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# Innovation Strategies for System-Level Transformation

Workshop 3. Looking forward:  
*Learnings and recommendations*



**16th of May 2024**  
Scottish Universities Insight Institute



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insight institute

enriching knowledge for a better Scotland

SCHOOL OF  
INNOVATION  
AND TECHNOLOGY  
THE GLASGOW  
SCHOOL OF ARTS



# Introductions

# Innovation Strategies for System level transformation

- Transformative innovation policies
- Driving change and improved performance (economic and wider social/ environmental) at a system level
- Scotland
  - Scottish Government's National Innovation Strategy
  - SFC's Long Term Innovation infrastructure investment
  - SE's Mission-led approach
- International challenges and learning in achieving transformation – building partnerships
- Workshop series –
  - designing suitable intervention
  - mobilising stakeholders
  - optimising implementation and delivery
  - evidencing success
- Capturing process and learning
  - Video
  - Zoom recording



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# SCHOOL OF INNOVATION AND TECHNOLOGY THE GLASGOW SCHOOL OF ART

Innovation is the goal,  
Design is the process

Building creative collectives  
to make sense of complexity

Collaborating to explore  
challenges  
& opportunities for  
improvement

Explore, challenge and  
reinvent tomorrow's questions



# Leading European institute for comparative research on regional economic development policies

Policy areas including:

- ❑ Regional development
- ❑ EU Cohesion Policy
- ❑ Territorial cooperation
- ❑ Policy governance

Consortia:

- ❑ EoRPA (Regional policy in Europe)
- ❑ IQ-Net (Improving Structural Fund management)
- ❑ COMMIT (Low carbon SME development and transition)



<https://eprc-strath.org/>



# Innovation Strategies for System Level Transformation

## Workshop 3 - Looking forward: Learnings and recommendations

### Aims for today...

- What have we learnt?
- What can we share?
- Building recommendations
- Opportunities for collaboration?



# Innovation Policy: Perspectives from EU and Scotland

- Peter Wostner: Institute for Macroeconomic Analysis and Development in Ljubljana
- Alasdair Macleod: innovation team, Scottish Government

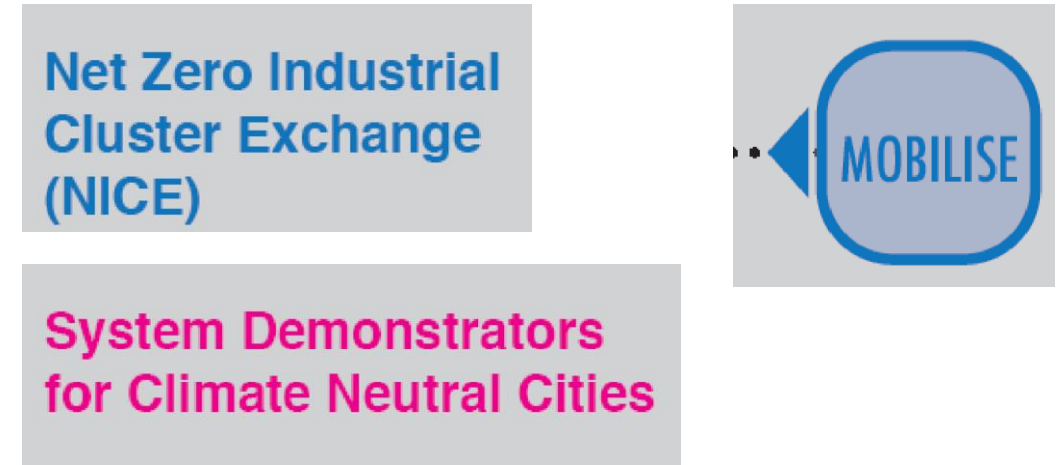
Recap on Workshop 1 and 2:  
Outputs generated and learning so  
far



# Policy Design



# Mobilising Stakeholders



- Essentials: What was essential to make this a success?
- Pitfalls: What are the things you need to avoid (or would do next time)?
- Transformationals: What made this a real step change, not just incremental improvement?





## Connecting Nature

## DESIGN

processes into clear, landscape and resources through locally adjusted, resource-efficient and systemic interventions. For example, street trees, parks and other green areas provide a range of local and natural benefits: intercepting dust, sheltering carter, buffering flooding, space for recreation, fostering well-being and biodiversity.

