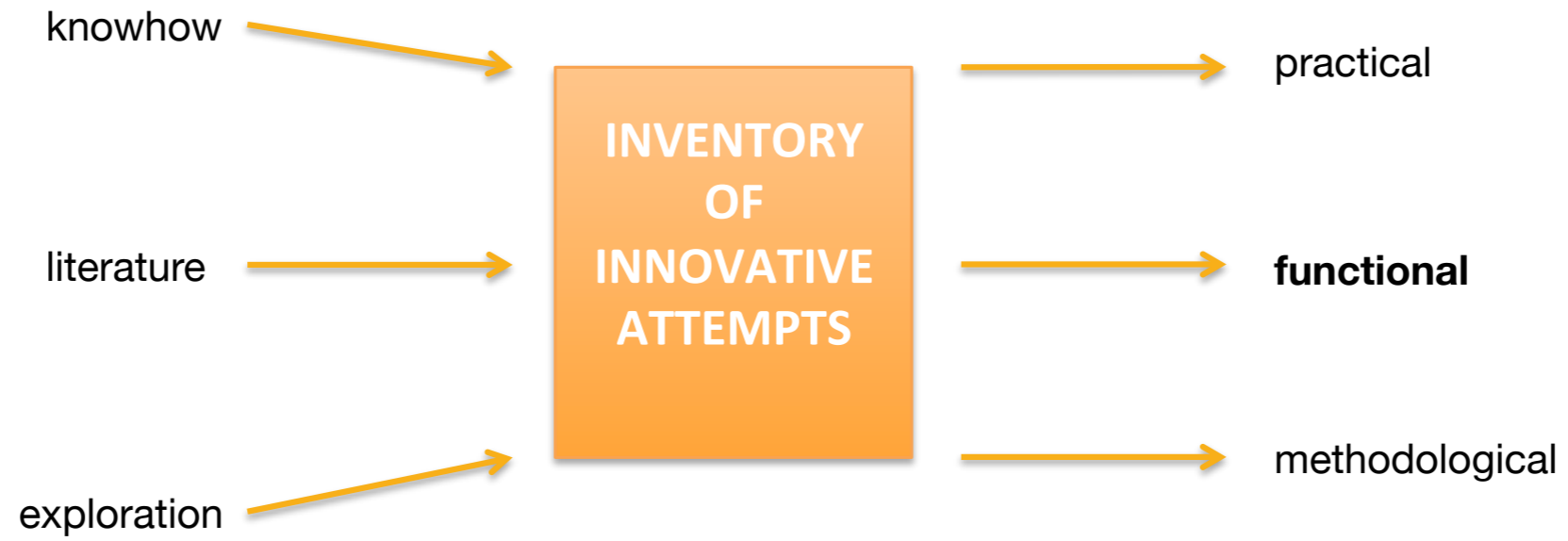
- innovation networks:
- companies
  - non-market institutions
  - social innovation

# CRITERIA

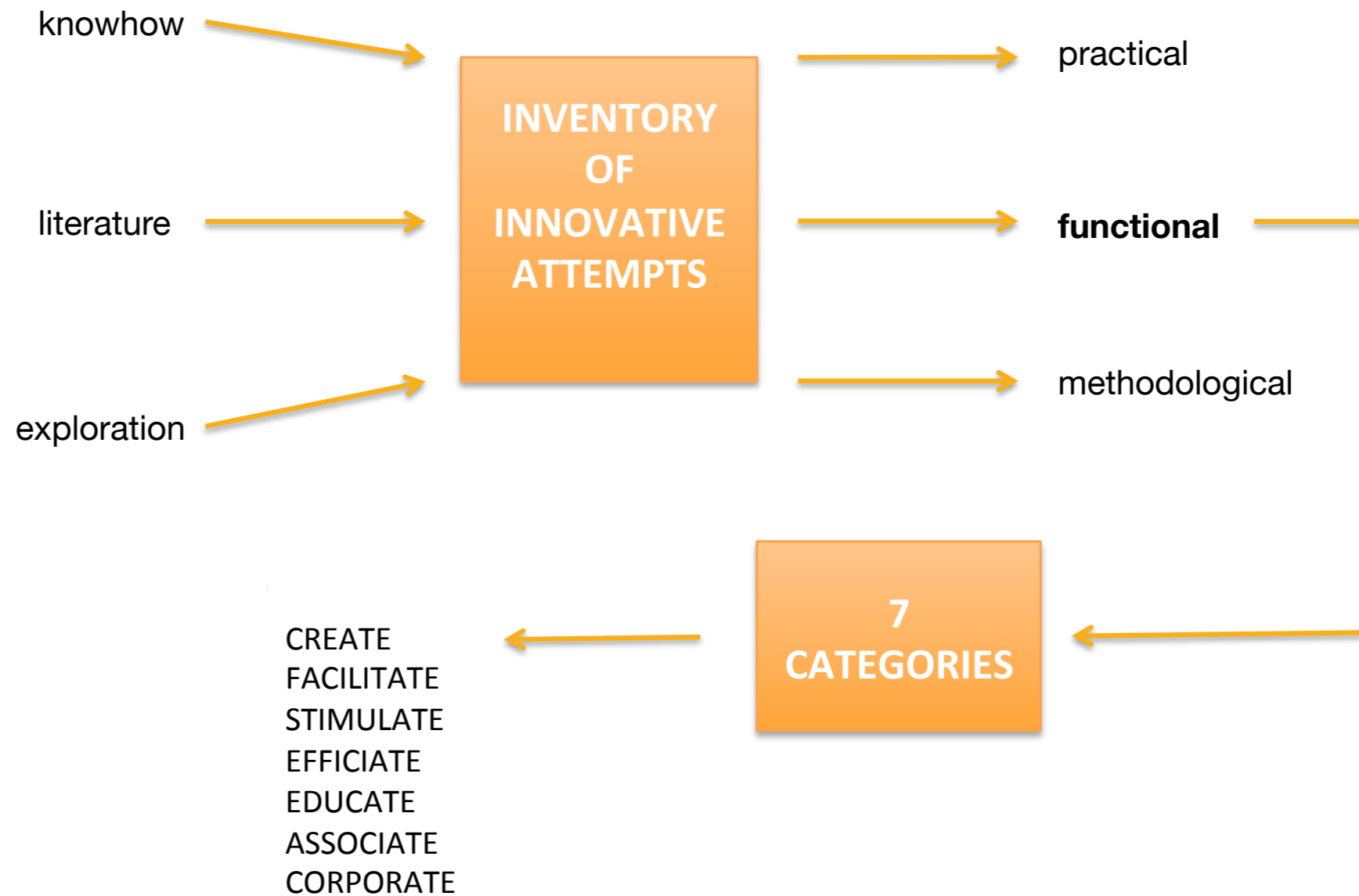
- a system with multiple actors
- bottom-up nature
- ad-hoc solutions to daily issues
- preferably a local impact
- innovation with societal considerations



# 500 CASES



# 500 CASES



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

- . collectives
- . online platforms
- . competitions

## FACILITATE

- . physical spaces
- . incubators
- . accelerators
- . podiums

## EFFICIATE

- . matchmakers
- . fonds
- . agencies

## EDUCATE

- . universities
- . institutes
- . laboratories
- . academies

## CORPORATE

- . companies
- . spin-offs
- . campaigns

## ASSOCIATE

- . associations
- . networks
- . societies
- . publications

## STIMULATE

- . festivals
- . museums
- . movements
- . organizations
- . cultural values

. QUIRKY

. BATTLE OF CONCEPTS

. SOLAR CHALLENGE

. SEATS2MEET

. YESDELFT

. BLOKHUISPOORT

. TILLT

. GREENWISH

. RURAL GAME ENGINE

. COURSERA

. TNO

. WETSUS

. TENCENT

. SHAPEWAYS

. GRENDDEL GAMES

. EUROPEAN NETWORK OF CREATIVE SMALL CITIES

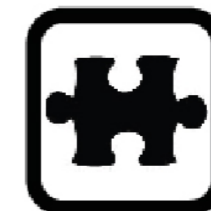
. INTENDER

. FRIESE MILIEU FEDERATIE

. UMEA 2014

. LOWLANDS

. KUNSTUITLEEN



# CREATE: rotterdamse nieuwe



Alle evenementen

Alle projecten

Rotterdamse Nieuwe is een community van actieve Rotterdammers die zich met woord en daad inzetten om de stad bruisend en aantrekkelijk te maken. [Lees meer](#) of bekijk de [Vacatures](#)

