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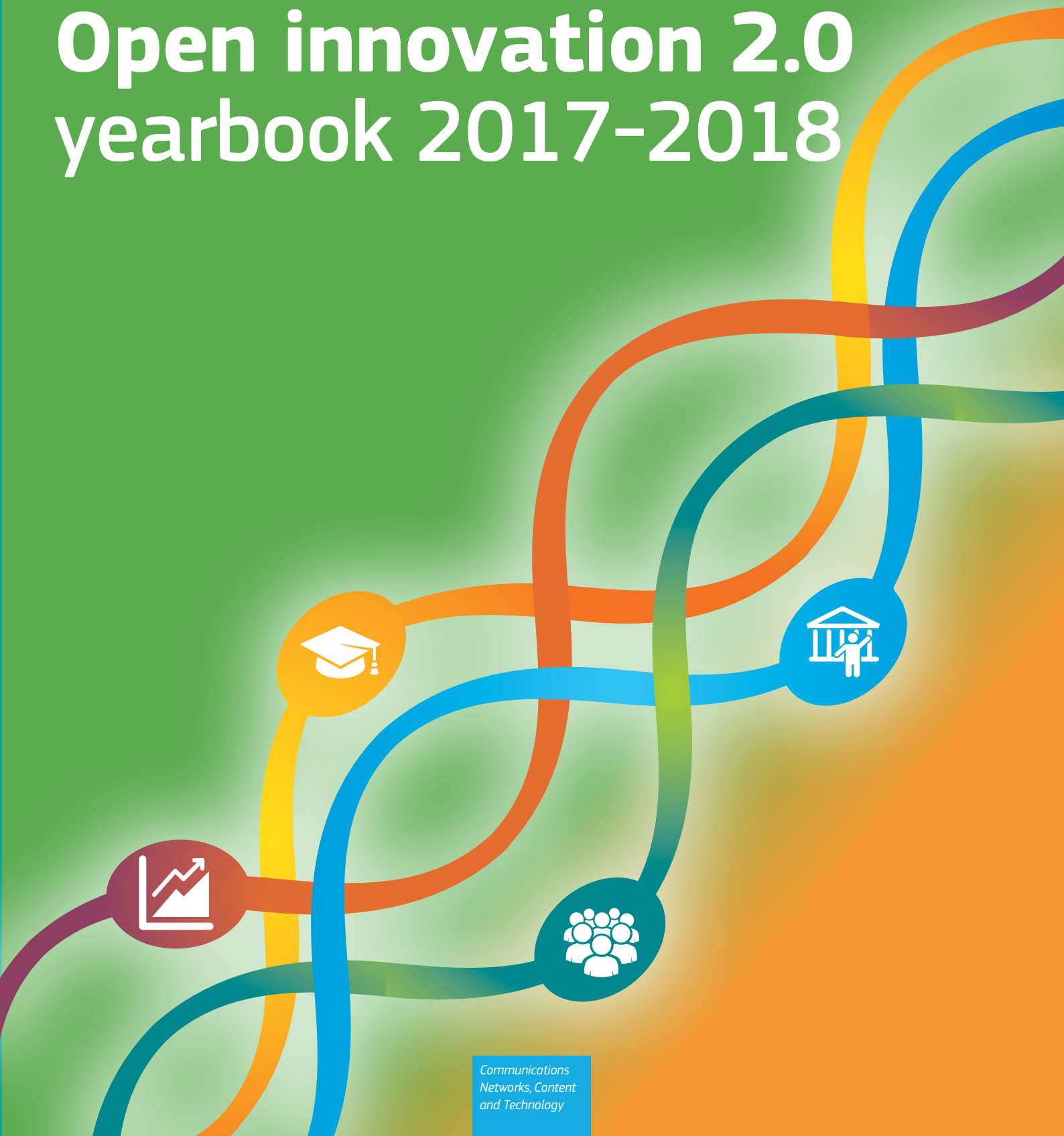

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Open innovation 2.0 yearbook 2017-2018

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Executive summary

The *Open innovation 2.0 yearbook 2017-2018* builds on the experience of open innovation cases already introduced in the previous editions. Open innovation 2.0 (OI2) is gaining momentum and is scaling up in very many domains, as this publication will show.