## CREATION

The development phase included engagement with the EU's procurement of innovation networks, to get a picture of what other EU Member States were doing. It also included taking learning from the US which had been running their Small Business Innovation Research (SBIR) programme since the 1980s and which included a commitment to a 100% minimum spend based on follow-on R&D budgets. SE used the research led by David Corwell to support the case for the programme in Scotland.

## CHALLENGES

It was apparent during the design phase that it would be hard to combine the nature of procurement (its open nature where any Scottish company could benefit with Scottish economic development goals. It was decided this could be overcome by focusing on areas of Scottish sectoral strengths. We learned our approach could be tailored to optimise regional economic impact.

across many disciplines.

Issues like thinking, managing social cohesion and tackling the deficit of knowledge that exists around nature-based solutions need to be confronted.

## Scotland Can-Do Innovation

## DESIGN

## RATIONALE

In 2018 Scottish Enterprise started to explore the potential of offering public sector owned and procured to drive innovation. A dedicated post was invested in to explore and develop this area and through the analysis of best practice from leading countries and regions the Can-Do Innovation Challenge Fund was developed.

## CREATION

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Issues like thinking, managing social cohesion and tackling the deficit of knowledge that exists around nature-based solutions need to be confronted.

## CHALLENGES

Refining communication strategies and platforms has been crucial for effectively sharing information and best practices, and fostering trust across the network. Establishing a clear vision and objectives is essential for getting the network. Frequent discussions provide a bottom-up approach, so that all stakeholders are aligned and working towards common goals.

## CHALLENGES

Balancing system demonstrator instrument planning activities that are most easily done in smaller, focused groups, yet also encourages broader inclusion of stakeholders in these processes. Making a broad enough scope for self-determined stakeholder relations to be relevant and impactful, which are manageable in terms of the planned action and actors involved.

A funding application was developed and submitted to the second call of Innovate Europe (Spring 2023), which was accepted. COMMIT on Low-Carbon SME Development and Transition will start in July 2024 and run for four years, continuing the NICE work.

A research programme was defined for the NICE pilot period, with ten events, conferences, dialogues and Autumn 2023) and online workshops (three in 2023) on key topics in industrial decarbonisation and regional just transition.

Several meetings held with potential partners to identify the network's objectives and ambitions. First conference was organised in Brussels, Sept 2022, at Scotland House, on regional decarbonisation strategies and access to finance.

## MOBILISE

## Net Zero Industrial Cluster Exchange (NICE)

## MOBILISE

## System Demonstrators for Climate Neutral Cities

CoAction Fund has mobilised 26 stakeholders in the planning phase, working to create an accessible mobility system with reduced emissions while linking to a local distributed energy system.

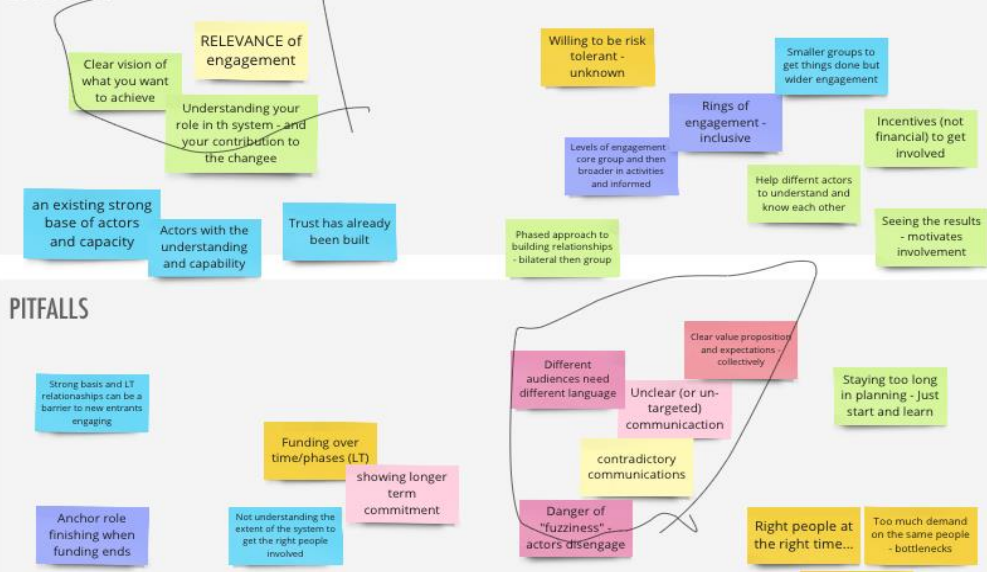
The system demonstrator instrument targets municipalities as coordinators but requires that municipalities have mobilised a broader coalition of actors building their role and contributions.