Aankomende Evenementen

**30**  
Oktober

**Keynote: Michael Shanks on design thinking**

Projecten

## Crowd Force Rotterdam

Een katalysator voor Rotterdamse initiatieven die de stad mooier maken

**28**  
Januari

## International Advisory Board

screenshot, 2014, [www.rdamsenieuwe.nl](http://www.rdamsenieuwe.nl)

**co-creation platform**

# FACILITATE: the hub

IMPACT  
HUB

Impact Hub Amsterdam

ABOUT US ▾

FOR ENTREPRENEURS ▾

FOR ORGANISATIONS ▾

MEETING ROOMS

CALENDAR

BLOG

CONTACT



An Impact Ecosystem

*Where impactmakers connect, work, meet, collaborate, learn, launch, grow and scale.*



screenshot, 2014, [amsterdam.impacthub.net](http://amsterdam.impacthub.net)

**physical space for facilitating initiatives**

# STIMULATE: european capital of culture

The screenshot shows the homepage of the Umeå 2014 European Capital of Culture website. At the top left is the logo, which consists of a red heart shape with a white smile inside, followed by the text "UMEÅ2014 EUROPEAN CAPITAL OF CULTURE". To the right of the logo is a navigation menu with links: "Besök Umeå", "Engagera dig", "Om Umeå2014", and "Om programåret". Below the logo is a horizontal navigation bar with links: "Start", "Tillbakablickar", "Kalender", "Kalender 2014", "Projekt", and "Nyheter". The main content area is a grid of six tiles. The top row contains: a sports tile titled "Sport SM-veckan vinter", a photo tile titled "Foto Sune Jonssons värld", a music tile titled "Musik En hommage till Täfteåfestivalen", a tile titled "Invigningen Future Flows Through Us", and a tile titled "Medskapande Vill du driva ett projekt eller vara volontär, ambassadör eller företagspartner?". The bottom row contains: a news tile titled "Nyhets Samiska odlingstraditioner med Hortikulturella Växterbotten", a Twitter tweet from @umea2014, and a Facebook tile titled "Följ Umeå2014 På Facebook" with a "Gilla" button and "3,7k" likes.

screenshot, 2014, [www.umea2014.se](http://www.umea2014.se)

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

# ASSOCIATE: bond van nederlandse ontwerpers

The screenshot shows the BNO website interface in English. At the top, there is a navigation menu with items: home, advies, academie, internationaal, services, vacatures, leden, and the BNO logo. Below the menu, the word "English" is displayed, along with a sorting option "Sorteer op datum" and "titel". The main content area is a grid of six blocks:

- About BNO**: A portrait of a woman. Text: "The Association of Dutch Designers (BNO) is the professional association for designers and design agencies in the Netherlands."
- About Dutch design**: A green banner with icons for "Gates B1-29" and "Shops & Foods". Text: "Dutch Design has become a world famous export product. Get inspired with these links, events, documentaries, activities, and more."
- Dutch designers**: An orange banner with a white flag icon. Text: "The BNO member directory helps you to find a match: have a look at all designers, agencies, and their creative work."
- News**: A photo of green bicycles. Text: "Websites about (Dutch) Design, happenings and activities in the Netherlands and abroad."
- Partners**: A solid blue square. Text: "BNO works closely together with adjacent associations, funds and institutes in the Netherlands"
- Events**: A logo for "DUTCH DESIGN WEEK EINDHOVEN 20-28 OCT 2012". Text: "Mayor international events in the Netherlands aimed at designers, design agencies and design lovers."

On the right side, there is a sidebar with the following sections:

- verfijn op datum**: "Archief (7)"
- zoek**: A search box containing "zoeken binnen english" and a search icon.
- verfijn**: "Kenmerk" with options "English" and "International".
- tags**: A section for filtering by tags.

screenshot, 2014, www.bno.nl

**association of Dutch designers**

# EFFICIATE: house of design

The screenshot shows the homepage of the House of Design website. The header features the logo 'HOUSE OF DESIGN' in a large, bold, black font. Below the logo is the tagline: 'Discover new designers, materials, techniques and designs. Inspire and get inspired. All in one visit!'. To the right of the logo is a 'login >' button and a search bar with the text 'search >'. Below the header is a navigation menu with links: 'home | over HoD | producten | nieuws | ontwerpers | projecten | blog | contact'. On the left side, there is a 'Categorieën:' section with a list of categories: 'meubelontwerp', 'interieurontwerp', 'verlichting', 'accessoires', 'sieraden', 'buiten', and 'groen'. Each category has a small icon. In the center, there is a section titled 'Vind jouw ontwerper of product hier:' with a grid of small images showing various design products. Below this is a section titled 'Stichting House of Design...' with text describing the organization's mission: '... ondersteunt HOD friends door het geven van informatie over communicatie, presentatie, verkoop en vakinhoudelijke vraagstukken over materialen en toepassingen. ... is een bemiddelaar tussen ontwerpers en instellingen die een ontwerpvrage hebben ... organiseert regelmatig cursussen, seminars, tentoonstellingen en overige bijzondere (internationale) projecten. Professioneel ontwerper? [Word HOD Friend!](#)'. On the right side, there is a 'Subscribe to our newsletter:' form. Below that is a list of social media posts from 'House of Design @hodnl' with dates and links. At the bottom right, there is a section titled 'Upcoming Events:' with a list of events: '04/10 2014 - 05/10 2014 Wonen in Groningen', '05/10 2014 - 05/10 2014 Groningen Maker Faire', and '07/10 2014 - 09/10 2014 Materia presenteert 'Future Skins' tijdens the Surface 2014 event'.

screenshot, 2014, [www.houseofdesign.nl](http://www.houseofdesign.nl)

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



# EDUCATE: victorian eco-innovation lab

The screenshot shows the homepage of the Victorian Eco-Innovation Lab (VEIL). The header includes navigation links: People, About VEIL, Urban 'Eco-Transformation', Contact Us, and Other VEIL Network Sites. A search bar is located in the top right. The main banner features the VEIL logo and the text 'victorian eco innovation lab' over a background image of a park with large, white, sculptural structures. Logos for The University of Melbourne and the Melbourne School of Design (msd) are also present.