We provide new perspectives on open innovation ecosystems. How to build and run them from the process and skills perspective is of great importance when scaling up open innovation 2.0.

Innovation measurement and modelling are topics we deal with as well, as it is important to understand the impact of the OI2 approach compared to traditional innovation patterns.

The yearbook is divided into four thematic chapters to help the reader to find the relevant content more easily.

In the first section on **'Making open innovation 2.0 operational'** we introduce new functional modes necessary for the creation and take-up of open innovation ecosystems. The article by **Salmelin** highlights the importance of new professions in the dynamic processes necessary at ecosystem level. These new professions integrate the various quadruple helix players and make the innovation ecosystem inclusive, along with delivering results for the commonly agreed objectives. Together with industry, academic institutions are in key positions to create the curricula for these new professions.

In his article, **Curley** brings forward the pattern language he has worked on, making the use of open innovation 2.0 easier and more systemic. The dependencies/patterns are very clear, and if brought into the canvas of open innovation 2.0 they can contribute to the definition of a holistic approach.

Cuartielles et al bring innovation, and especially innovator discovery, forward. The Innovation Radar tool can be used to identify innovators in ecosystems, in turn facilitating the composition of winning teams around selected themes. The article describes several cases, the most well-known of which may be Arduino, the company that also received the Innovation Luminary Award in 2017.

In the article by **Edvinsson et al** the concept of modern innovation and learning spaces builds on more than 20 years of thinking on future centres, a movement that has seen worldwide growth. Examples of these spaces and their development into rich, stimulating spaces are illustrated by O-spaces, where O represents both ozone and optimism. Creativity requires new thinking in designing innovation spaces as part of open innovation 2.0 ecosystems. The article highlights several critical success factors for creative spaces and the processes within.

In **'e-Platforms'** we have several interesting articles. One can see the platforms together building a foundation for common approaches, which will be set out through the work of the Open Innovation Strategy and Policy Group.

The first paper in this section, by **Kwakkel et al** describes a successful project environment which creates a strong underlying platform for sociotechnical interconnectivity. The Accomplissh project brings societal, cultural and economic aspects into innovation performance, providing clear indicators on how impactful projects need to be designed following the open innovation 2.0 approach. The article combines theoretical with practical experimental approaches and provides a better understanding of impactful ways of designing actions.

Knowledge management is an issue for open innovation application. In their article, **Berbenni-Rehm et al** explain their systemic approach to classifying knowledge for effective knowledge sharing. The approach is based on a modular structure developed in the PROMIS project. Interesting areas of take-up are identified, as the method can be used not only to find and share knowledge, but also to build teams based on competencies, very much in the spirit of open innovation 2.0.

Aarnio describes a systemic approach on how to apply open innovation in the medical field. He identifies two gaps where open innovation and the communities approach can significantly improve the success rate and take-up of innovation. The innovation gap is in finding the right competencies to bring forward solutions, and the take-up gap is to be covered by experimentation in the real world, i.e. having the right stakeholders and decision-makers involved in the process. The practical role of procurers in the health sector is obvious. The medical area is developing very interestingly to also include

devices for user communities to find out more and to co-create personalised services, which complements the strongly regulated professional aspects of this field. He introduces communities of practice as an important tool for the innovation flow.

Rubalcalba et al propose a powerful tool to describe the interrelations in functional open innovation ecosystems. Using this tool it is easy to visualise the complexity and the dynamics of such ecosystems over time. Combining this approach with others to find missing competencies can be a relevant opening for better dynamic resource management in larger innovation ecosystems.

In the section on **'Regions and cities'** there are two articles.

The paper from **Valkenburg et al** focuses on co-creating smart cities in quadruple helix settings. The case of Eindhoven moving from triple helix to quadruple helix has been described before in our series of OI2 yearbooks. In this edition we see deeper guidance, based on best practice, on how to get citizens engaged, and on what that engagement means for open innovation ecosystems, including for the public sector and industry participants.

