

Faculty of Design

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## Scaling Up: From labs to systemic change

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A close-up photograph of concentric ripples on a body of water, with the ripples expanding outwards from a central point. The water is a deep blue-grey color, and the ripples are lighter, creating a textured effect.

SCALING UP: FROM LABS TO  
SYSTEMIC CHANGE

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**CHRISTINE DE LILLE &  
KATINKA BERGEMA**



### WHO WE ARE

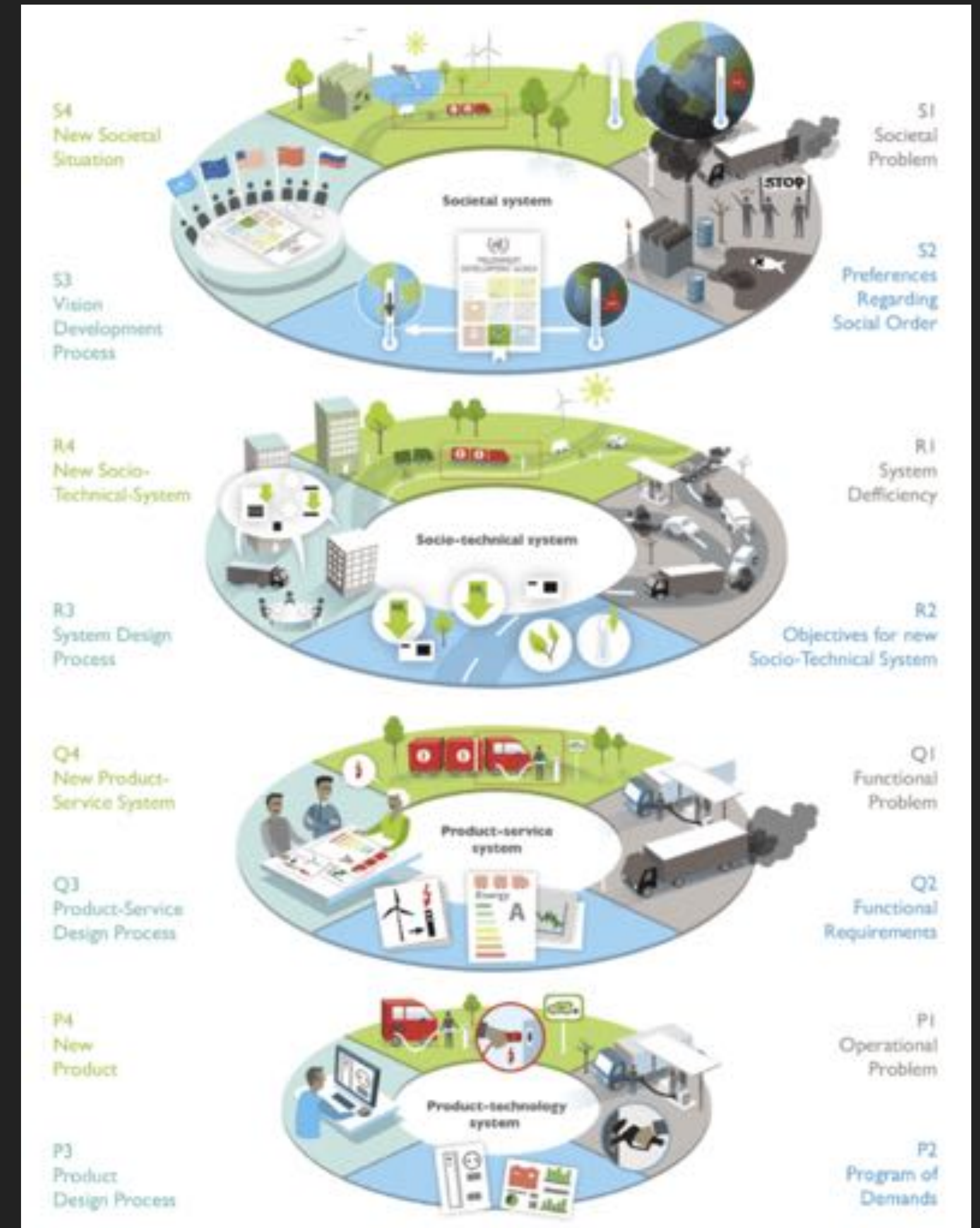
- ▶ Christine De Lille - Professor in making impact with innovation networks
- ▶ Katinka Bergema - Design consultant in making impact with innovation networks





# SOCIETAL CHALLENGE

- ▶ Societal challenges require
  - ▶ activities of multiple stakeholders
  - ▶ on different systemic levels
- ▶ Designers & design researchers often involved
  - ▶ for specific interventions
  - ▶ enabling entire processes