**Currently**

**Vision: Dallas 2035 Exhibition Launch**

**Mapping Melbourne's Peri-Urban Agricultural Land Capability**

**Local and Creative Food Economies**

**Food Hubs**

**Transforming Responses to Climate Extremes**

**Visions and Pathways 2040**

**LOW CARBON LIVING CRC**

screenshot, 2014, [www.ecoinnovationlab.com](http://www.ecoinnovationlab.com)

**research laboratory of sustainable initiatives**

# CORPORATE: play the city

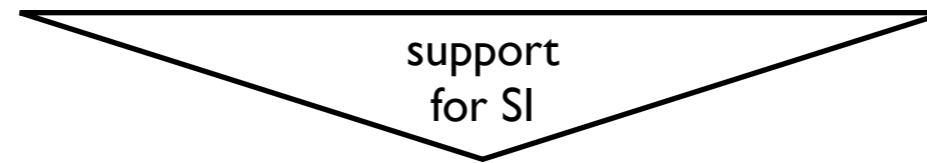


screenshot, 2014, [www.playthecity.nl](http://www.playthecity.nl)

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

# SOCIAL INNOVATION ACCORDING TO EU

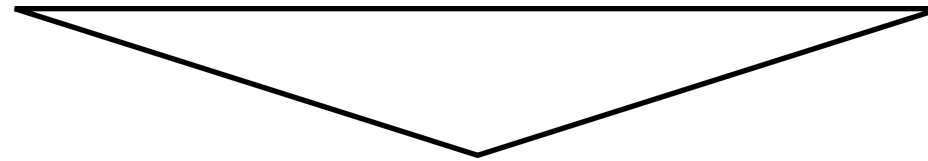
*Social innovations are new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations.* (Open Book of Social Innovation, Murray, Calulier-Grice and Mulgan, March 2010)



<b>Networking</b>	sharing experiences
<b>Competition</b>	supporting new solutions
<b>Funding</b>	direct funding
<b>Financial</b>	financial support
<b>Conditions</b>	improving conditions
<b>Results</b>	methodology & evaluation
<b>Incubation</b>	starting up for social businesses
<b>Scaling up</b>	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)



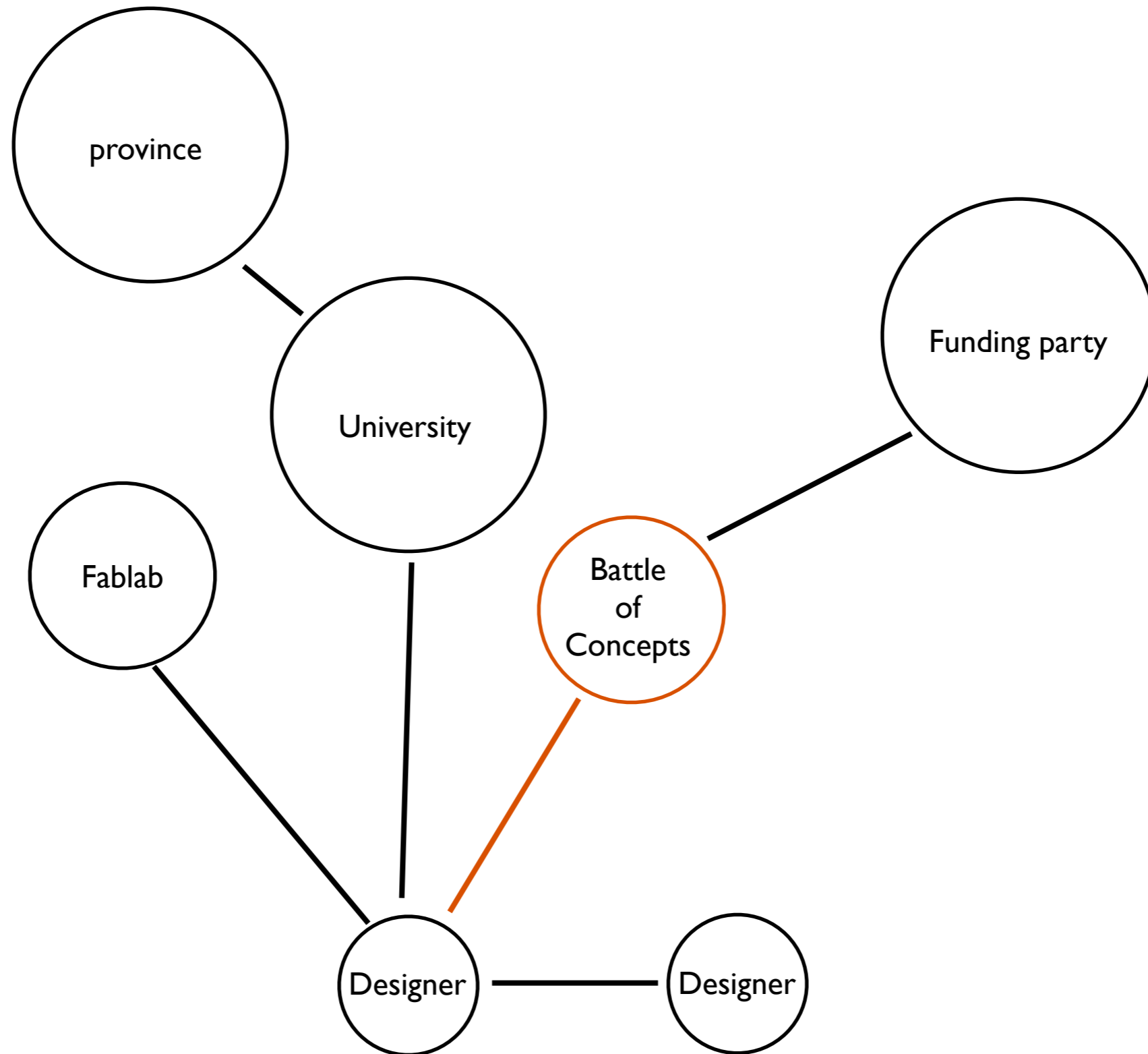
<b>Networking</b>	sharing experiences	<b>Associate</b>
<b>Competition</b>	supporting new solutions	<b>Create</b>
<b>Funding</b>	direct funding	<b>Efficiate</b>
<b>Financial</b>	financial support	<b>Corporate</b>
<b>Conditions</b>	improving conditions	<b>Facilitate</b>
<b>Results</b>	methodology & evaluation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

# SOCIAL INNOVATION ACCORDING TO EU

Two main differences:

- **the relationship between different nodes of the network**
- the impact scale of each node