The paper by **Cakir** addresses the regional aspect in depth. How can we expand from well-functioning innovation hubs, for example living labs scaling the activity, to regions where not all the same possibilities to operate exist?

The **'Industry and transformation'** section has interesting conceptual articles, but also very practical ones, describing key transformative factors that quadruple helix players need to take into consideration.

In the article by **Casprini et al** the transition process from open innovation to open innovation 2.0 is described in a systemic manner. The aspects to be taken into account reflecting the required new mindset for OI2 are very thoroughly described: a must-read for OI2 practitioners. The recommendations are based on Euripidis project findings and also tackle the structural and behavioural changes organisations need to face when moving to OI2.

The article by **Turkama et al** provides an interesting overview of open innovation, open innovation 2.0 and the pathways forward. It analyses and structures the drivers and added value of OI2 to all stakeholders in a very balanced and analytical manner, based on which clear recommendations on how and where to best apply open innovation can be formulated. The authors propose three dimensions where the traditional principles and processes of open innovation could provide significant contributions in the future.

The article by **Kune et al** reflects the current development of open innovation 2.0 and challenges the slow take-up. The changes in mindset from OI to OI2 seem to be a significant organisational barrier as the ecosystem practice in the spirit of OI2 is not yet fully in place. The article addresses how to engage the stakeholders in the new paradigm and what the new approach can create as added value for all of them.

The article by **Tanaka** describes the Japanese approach to things and systems (related to the Internet of Things) in the perspective of open innovation 2.0. It explains the rationale and also some very practical approaches to how the concept is implemented. The article highlights the collaborative role of industry and policymakers in the transition of Japanese industry, also leading to the use of OI2 principles in practice.

The article by **Sargsyan** tackles changes due to use of big data and opens new perspectives on how to interlink open data with new business models. Open data (stemming from both big data and little data), i.e. that kind of data which are very operational and highly context sensitive, need to be seen as complementary in the industry commons context.

The bonus article by **Hubavenska** illustrates how communication interlinked with open engagement platforms is crucial for continuous development of open innovation ecosystems. Besides new professions to build and run the ecosystems, continuous value needs to be created for all players to keep them actively contributing to the common goal.

We hope that, as the previous editions (which can be found at https://ec.europa.eu/digital-single-market/open-innovation-strategy-and-policy-group) already published, the *Open innovation 2.0 yearbook 2017-2018* can provide inspiring and useful reading on how open innovation 2.0 can be successfully taken on board and be fully integrated into strategies for open innovation ecosystems.

PART II

e-Platforms

Article 7

Accomplissh: creating societal impact from social sciences and humanities research

Accomplissh ('Accelerate co-creation by setting up a multi-actor platform for impact from social sciences and humanities') is a unique co-creation engagement platform focused on societal, cultural, economic or policy-related impacts originating from social sciences and humanities research. It is funded through the EU Horizon 2020 research and innovation programme. The Accomplissh consortium consists of 14 universities originating from 12 countries around Europe. For a geographic overview of the partners see Figure 1 below.

For the first time, results from both practice and the theory of co-creation and impact will be developed and tested in such a way that it is transferable, scalable and customised for academia, industry, governments and societal partners across the whole of Europe. The overall Accomplissh approach is shown in Figure 2.