Visiter Cities have already established the co-acting mission and a framework for working with Swedish cities. The first climate contracts were signed in 2020 (and are renewed annually) and have served to mobilise (via government agencies and 23) municipalities in working towards this mission.

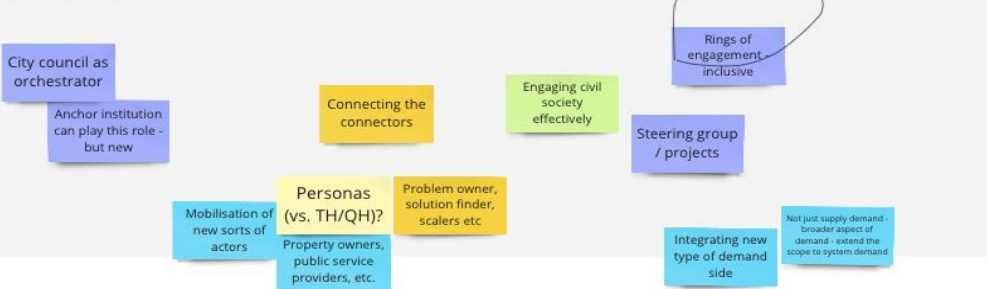
## ESSENTIALS



## ESSENTIALS



## TRANSFORMATIONALS



# Delivery and Implementation



**Vision Denmark**

**Cross-cutting  
Tractor-effect Initiatives**

**Transforming CSIC  
into BE-ST**

- Essentials: What was essential to make this a success?
- Pitfalls: What are the things you need to avoid (or would do next time)?
- Transformationals: What made this a real step change, not just incremental improvement?

# Evidencing Success

**Scottish Funding  
Council Innovation  
Centre Programme**

**Contribution of Basque  
Science, Technology and  
Innovation Plan to SDGs**







## CHALLENGES

The majority of what was being reviewed and the number of ICs involved operate independently.

Main challenge in the Phase 2 evaluation was the consistency of approach and the robustness of data relating to beneficiaries.

GDPH issues caused significant delay compressing the consultation period.

NEF being economic focused by design, not making the NEF as an effective management tool it could have been.

## 10 YEAR EVALUATION 2023

ICs support increased innovation activity, skills development and benefits for society more generally through supporting industry and academia to work collaboratively. However, this has not yet translated into significant economic impacts.

ICs provide substantial skills development support, are engaging with and building innovation ecosystems that can be beyond any single definition of IC activities, reaching wide range of industrial sector interests.

Monitoring and Evaluation Framework (MEF) and 10-year Evaluation have provided the main monitoring and measurement of impact.

The approach was designed to provide confidence that each Centre was on track (or not) and to provide accurate information.

## REID REVIEW 2016 - KEY FINDINGS

Differing views amongst contributors on how effective the ICs were of engaging businesses across the whole of Scotland and with universities.

Contributors asked that a 'clear, detailed commitment of long standing public support is given to the programme to fully realise opportunities.

Feedback from businesses engaging with ICs was positive, with benefits and impacts for participating companies particularly in relation to networking and knowledge gains.

EVIDENCE

## Scottish Funding Council Innovation Centre Programme

EVIDENCE

## Contribution of Basque Science, Technology and Innovation Plan to SDGs

## CHALLENGES

The plan points out 'what is a central element, which has emerged as a fundamental challenge for the territory's future competitiveness, so could incorporate this 'what is a central element' as a central element.