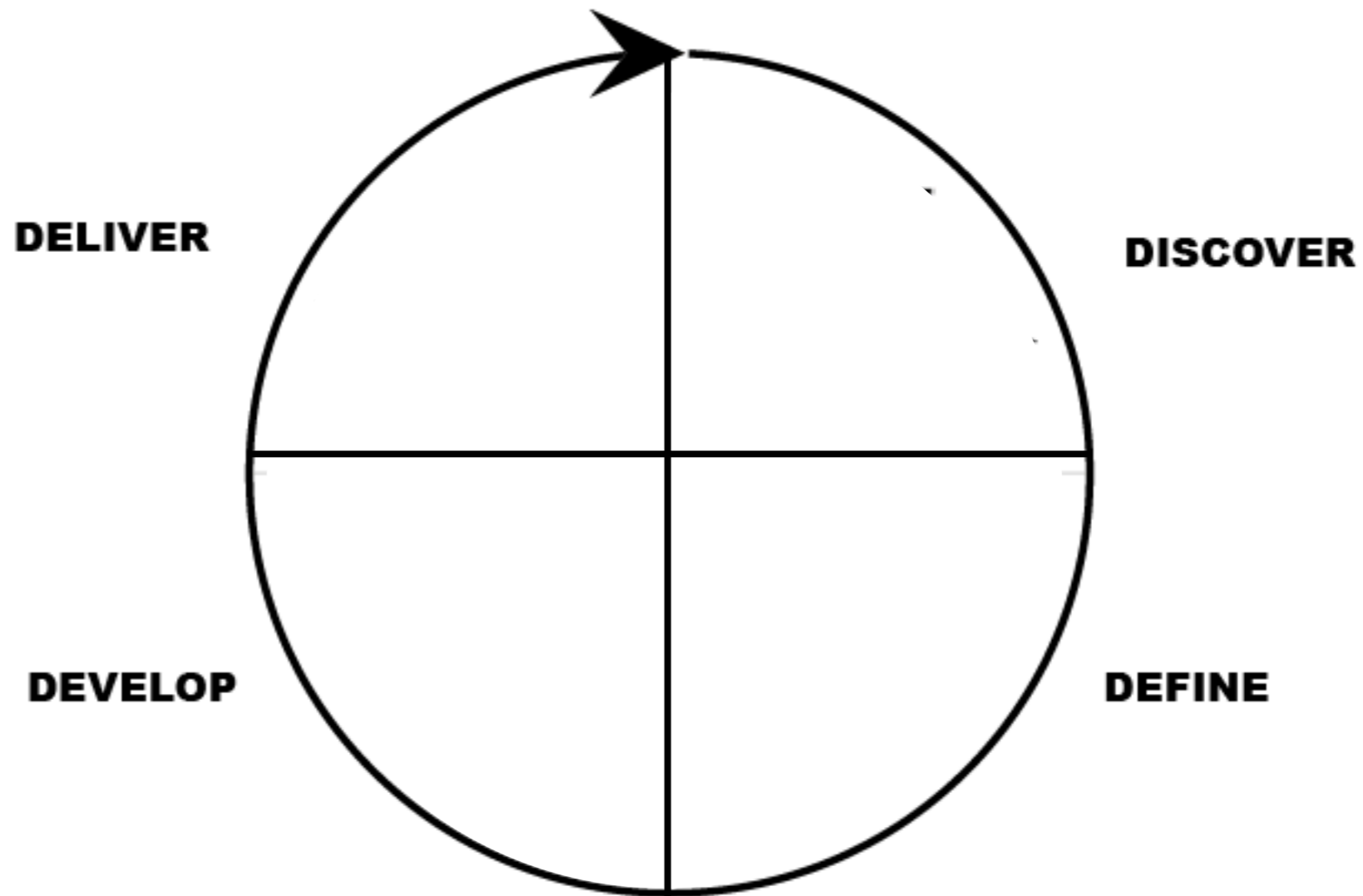
# INNOVATION NETWORKS



# CREATIVE PROCESS

Two main differences:

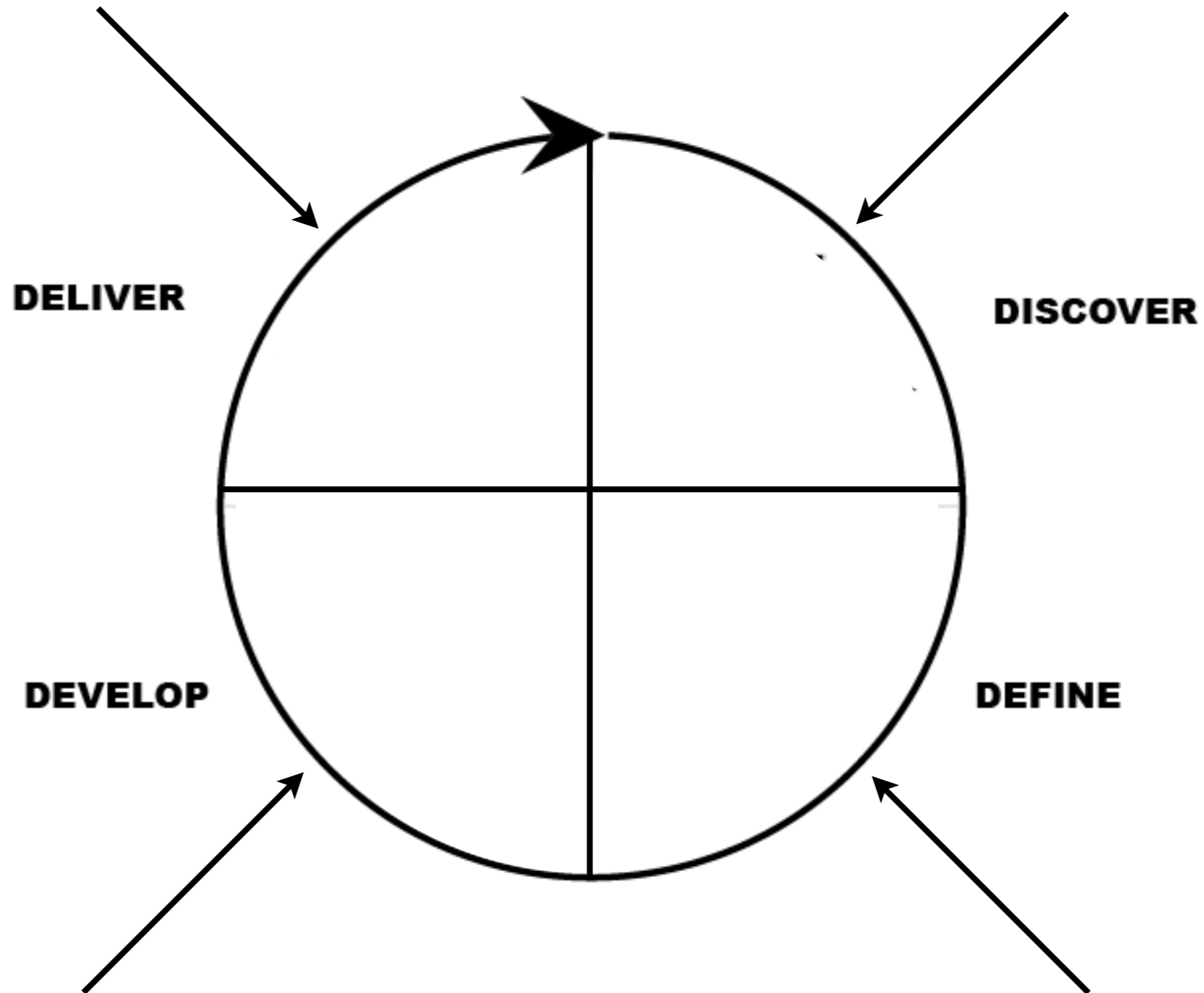
- **the relationship between different nodes of the network**
- the impact scale of each node



# BALANCED INPUT

Two main differences:

- **the relationship between different nodes of the network**
- the impact scale of each node