Figure 1: Accomplissh consortium

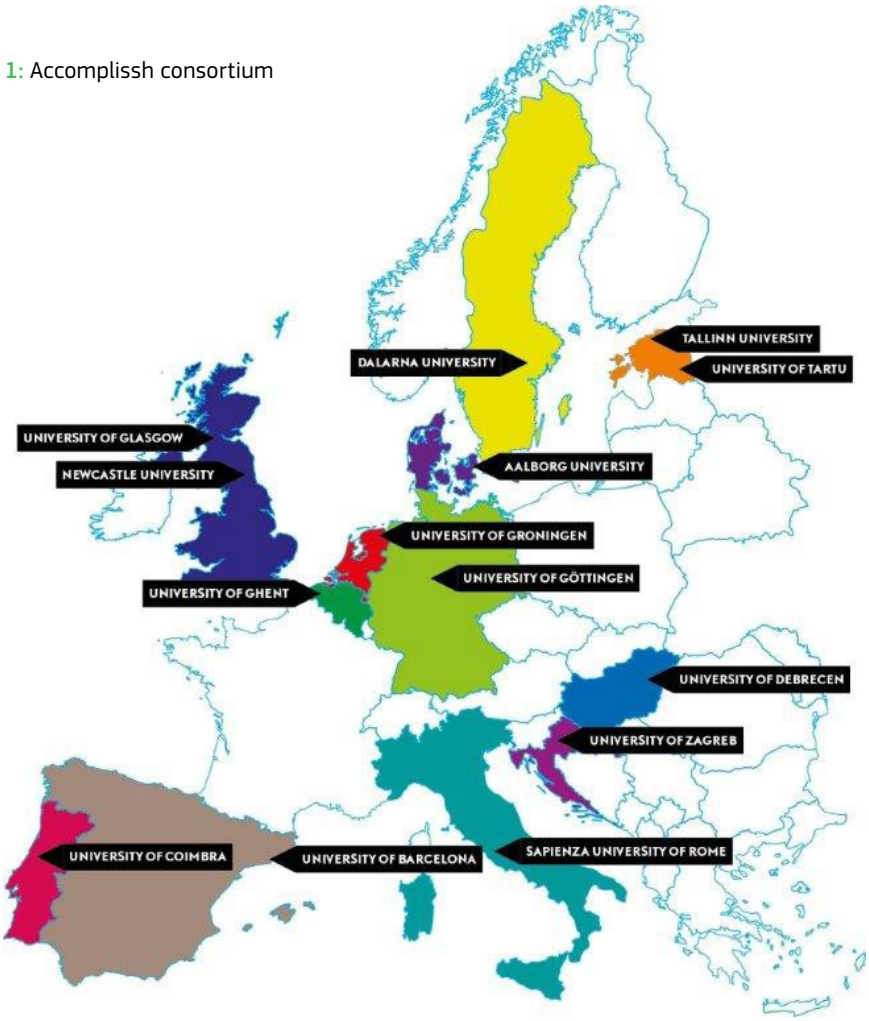
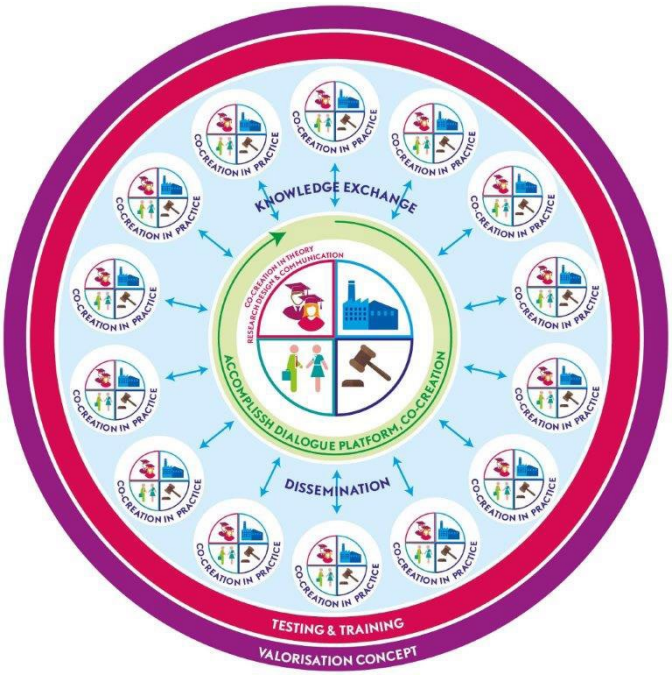