**MANY PROJECTS,**

**WHERE MANY DIFFERENT STAKEHOLDERS HAVE TO COLLABORATE,**

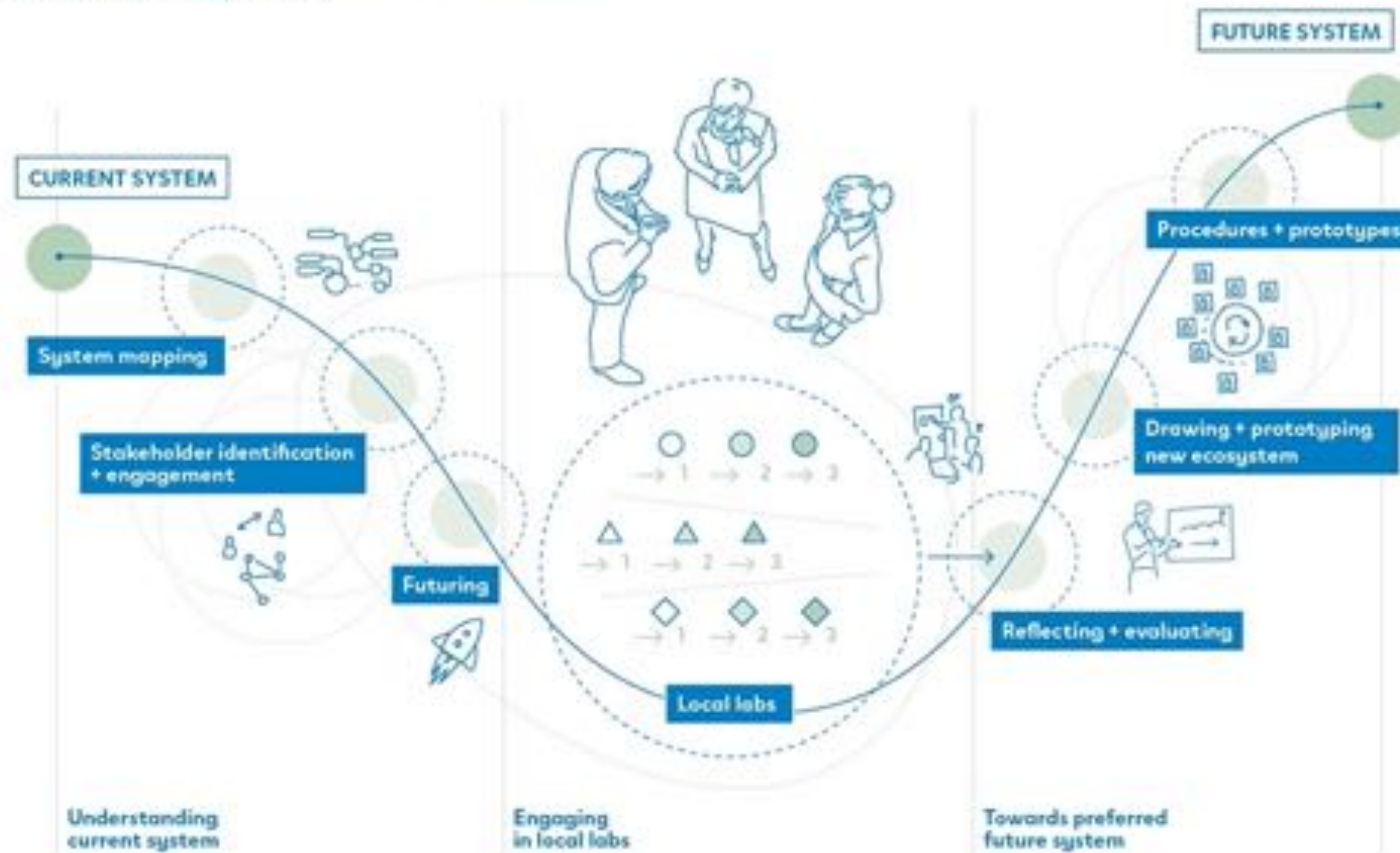
**REMAIN IN THE PROTOTYPE STAGES.**

**(JONES, 2020)**



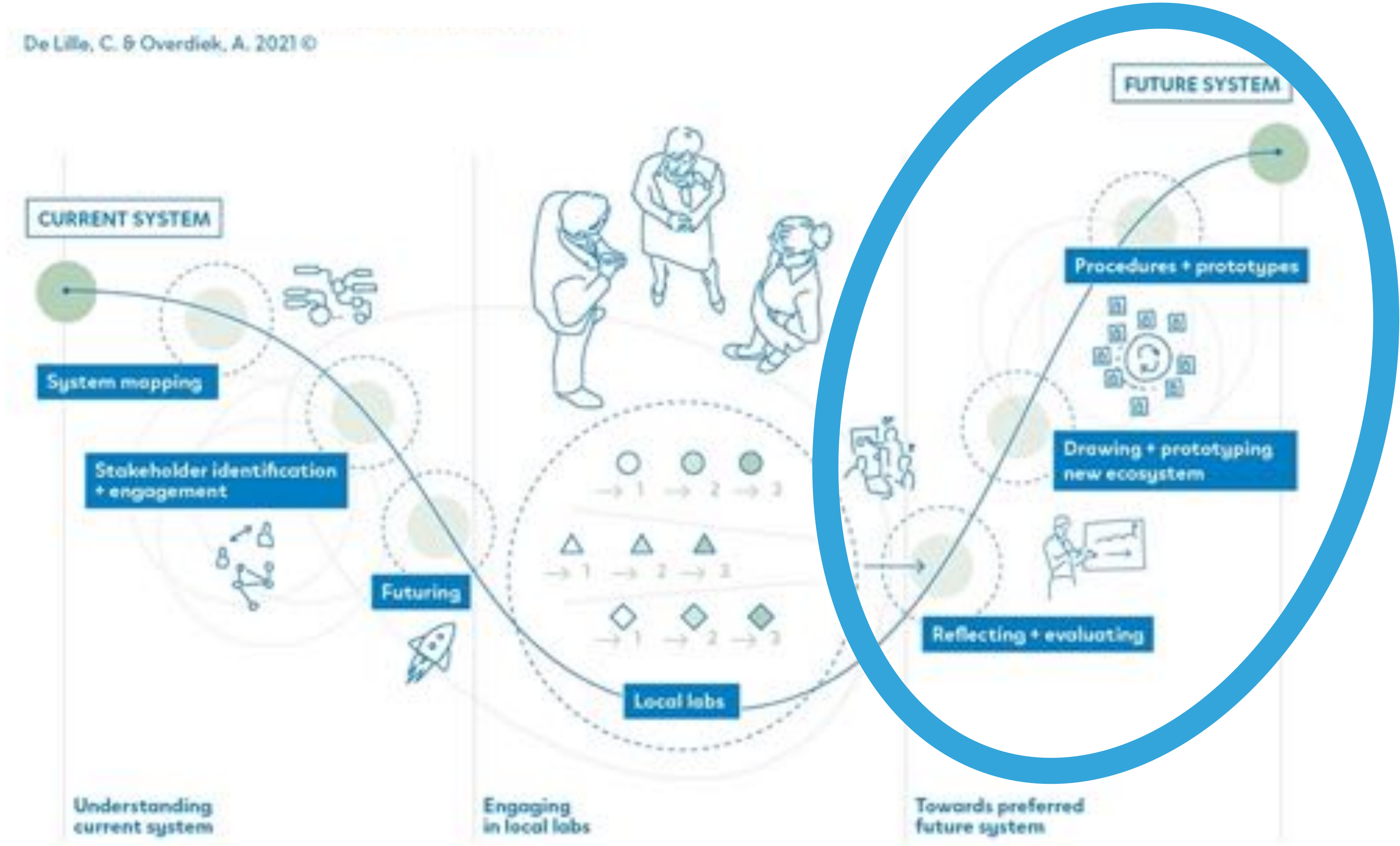
# INNOVATING SYSTEMS WITH LABS

De Lille, C. & Overdiek, A. 2021 ©





# INNOVATING SYSTEMS WITH LABS



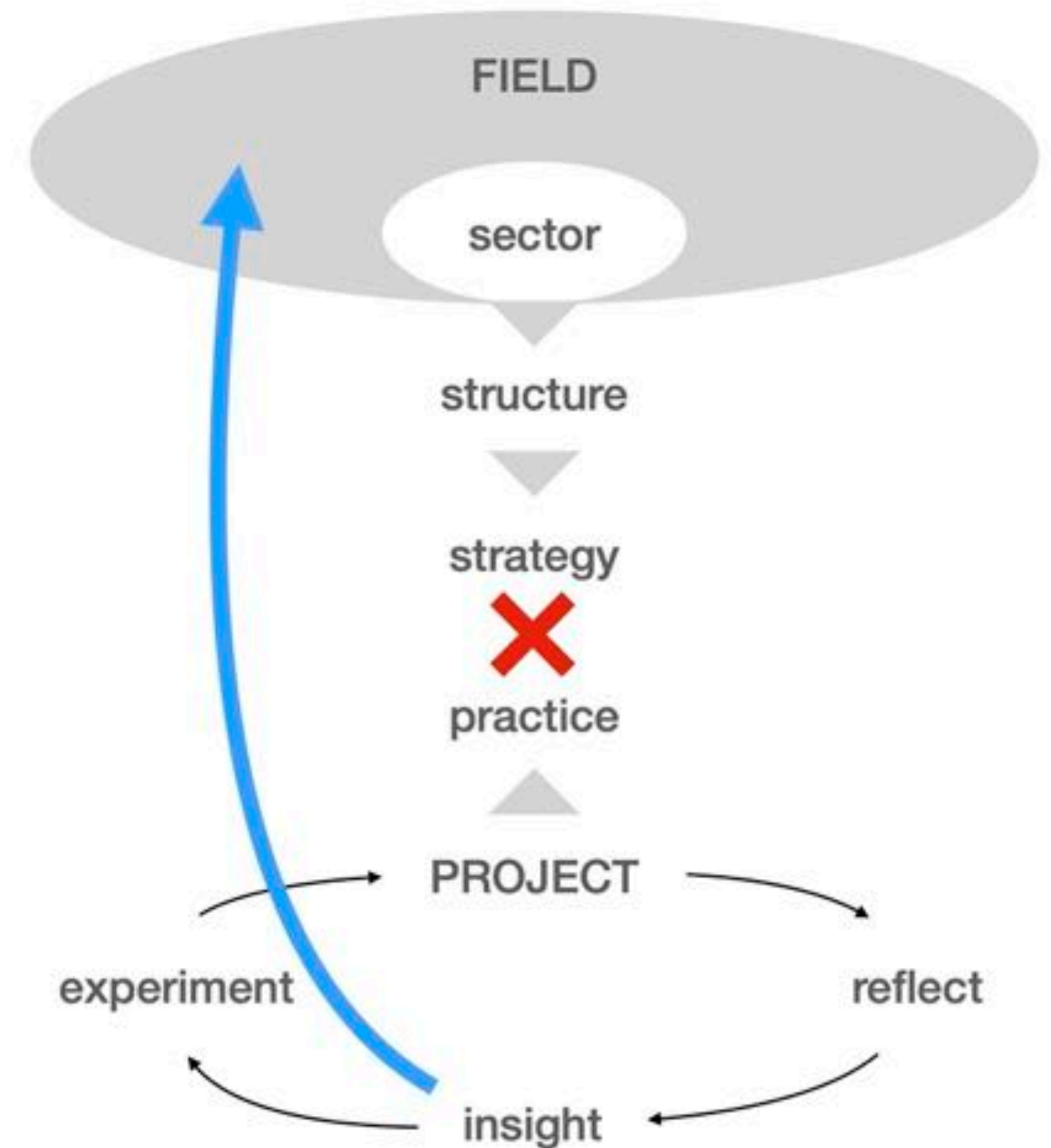
# PRACTICES FOR SYSTEMIC CHANGE

- ▶ Embrace complexity (van der Bijl-Brouwer et al., 2020, Design Council, 2021)
- ▶ Facilitate the collaboration, involve different backgrounds (Hassan, 2014, Riddel, 2016, Vink et al., 2021), create a safe environment (van der Bijl-Brouwer et al., 2020), create a shared language (Hassan, 2014).
- ▶ Include all levels, from micro to macro, organisational levels, from root cause to visions, from present to future (Design Council, 2021)
- ▶ Reframing, challenge existing mental models and expand solution spaces (van der Bijl-Brouwer et al., 2020)
- ▶ Create a vision (Design Council, 2021)
- ▶ Iterate (van der Bijl-Brouwer et al., 2020)
- ▶ Designing & making (Design Council, 2021, Mulgan, 2014)



# PRACTICES FOR SCALING UP

- ▶ Bypassing traditional top/down, bottom-up blockage, by connecting directly to the field (Dorst & Watson, 2022)