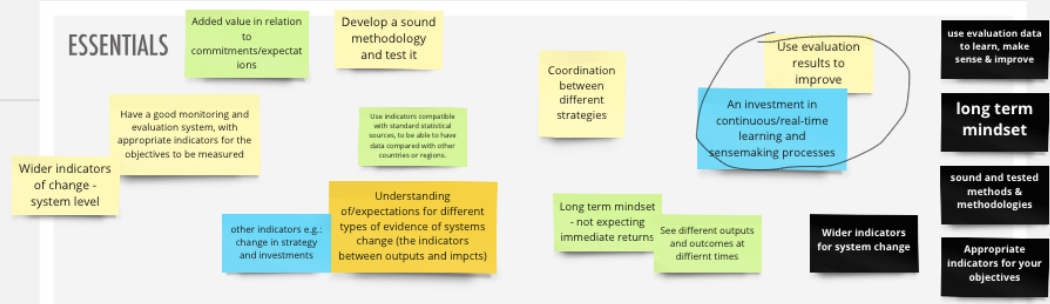
It would be important to move forward to establishing common measurement parameters, which can facilitate the integration of data in the future.

is the first methodological approach to measuring the contribution of STI to the SDGs, there is room for improvement in some areas, for example in the availability of information from public grant programmes

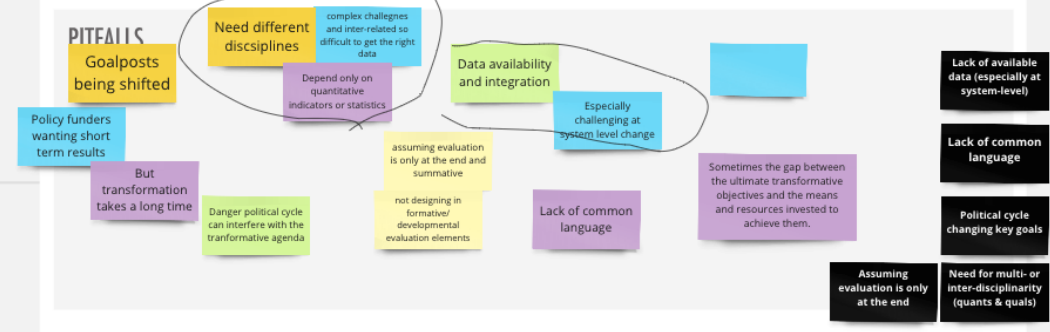
The contribution and evolution of the Basque STI is generally positive in terms of both inputs and outputs, although there are certain areas for improvement

societal challenges, a positive contribution is observed in all areas, although the contribution to 'energy and climate change' is particularly noteworthy.