Figure 2: The overall Accomplissh approach



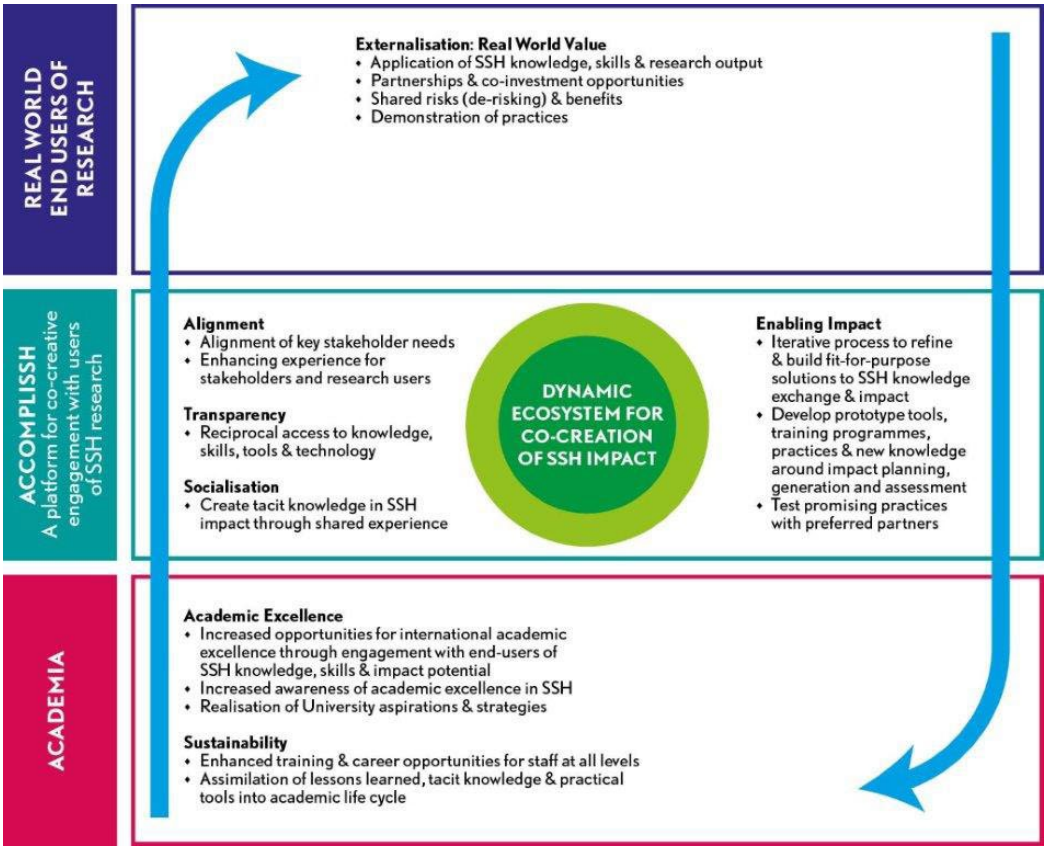
Introduction

Traditional knowledge-exchange approaches focus on linear processes: from academia to society. In order to address the most pressing societal challenges in our world today and achieve widespread and transformative societal impact, all relevant actors need to cooperate in an equal setting: co-creation. Co-creation brings the relevant stakeholders together and transcends boundaries, but it does not happen naturally. Therefore, the Accomplissh consortium is actively involving all partners from the so-called quadruple helix (industry, governments and societal partners) within the project to develop, define and train in co-creation and impact best practice. The project has chosen an open innovation 2.0 approach.

In the Horizon 2020 programme the European Commission has recently acknowledged the significant potential of social sciences and humanities (SSH) disciplines and research in contributing to and addressing the challenges facing society [1]. Societies are communities of individuals. Inside these communities, actors, entities and market systems are becoming more interconnected and are therefore complex [2]. As a result it is becoming more and more difficult to overcome societal challenges. For this reason, an innovative transdisciplinary co-creation approach is needed (see Figure 3).

Accomplissh is funded under the European Commission's Horizon 2020 programme, with a total budget of EUR 1 898 412. The Accomplissh project started on 1 March 2016 and had a life time of 3 years. Accomplissh is coordinated by Sharon Smit, Director

Figure 3: Transdisciplinary co-creation approach



Sustainable Society, University of Groningen, the Netherlands.