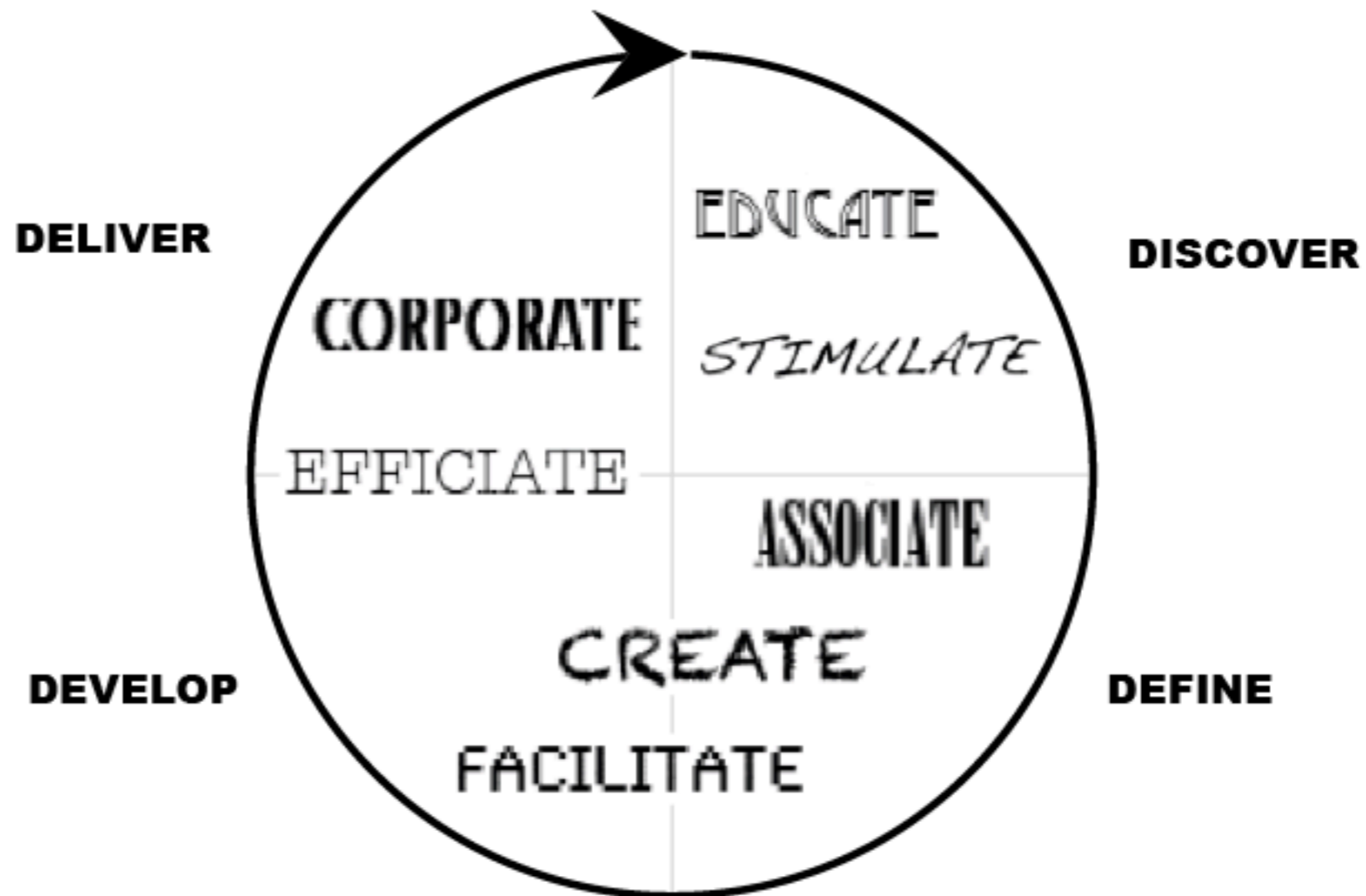




# SOCIAL INNOVATION ACCORDING TO EU

Two main differences:

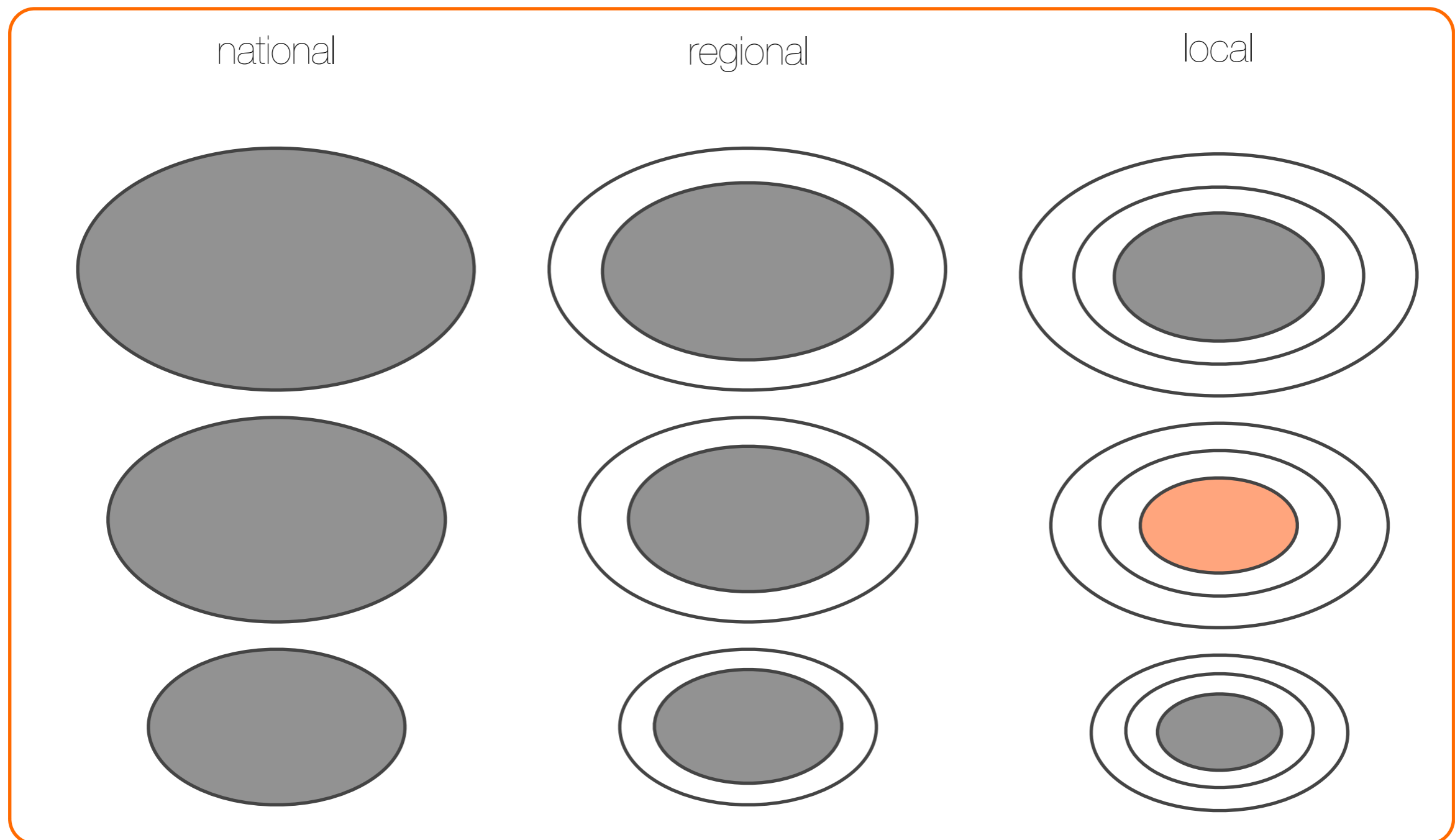
- **the relationship between different nodes of the network**
- the impact scale of each node

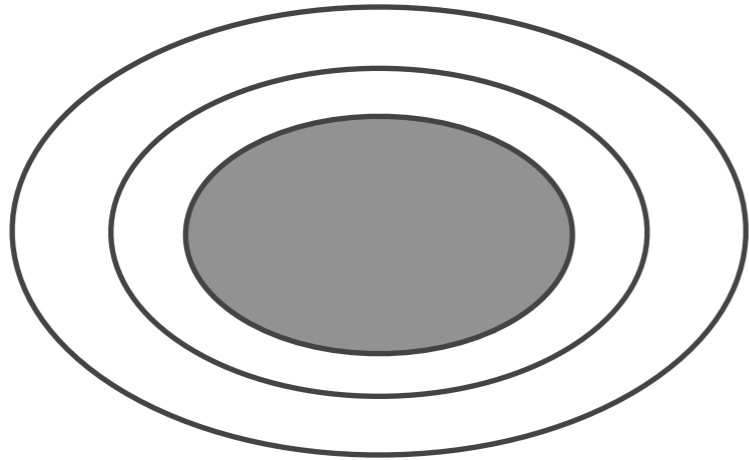


# SOCIAL INNOVATION ACCORDING TO EU

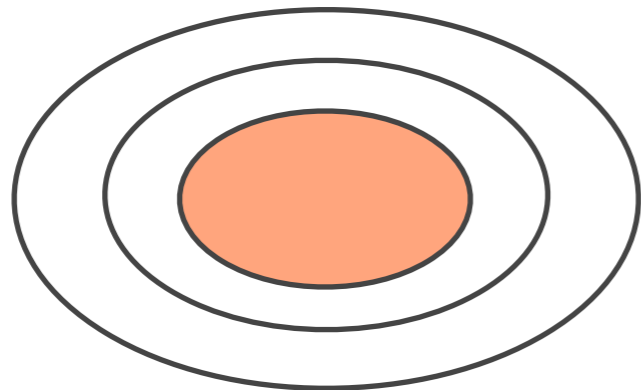
Two main differences:

- the relationship between different nodes of the network
- **the impact scale of each node**