**WHAT ARE THE PRACTICES  
TO MOVE FROM LABS/  
EXPERIMENTS TO SCALE UP?**

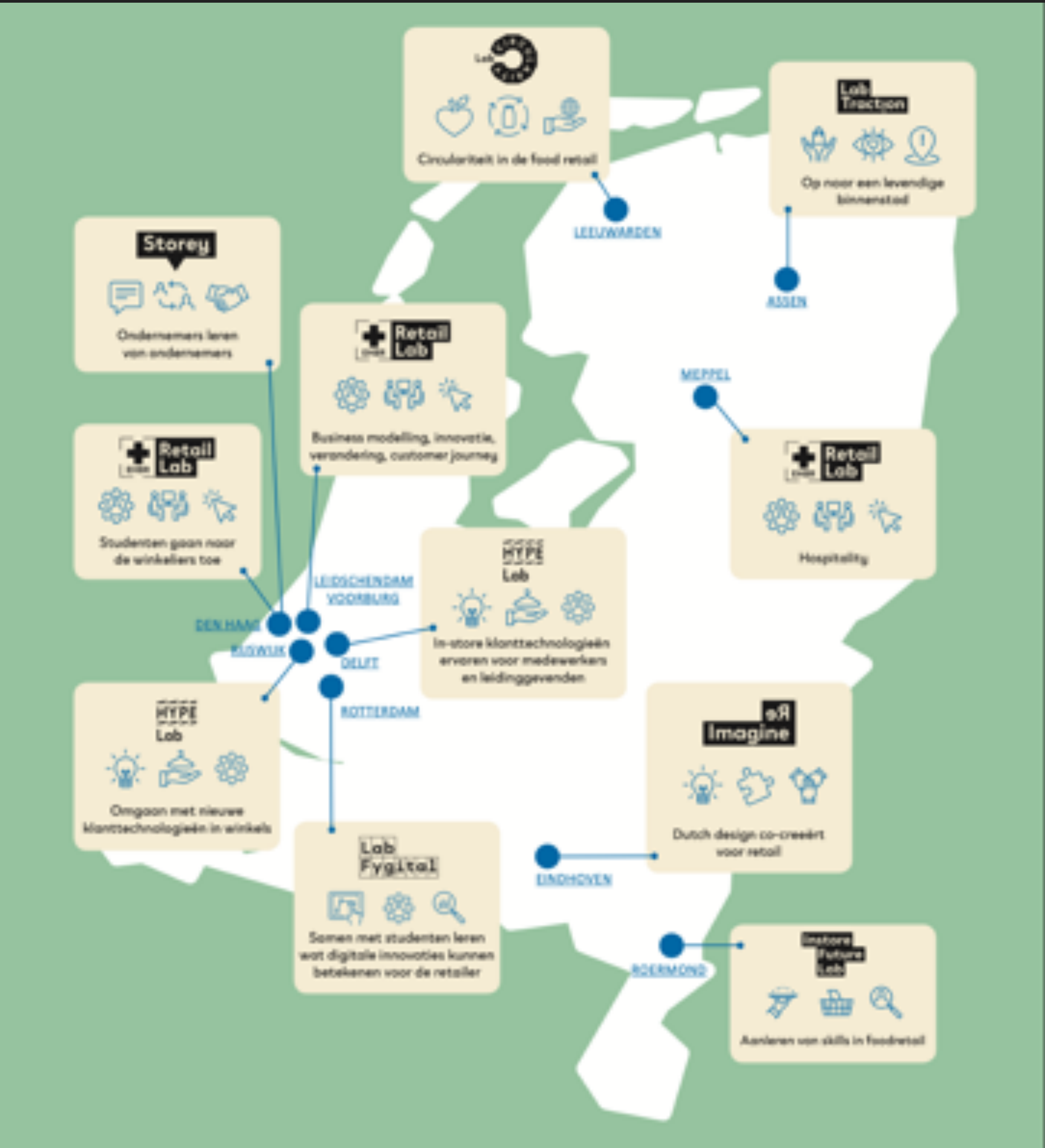


## TWO CASES

- ▶ Two three-year multi-stakeholder cases with impact on different systemic levels:
  - ▶ Future Proof Retail
  - ▶ Urine bags for contrast media
- ▶ Iterative approach for data collection & analysis (Miles & Huberman, 1994).
  - ▶ Interviewing the project leaders
  - ▶ 6-7 interviews / case
- ▶ Data analysis in a reflective dialogue with deep dives in the 'critical incidents' (Fachin & Langley, 2018)



FUTURE PROOF RETAIL





## SCALING UP: FROM LABS TO SYSTEMIC CHANGE

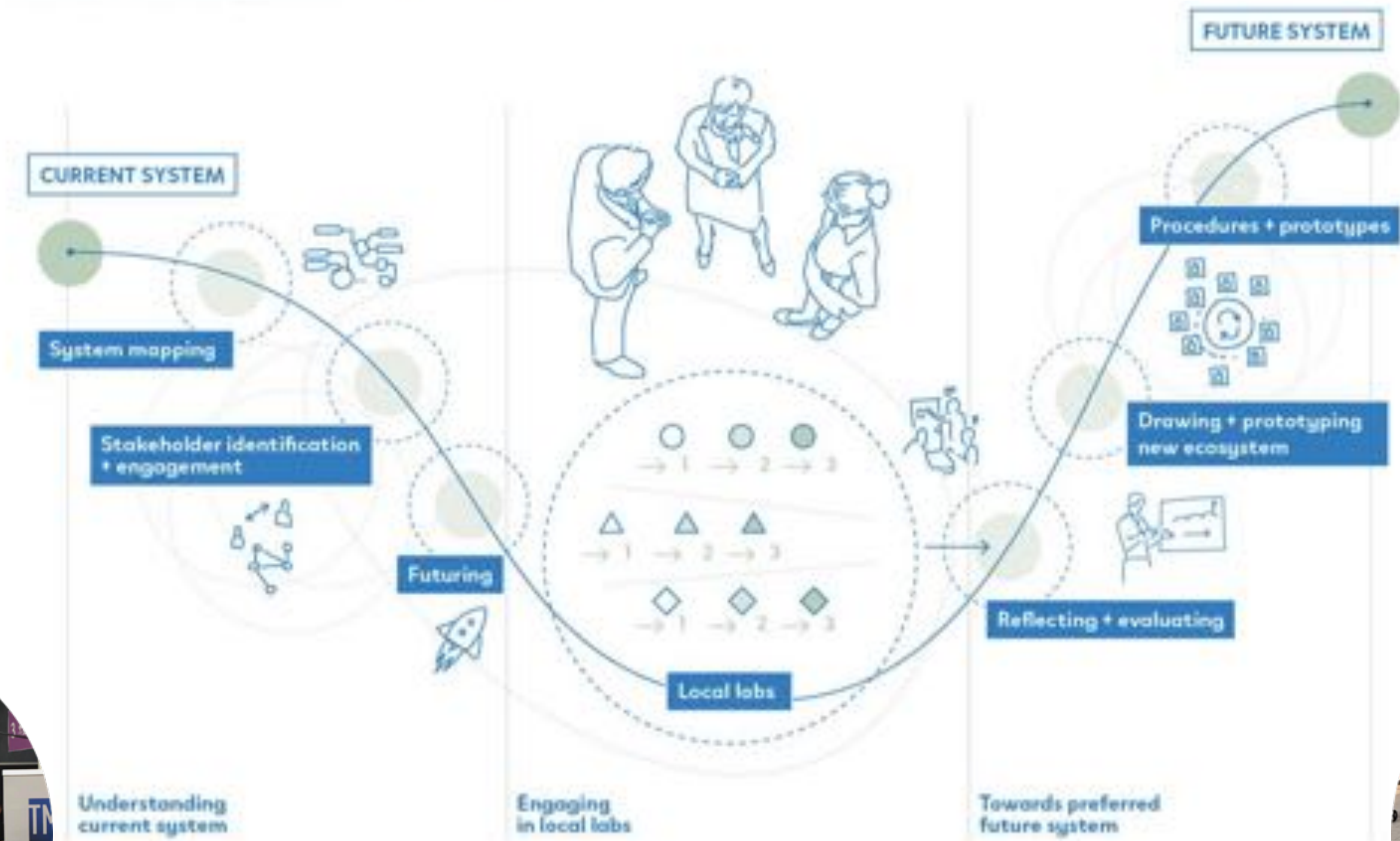
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- ▶ 10 municipalities
- ▶ 11 universities and vocational schools
- ▶ Companies such as Salesforce
- ▶ Design agencies
- ▶ Organisations such as branch associations, Dutch Chamber of Commerce and Ministry of Economic Affairs