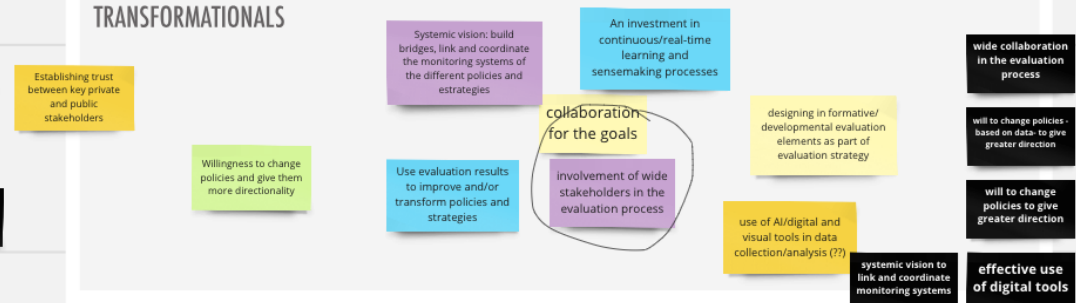
## ESSENTIALS



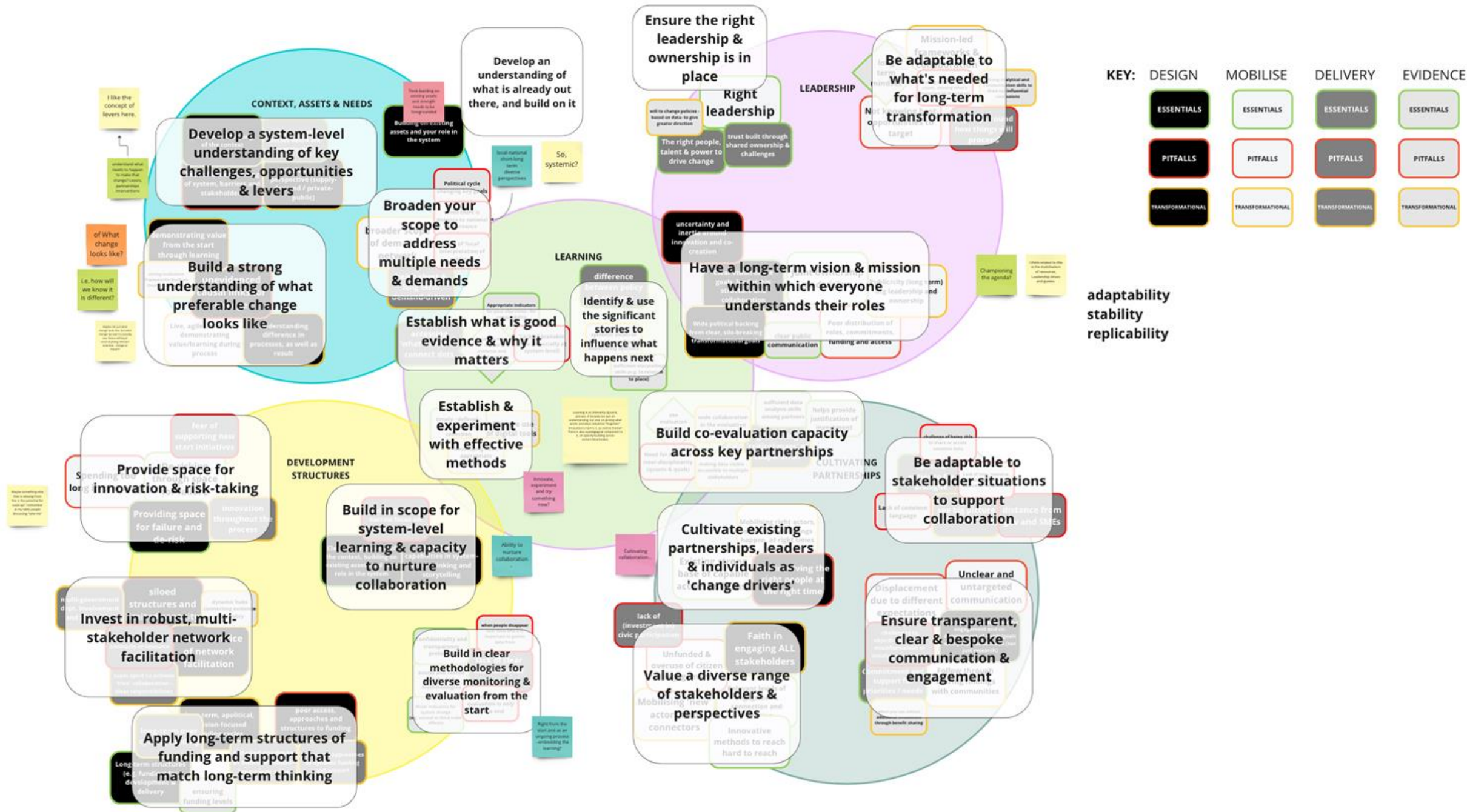
## PITFALLS



## TRANSFORMATIONALS







adaptability  
stability  
replicability

# Talking Heads

# Talking Heads

See video by Louise Mather available on the SUH webpage

# Innovation Strategies for System-level Transformation

## Principles Canvas

### CONTEXT, ASSETS & NEEDS

**Develop a system-level understanding of key challenges, opportunities and levers**

- PROB: Deep understanding of the context
- PROB: How stakeholders perceive the problem (what they think)
- PROB: Initial understanding of the problem (what they think)
- PROB: Initial understanding of the problem (what they think)

Essential PROB Transformational

**Build a strong understanding of what preferable change looks like.**

- PROB: Describing what is the best change looks like
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- PROB: Describing what is the best change looks like
- PROB: Describing what is the best change looks like

Essential PROB Transformational

**Broaden your scope to address multiple needs and demands.**

- PROB: Broadening of scope to address multiple needs and demands
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Essential PROB Transformational

**Be sure to know what is already out there, and build on it.**

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Essential PROB Transformational