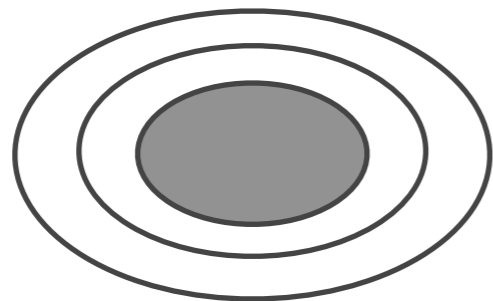




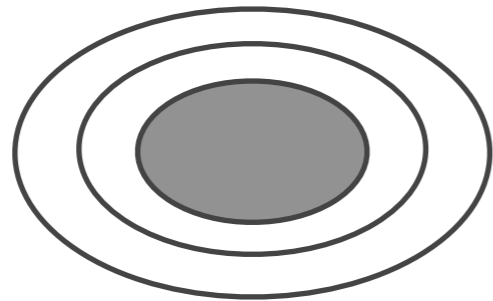
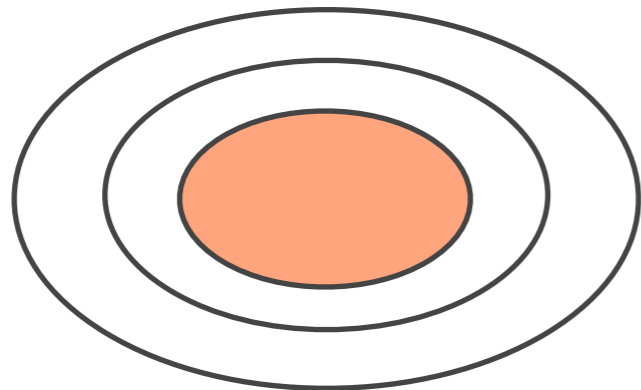
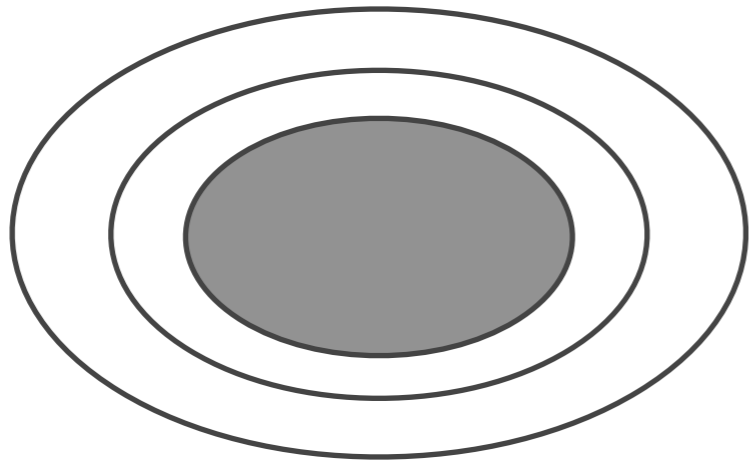
local authorities



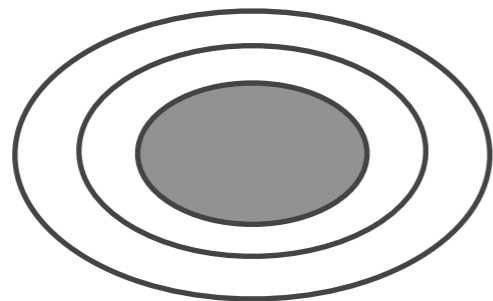
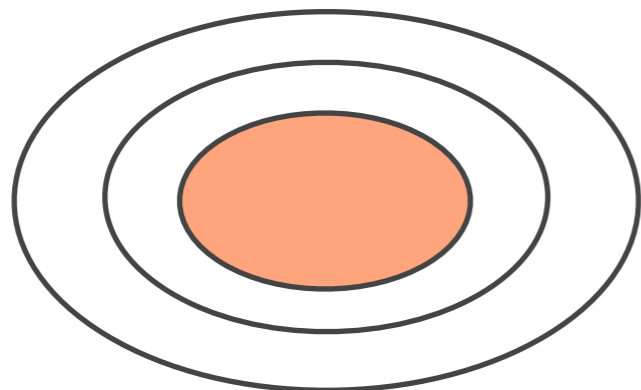
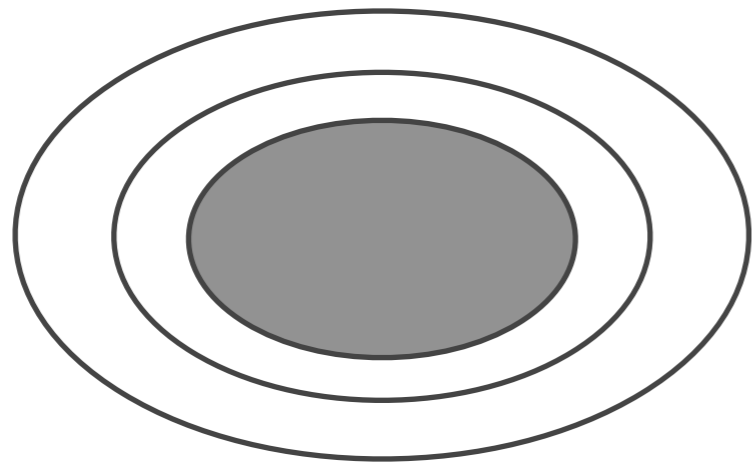
(social) innovation networks



initiators

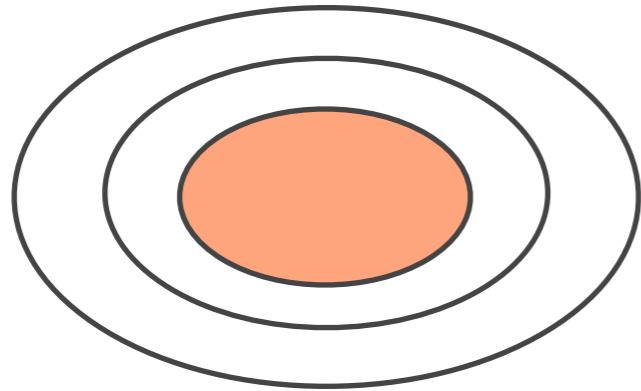
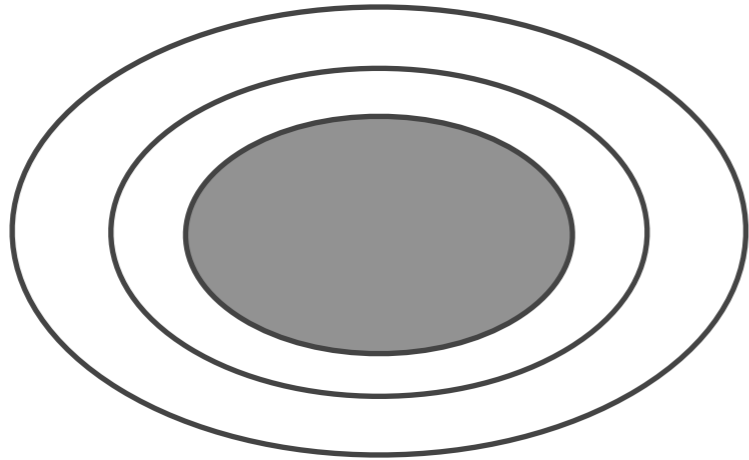


- policy makers can define the character & position of innovation networks - won't work with SI!
- hierarchical shifts
- who is the problem owner?