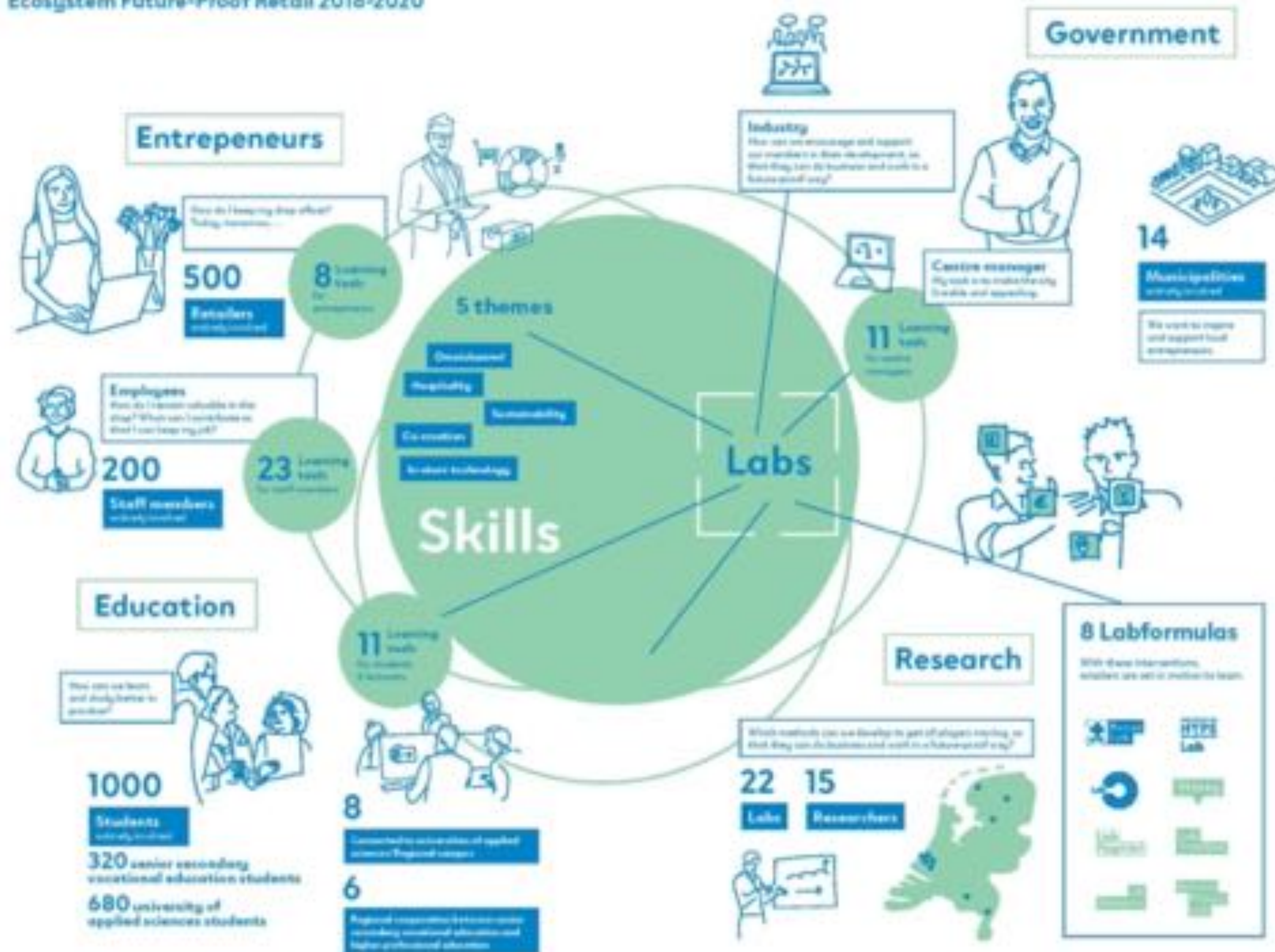
# SCALING UP: FROM LABS TO SYSTEMIC CHANGE





# SCALING UP: FROM LABS TO SYSTEMIC CHANGE

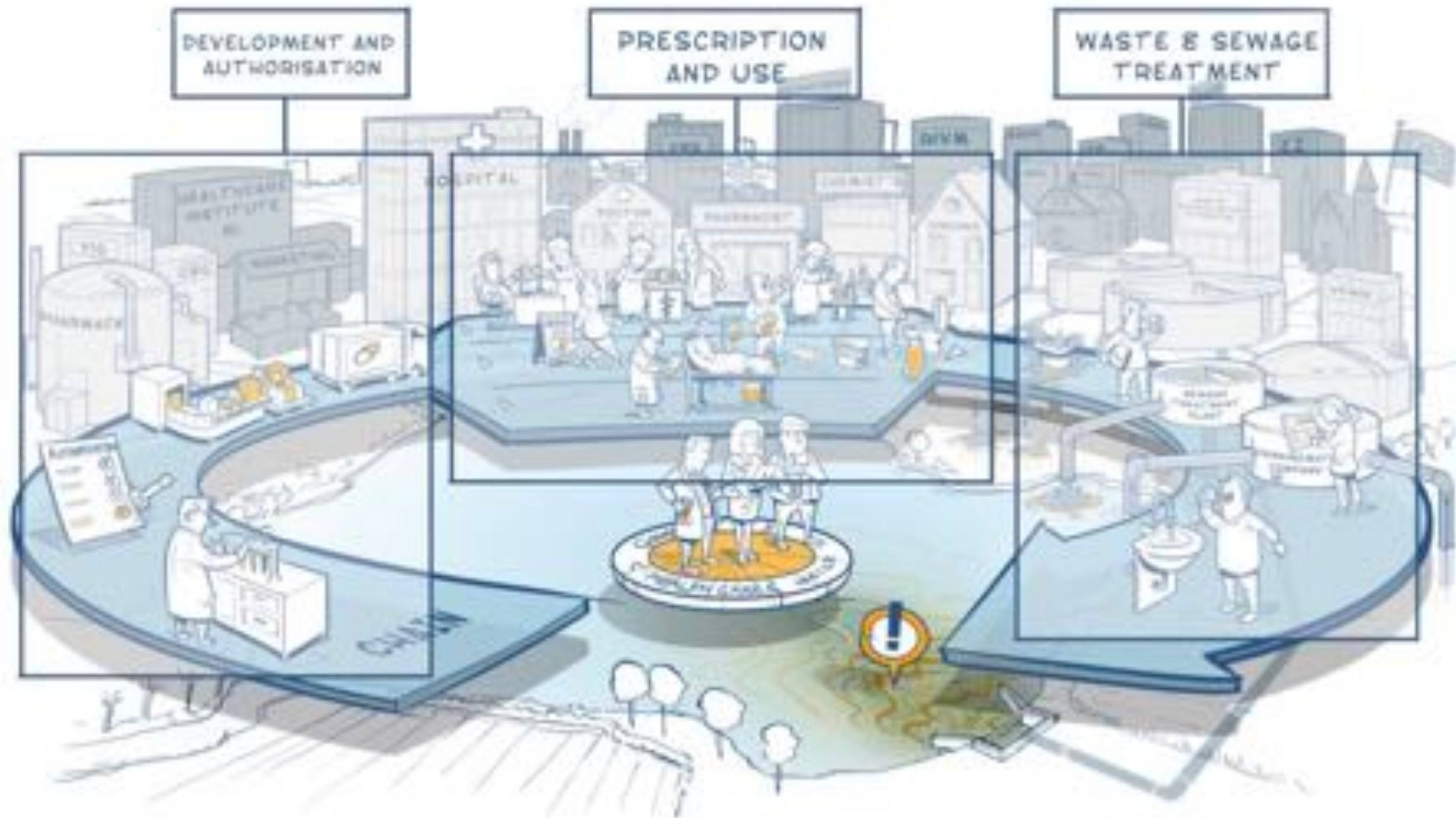
Ecosystem Future-Proof Retail 2018-2020



- ▶ Being able to act quickly on COVID
- ▶ Approach embedded within branch association practices
- ▶ Example project in Parliament
- ▶ Continued without our involvement in multiple projects