### LEARNING

**Establish what is good evidence and why it matters.**

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Essential PROB Transformational

**Establish and experiment with a range of effective tools and methods.**

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Essential PROB Transformational

**Identify and use the significant stories to influence what happens next.**

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Essential PROB Transformational

**Build co-evaluation capacity across key partnerships.**

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Essential PROB Transformational

**Build in clear methodologies for diverse monitoring and evaluation from the start**

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Essential PROB Transformational

**Build in scope for system-level learning and capacity for collaboration**

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Essential PROB Transformational

**Apply long-term structures of funding and support that match long-term thinking.**

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Essential PROB Transformational

**Provide space for innovation and risk-taking.**

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Essential PROB Transformational

**Invest in robust, multi-stakeholder network facilitation**

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Essential PROB Transformational

### DEVELOPMENT STRUCTURES

### LEADERSHIP

**Ensure the right leadership and ownership is in place.**

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Essential PROB Transformational

**Be adaptable to what is needed for long-term transformation.**

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Essential PROB Transformational

**Have a long-term vision and mission within which everyone understands their roles.**

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Essential PROB Transformational

**Be adaptable to stakeholder situations to support collaboration.**

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Essential PROB Transformational

**Cultivate existing partnerships, leaders and individuals as 'change drivers'.**

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Essential PROB Transformational

**Value a diverse range of stakeholders and perspectives.**

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Essential PROB Transformational

**Ensure transparent, clear and bespoke communication & engagement.**

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Essential PROB Transformational

### CULTIVATING PARTNERSHIPS

# Group Discussions

# Interrogating the Principles

- What's most important for system level change (and why)?
- What's missing to achieve system level change?
- How would you implement?
  - Who needs to be involved?
  - What steps need to be taken?





# Sharing Key Points

Lunch Break and Exhibition

# Panel Reflections

# Scottish and International Perspectives

- Mark McLaughlin: Scottish Government
- Julia Mitchell: Scottish Funding Council
- Henrik Halkier: Aalborg University
- Ingrid Green: Scottish Enterprise
- Joanne Boyle: Digital Health and Care Innovation Centre
- James Wilson: Orkestra, Basque Institute of Competitiveness

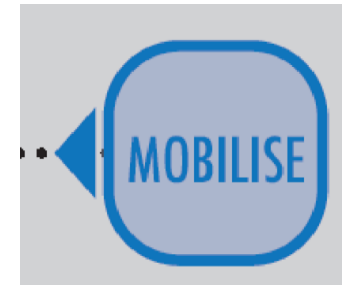
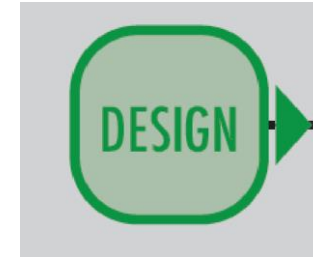


# Group Discussions

# Perfect Future Innovation Strategies

***Use case study journey***  
***Design, Mobilise, Deliver, Evidence***

- what would be different at each stage during the ideal journey?  
(use identified important principles and actions)

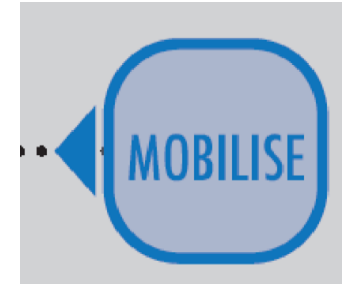
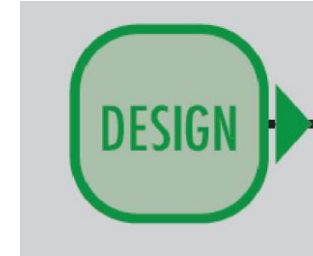




# Perfect Future Innovation Strategies

## *Use case study journey* *Design, Mobilise, Deliver, Evidence*

- what would be different at each stage during the ideal journey?  
(use identified important principles and actions)
- what is it you can do or influence on this journey?
- what would you like to collaborate on?



# Sharing Key Points

# Next Steps...

- Reporting our learning
- Sharing our principles
  - EoRPA
  - TCI
  - EDAS
  - ERRIN
  - ?
- Taking forward collaborations



# Thank you

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