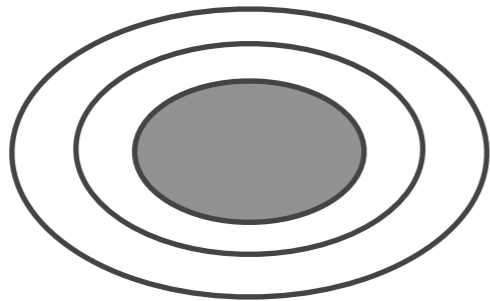


- societal shifts have a direct effect on the 'target' of innovation
- marxist ideals on rise in relation to failing economy
- creatives in charge of creative industry, but who is not creative? (thin boundaries)





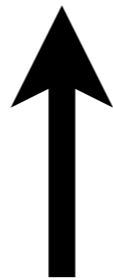
innovation networks as  
catalyzers between bottom-up  
initiatives and top-down policies



# 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

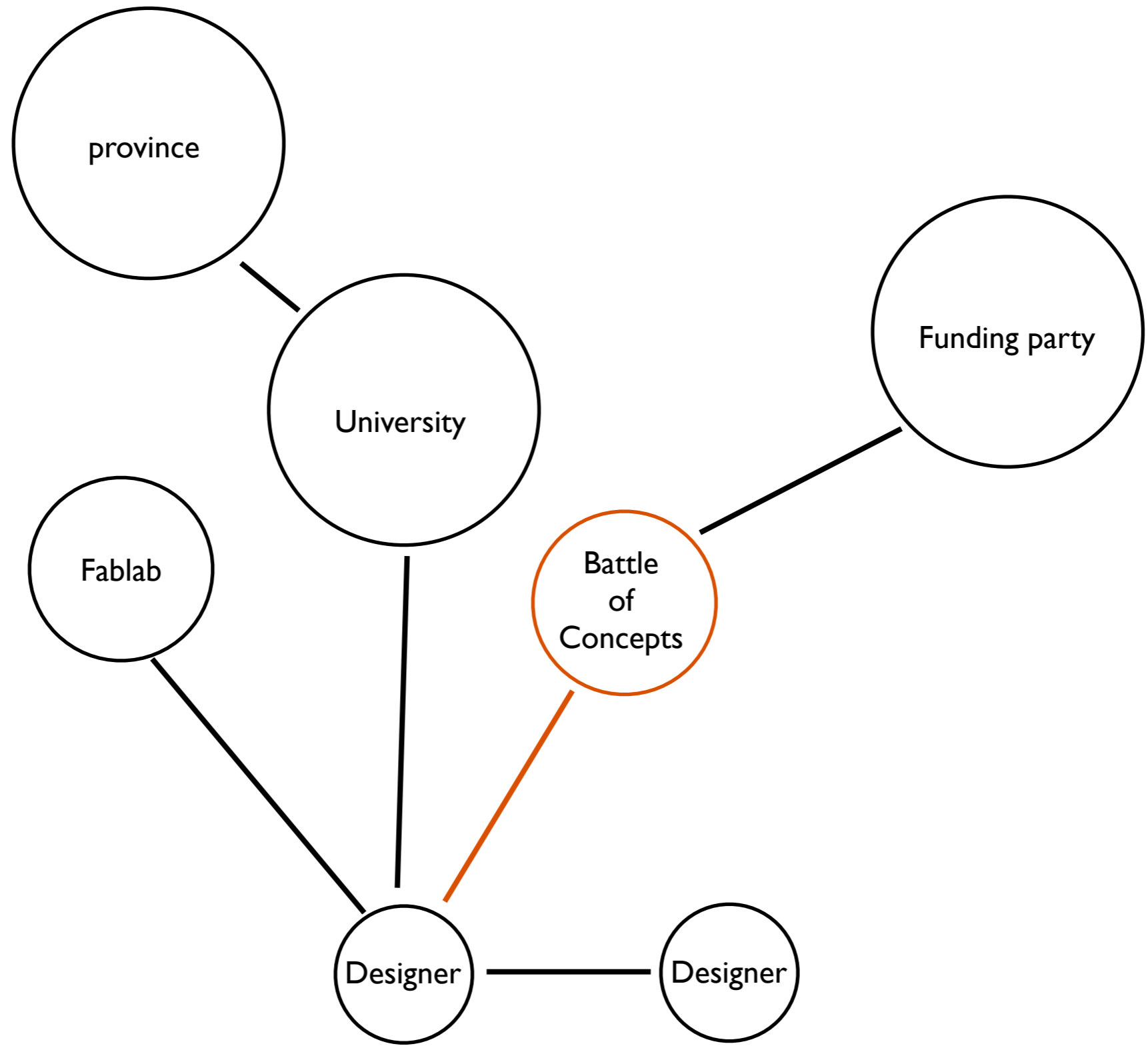


INNOVATION



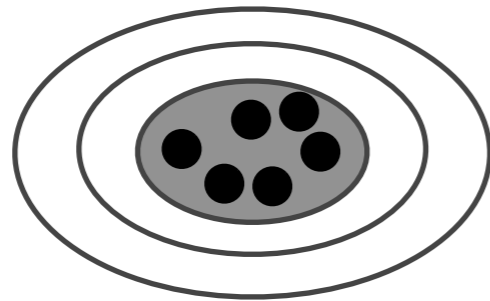
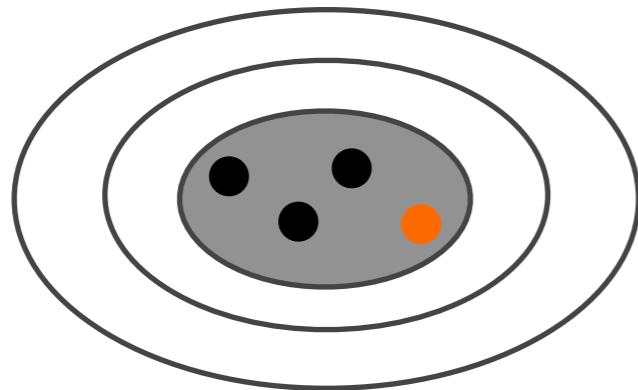
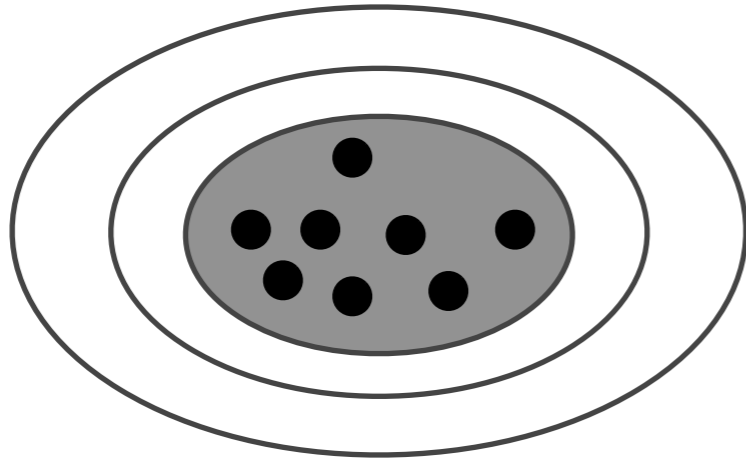
HOW?