The Accomplissh platform consists of 14 universities originating from 12 countries. They represent all the subdisciplines in SSH. The academic partners are as follows: University of Groningen (Netherlands), University of Glasgow (United Kingdom), Aalborg University (Denmark), Dalarna University (Sweden), Newcastle University (United Kingdom), University of Zagreb (Croatia), University of Tartu (Estonia), Sapienza University of Rome (Italy), University of Göttingen (Denmark), University of Debrecen (Hungary), University of Ghent (Belgium), University of Barcelona (Spain), Tallinn University (Estonia) and the University of Coimbra (Portugal). Importantly, the commitment to integration of stakeholders from all sectors of the quadruple helix is in the DNA of the project, and key associations are shown in the diagram below (Figure 4).

Figure 4: Accomplissh quadruple helix

Open innovation and Accomplissh

The open innovation 2.0 approach introduced by the digital agenda for Europe aims at tackling Europe's key challenges by involving all stakeholders from the quadruple helix model [3]. Drivers of change are identified in a way that single actors could never bring forward on their own. A multi-actor co-creation approach takes full advantage of the cross-fertilisation of ideas. The Accomplissh project embraces this approach, which can be seen in the way the dialogue platform will be organised (universities together with industry, governments and societal partners as equal partners). By involving stakeholders from universities, industry, government and societal organisations we ensure that the potential impact of SSH research can be unlocked and used in the development of products, services and policies.

Open innovation 2.0 is based upon the principles of integrated collaboration, co-created shared value, cultivated innovation ecosystems, unleashed exponential technologies and extraordinarily rapid adoption [3]. The initiative states: 'innovation can be a discipline practiced by many, rather than an art mastered by few' [3]. The Accomplissh consortium strongly believes that it can foster the dialogue within the project timelines and pave the way for co-creation to be adopted by many more after the project.

The digital agenda states that much needs to be done to properly establish open innovation 2.0 in Europe. Partners in all quadruple helix sectors should make efforts to strengthen and establish the open innovation approach. Accomplissh will make a significant contribution to achieving these goals.

Realising Accomplissh's aims

The aim of the platform is to generate co-creation and impact approaches which are relevant and scalable for the whole of Europe. Testing and training are important elements in the implementation and further development of the co-creation and impact approaches. Instruments will be developed and tested to serve as guidelines for co-creation and impact. Training creates an innovative mindset among the quadruple helix partners in the various settings. This will contribute to the further development of SSH research design and communications, which are critical factors in the integration of co-creation and impact in academic culture and activity.

Accomplissh partners will test models iteratively in live research environments during the project cycle. The outcomes of that process will be used to redefine and reshape how we think about and carry out co-creation. Accomplissh will test how the chosen approach can exploit SSH research outcomes to their full potential, in the regional environment and with a high scalability factor for the whole of Europe.

The project creates platforms for dialogue both in the quadruple helix setting and in smaller academic settings. The smaller platform looks into barriers and enablers of co-creation from an academic perspective and brings forward new research design and communication approaches, with a specific role for research support officers as they help bridge the gap between science and society.

The wide platform facilitates a genuine dialogue on how to develop an innovative model of impact generation by involving government, industry and civil-society participants, together with academic partners. All academic partners will introduce their regional partner networks as important stakeholders in the project.

The images depicted in this diagram (Figure 5) were developed from real-time sketches captured during the first Accomplissh project management meeting. This summarised our discussions in visual form and encouraged interaction with the design community.

Project management

Accomplissh has set up a dialogue platform which will meet twice a year for dialogue and knowledge transfer among universities on SSH impact, methods and value chains, valorisation and co-creation. The platform is a sustainable mechanism for collaboration and dialogue, with the long-term aim of further developing the valorisation model with additional partners throughout Europe both during and beyond the lifespan of the project.

Project coordinator Sharon Smit is the chairman and supervisor of the Steering Committee. The Steering Committee consists of the project coordinator and two representatives of each work package. The Steering Committee is responsible for the management of all the activities performed within the project.

Accomplissh also works with an Advisory Group and High-Level Expert Group. The Advisory Group keeps the consortium focused, specifically with regard to the scalability and therefore the regional

Figure 5: Diagram of real-time sketches from Accomplissh

applicability of the valorisation model being developed in the project. The High-Level Expert Group provides both inspiration on and an international perspective on the development of the valorisation model. They play a crucial role in advising how to further integrate SSH research into the value chain of products, services and policy.