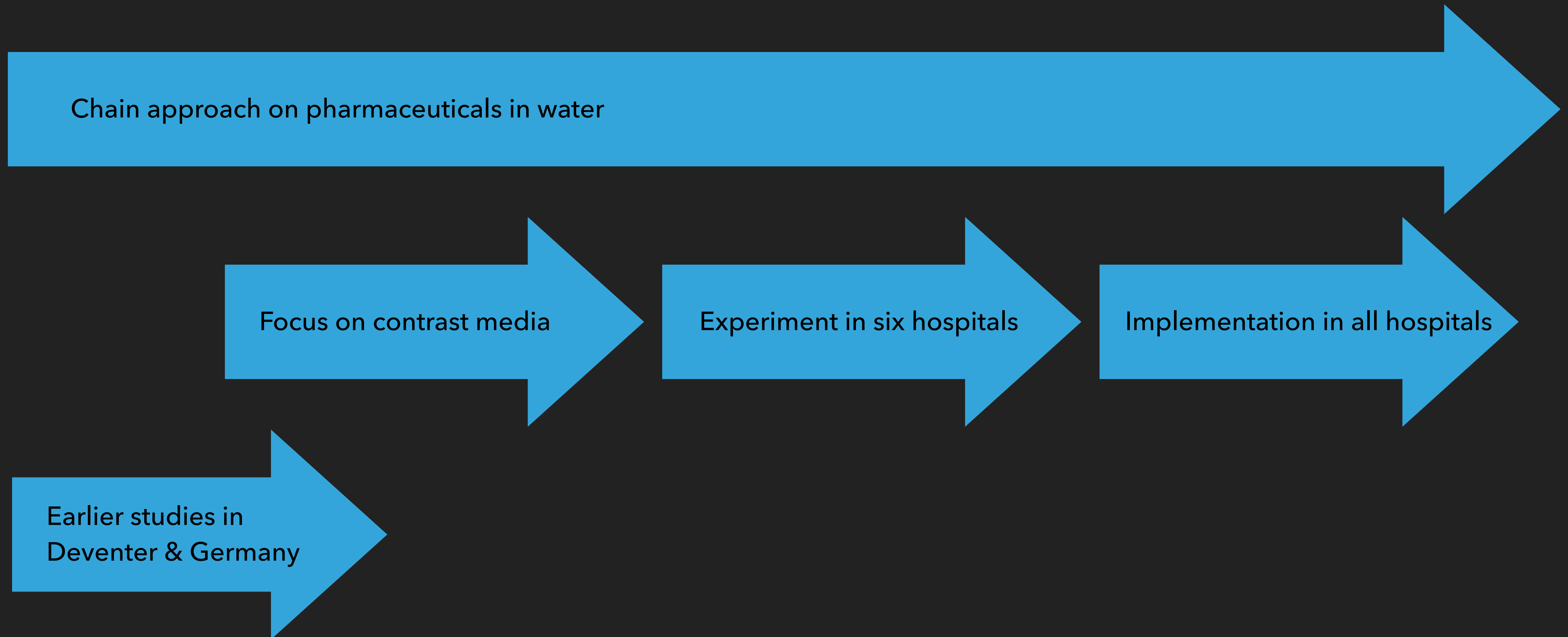
# CHAIN APPROACH TO REDUCE PHARMACEUTICAL RESIDUES IN WATER

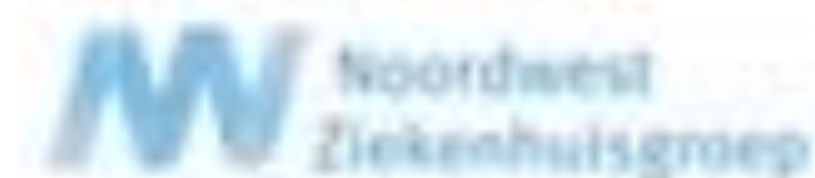




SCALING UP: FROM LABS TO SYSTEMIC CHANGE

## URINE BAGS FOR CONTRAST MEDIA



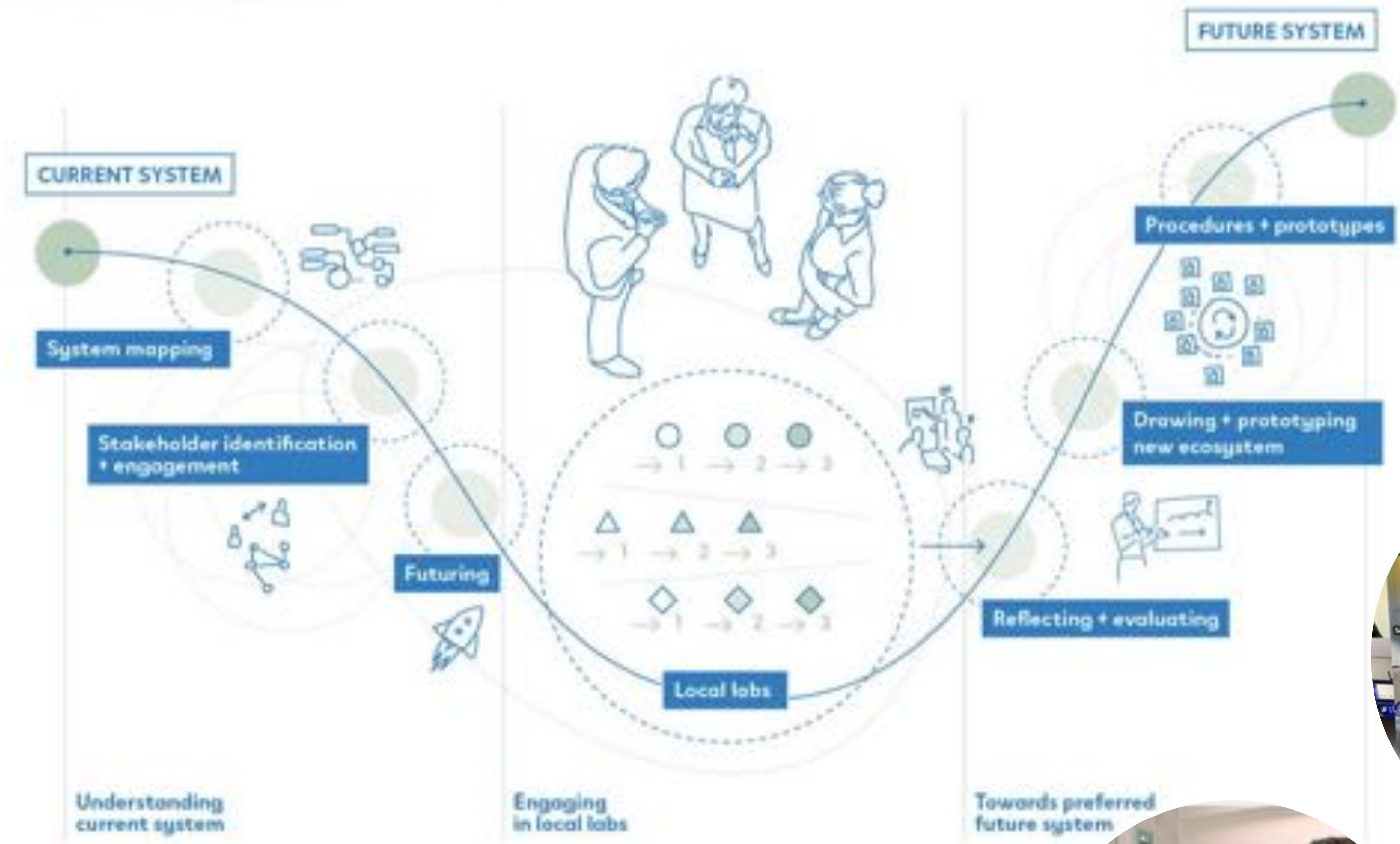


TOGETHER WE WORK ON HEALTHY WATER



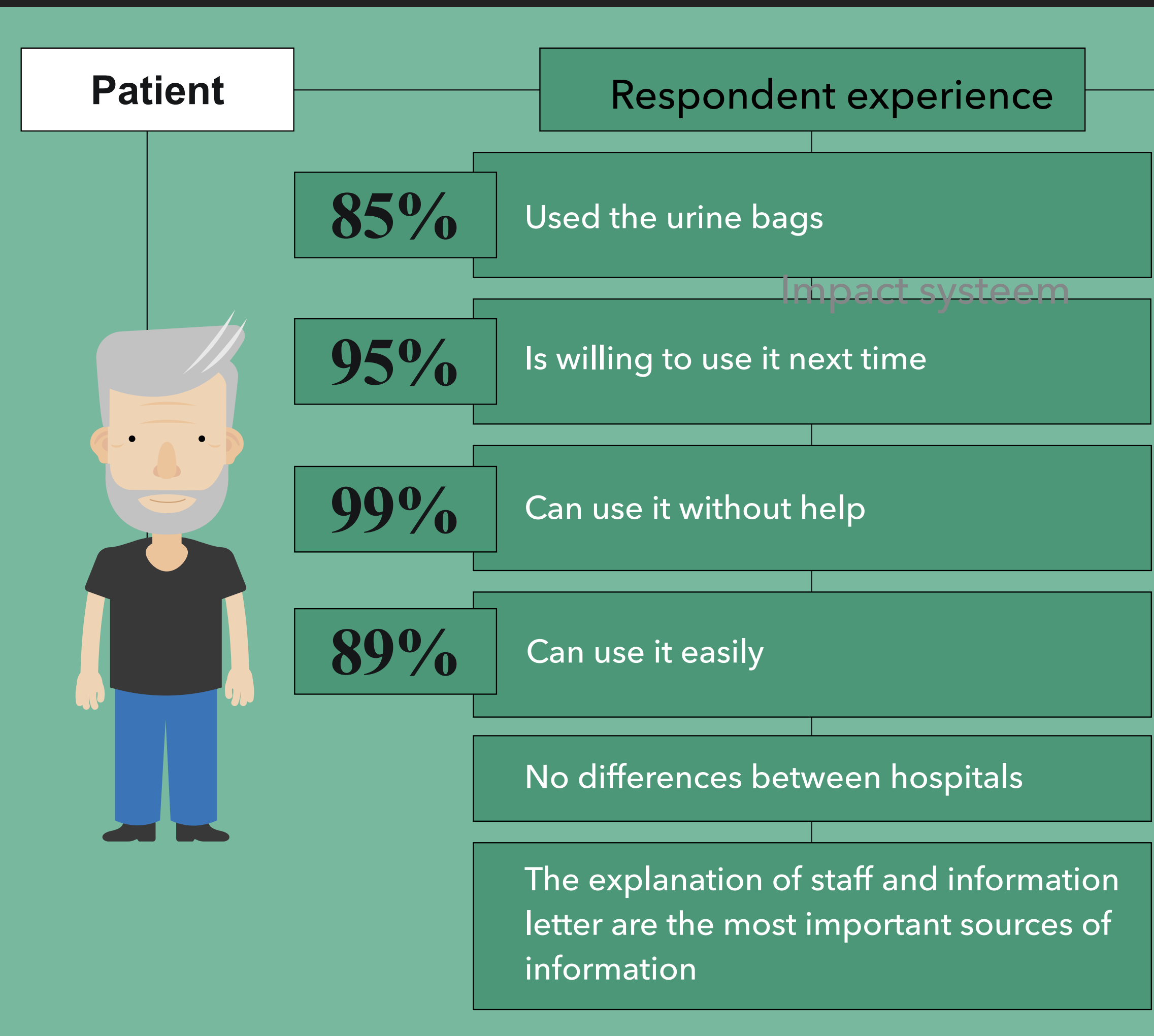


# SCALING UP: FROM LABS TO SYSTEMIC CHANGE





# IMPACT



- ▶ In contact with 67 of the 71 hospitals
- ▶ 50 hospitals that want to start
- ▶ 14 hospitals in the buddy process
- ▶ 4 hospitals that got the funding

# PRACTICES

- ▶ Four design practices to scale systemic change.
  - ▶ Governance model
  - ▶ Action-driven approach
  - ▶ Storytelling
  - ▶ Navigating





## GOVERNANCE MODEL

- ▶ Ensure local ownership
- ▶ Be mindful of a scaling model
- ▶ Be able to step out the system





## ACTION-DRIVEN APPROACH

- ▶ Putting experiences central
- ▶ Design experiments
- ▶ Use 'labs' as catalysts of change