# EXISTING INTERACTIONS

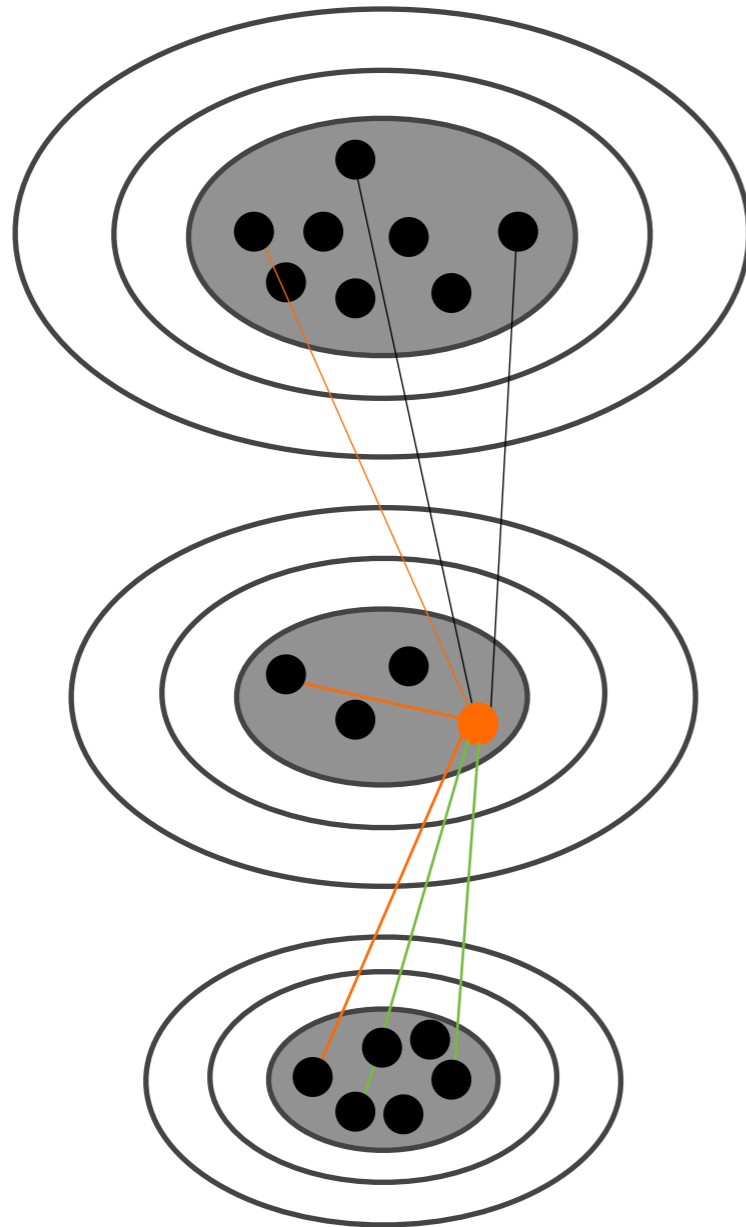




# STAKEHOLDER MAPPING



# A SUCCESSFUL CASE



mayor  
municipal advisor  
important policy maker

example best-case  
other network  
another network

fresh designer  
ambitious entrepreneur  
startup wannabe

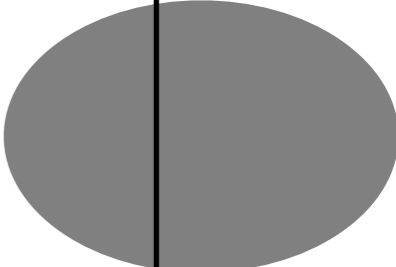

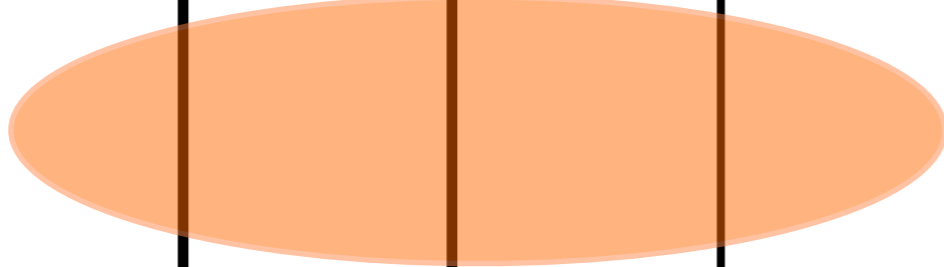
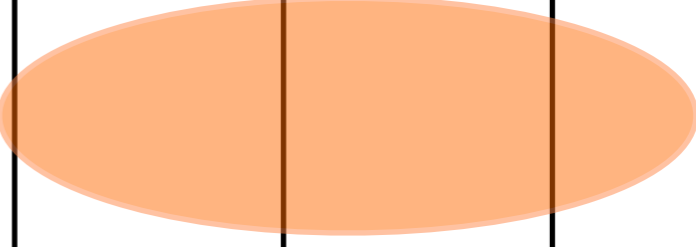
**managerial**  
**content**  
**friendship**



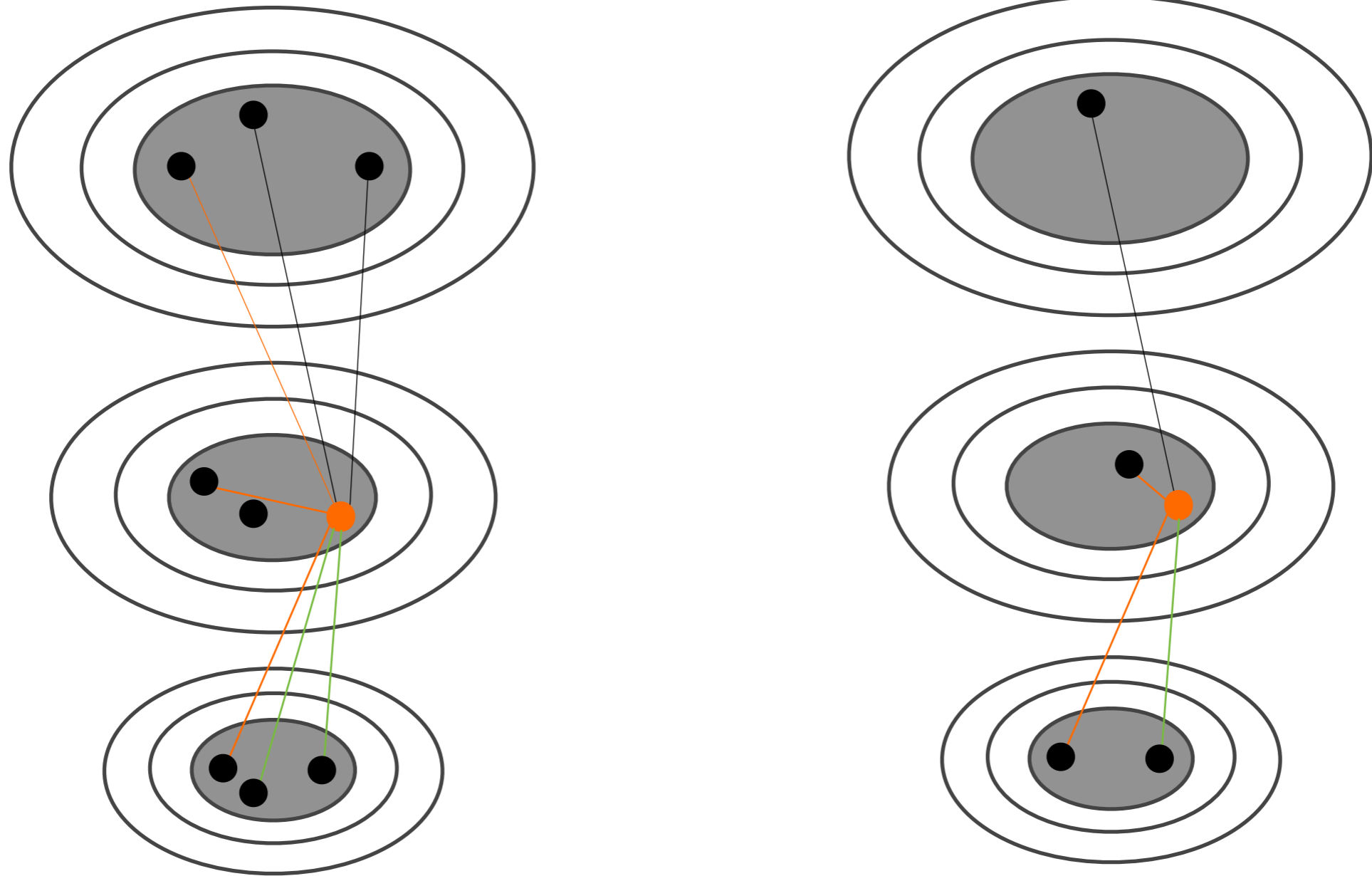
# WHO NEEDS HELP?

	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](http://www.aaltodesignfactory.fi)



Blokhuispoort front facade, [www.rijksmonumenten.nl](http://www.rijksmonumenten.nl)

# QUESTIONS?

## Sine Çelik

PhD Researcher

**'Multilevel Innovation and Transition Methodology'**

**'change the world or go home'**

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