Increasing the value of social sciences and humanities research and integrating across the European innovation system

The platform raises awareness of the value of SSH research and the possibilities to integrate it across the European innovation system. Working with core (academic) and wide (quadruple helix) dialogue platforms contributes greatly to raising awareness of the value of SSH research.

Dialogue is a precondition for co-creation. Dialogue implies interaction, a deeper engagement and the ability and willingness to act on both sides. The wide platform is based on equality of the partners in the quadruple helix, which reflects the equality in the co-creation process. All partners in the Wide Platform are equal and joint problem-solvers. The Wide Platform is brought together from a commonly experienced urge to identify barriers and enablers of co-creation.

In identifying and laying these aspects down in a valorisation concept we expect to bring forward sustainable impact for Europe, since we do not aim at customising the concept. A basis will be formed that will be highly beneficial to the whole of Europe, with the ability to adjust to the local situation. This as a direct result of bringing together equal partnerships in the quadruple helix dialogue.

Innovation management

The overall Accomplissh approach is organised to stimulate innovation management, as follows.

- To increase the impact and adoption of the project results we involve lead users and end users directly in the project.
- In our checks and balances for the project we attracted representatives from the quadruple helix to inspire, advise, reflect and critically follow the project. The Advisory Group and the High-Level Expert Group contribute to an innovation management approach.
- We have organised feedback loops in our project, which is based on an open system that interacts with its environment. In our co-creation approach we work with inputs (co-creation theory), throughputs (platform and co-creation in practice) and outputs (results of synthesis of co-creation theory and practice). We are very interested in both the successes and failures of the system; both are needed to be built upon and to develop the valorisation concept. The project managers monitor feedback loops and take appropriate actions to reinforce a positive feedback loop or correct problems that create a negative feedback loop.

Addressing societal challenges in Europe

By strengthening the value of SSH research this project contributes to the economic and social progress of Europe, and therefore addresses societal challenges in Europe. The project contributes to a greater understanding of Europe by providing solutions, new insights and methods of co-creation and valorisation.

The development of new products and services will contribute to tackling unemployment and reducing inequality and social exclusion. New products will be developed and introduced to the market, leading to the innovative economic growth of the market. New services will be developed that will be better adjusted to the needs of end users, resulting in more inclusive measures that stimulate an equal society. Ever-growing global interdependencies urge Europe to bring forward new co-creation methods in order to innovate and compete with international markets such as Brazil, China and the United States. These co-creation methods will be brought forward in the project.

Early success

The ambitious nature of the project has ensured that it has met with early success in achieving its aims. Accomplissh recognised that there was an urgent need to develop tools and training to aid co-creation with stakeholders and to provide support for individuals and institutes throughout Europe. Initial activities therefore focused on the following areas.

Early engagement with key stakeholder groups. To collect first-hand experiences of both academic and non-academic actors to identify barriers and enablers of co-creation and impact we have conducted stakeholder focus groups. This is allowing us to generate an overview of existing research and policies in the field and to conduct primary data collection using a mixed-methods approach. Training in focused group skills has been delivered to all academic partners, and meetings of stakeholder focus groups held at partner institutions.

The early embedding of stakeholders at the heart of Accomplissh was reinforced through our first open dialogue meeting, which was held in Rome in November 2016. Co-creation sessions were presented jointly by quadruple helix partners to illustrate successes and issues on co-creation and impact.