# STORYTELLING

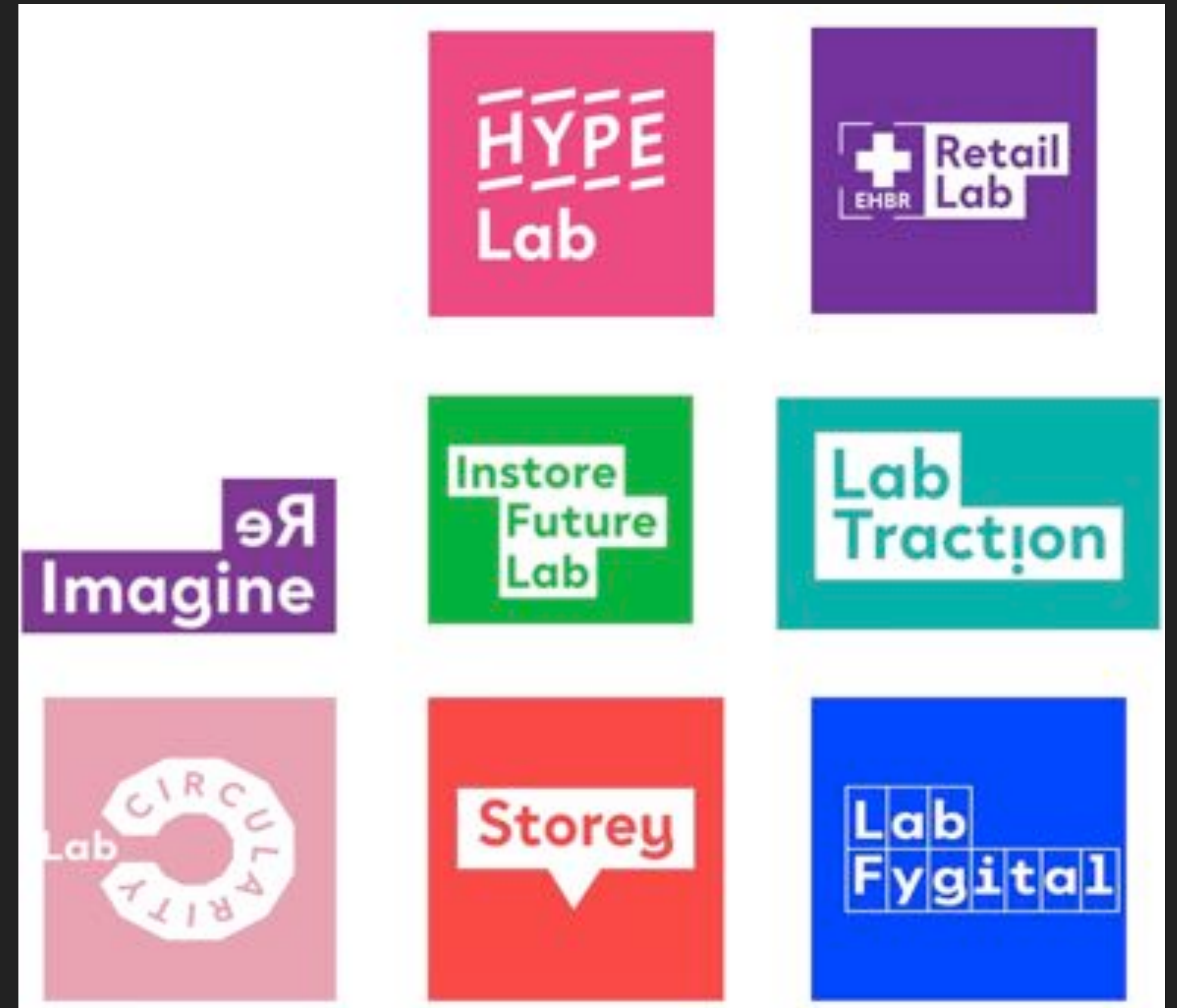
- ▶ Helps to put experiences central
- ▶ Helps gaining traction and support
- ▶ Using media attention where necessary





# NAVIGATING

- ▶ Leave room for intuition
- ▶ Find the right buttons
- ▶ Being able to let go of the existing system
- ▶ Accept what needs to stay within the system





## HOW TO DESIGN FOR SCALING UP

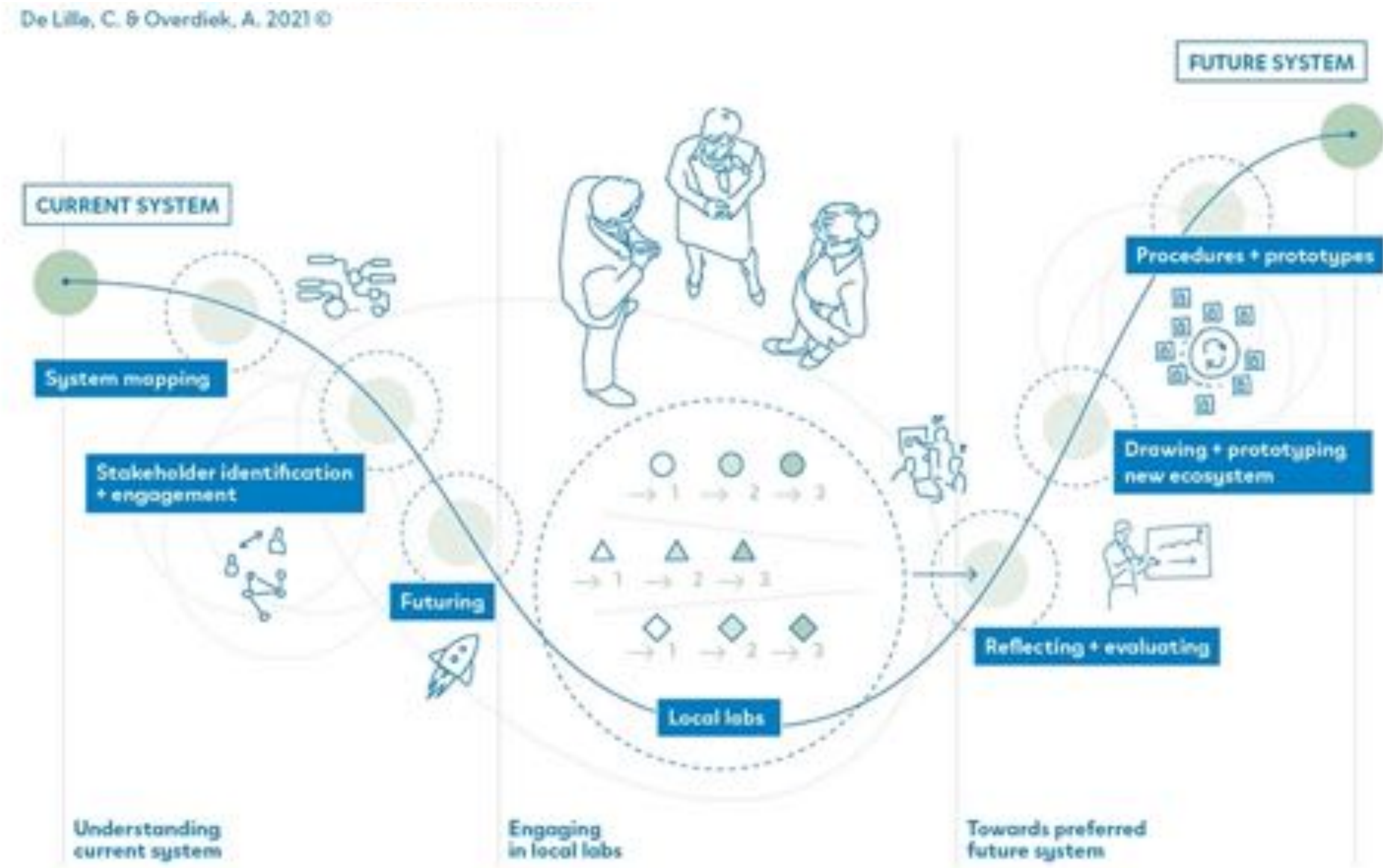
- ▶ As researcher and design consultant never involved from the early start till the last action
  - ▶ Build the network, involving all necessary partners
  - ▶ Make yourself redundant and the team responsible
  - ▶ Create a clear vision with action perspective
  - ▶ Create enthusiasm & and a team





# INNOVATING SYSTEMS WITH LABS

- Past
- Manufacturing
  - Textile
  - Aviation
  - Baggage
  - Retail
  - Health & water
  - Future cities



- New
- Sustainable aviation
  - Regional development funds
  - Future water
  - Chemical industry
  - Policy makers



# EXPERTISE NETWORK SYSTEMIC CO-DESIGN



<http://inholland.nl/onderzoek/onderzoeksprojecten/expertise-netwerk-systemisch-co-design>



QUESTIONS?

# THANK YOU!

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Katinka Bergema, [Katinka@Zwaluw.net](mailto:Katinka@Zwaluw.net)