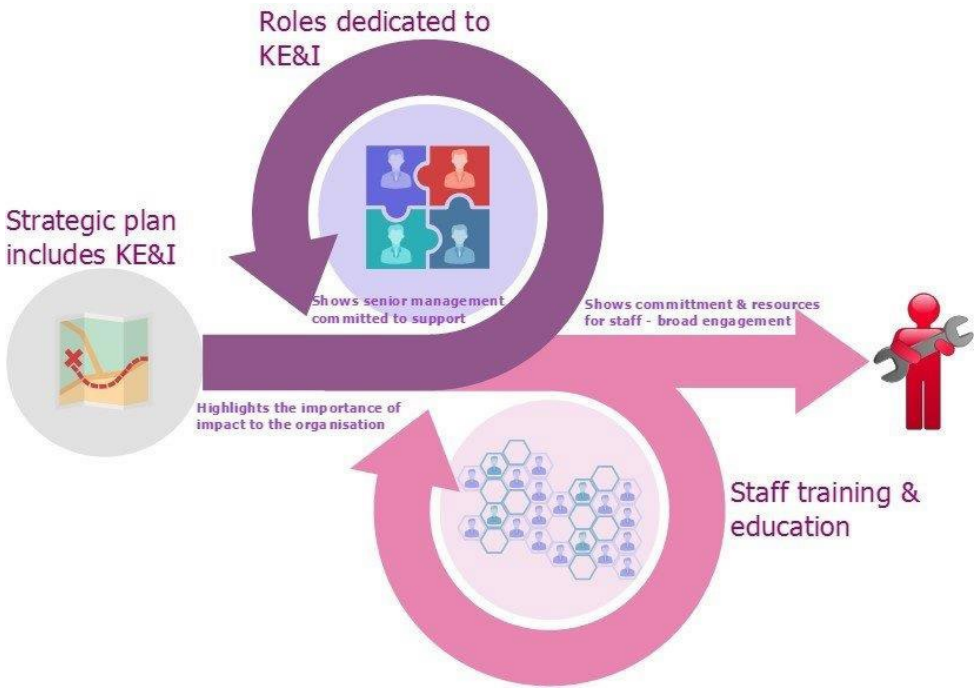
Working with early-career researchers. The inclusion and mentoring of early-career researchers is critical to training the next generation of impact-enabled researchers. Accomplissh partners in Glasgow and Groningen have taken an innovative approach to encouraging young researchers to think about co-creation and the impact agenda. These institutes have run 'Impact in 60 Seconds' competitions (the Impact Award, see logo below in Figure 6) where students were challenged to generate a 60-second video in which they presented their research and its potential for impact. The results are inspiring and fun, and show a genuine engagement in the co-creation process. Links to the videos are available online (https://www.rug.nl/research/sustainable-society/suso-and-research/impact_award; https://www.gla.ac.uk/colleges/mvls/researchimpact/competitions/impactin60seconds2016/videos; https://www.gla.ac.uk/colleges/mvls/researchimpact/impactinsixtysecondscompetition2015/videos).

Figure 6: Impact Award logo

Tools and training in impact. In order to develop and deliver the support for tools and training in knowledge exchange and impact we need to know what individual institutions have in place. We have conducted assessments of institutional support for knowledge exchange, co-creation and research impact. This provides a snapshot of where we stand in terms of key measures of support, and we can then benchmark progress over the course of the project and implement support (visual support in Figure 7). In parallel we have carried out an assessment of levels of staff awareness regarding knowledge exchange and research impact. This allows us to educate ourselves on how we, as institutions, can best support our academics to generate wider societal impacts; to raise awareness and begin to engage staff in our institutions around these issues; and to help us to identify the training and support needs unique to our institutions.

Networking with related European projects. In order to consolidate on a common purpose and develop an understanding of any interdependencies between Accomplissh and related projects on co-creation and research impact we have established partnerships with a number of groups, including Dandelion and Impact-EV. This has involved participation in joint meetings and the sharing of plans, resources and skills.

Figure 7: Benchmarking institute and staff awareness of impact provides a high-level overview of mechanisms in place in Accomplissh partner institutions. Assessments can be used to feed into personalised regional impact development plans



Project impact after 2019

We have set our objectives with sustainability in mind. After the project Accomplissh will form an open innovation network that all partners from across the sectors can join to learn and contribute to both the application and the further refining of the valorisation model. We believe that Accomplissh will establish a strong foundation for the valorisation concept; at the same time, we want to continue developing the concept in such a way that it has a sustainable impact on all levels of the partner sectors in the short and long term. This is what Europe needs to be more competitive in the global innovation playing field.

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