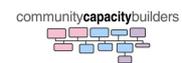


Scaling through the Creation of Labs



1

Scale through Others

- Social entrepreneurs should **work with** and through others to scale their social innovation
 - Due to the scale and complexity of most social issues

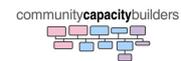
Wei-Skillern, 2007, p. 263



2

Lab Types

- Used to address societal problems:
 - Social Innovation Labs
 - Living Labs
 - Urban Living Labs
 - Urban Transition Labs
 - Public Sector Innovation Labs
 - Systemic Innovation Labs



3

Social Innovation Labs

- Key defining features:
 - focusing on addressing complex social problems
 - enabling coherent action by diverse stakeholders
 - Defined as:
 - a process, one that is intended to 'support multi-stakeholder groups in addressing a complex social problem'
- Westely et al., 2014
- Three core characteristics: they are social, experimental and systemic

Hassan, 2014, p. 3
 - While Social Innovation Labs emphasise the need for stakeholders to understand challenges from a user perspective, involving users as co-creators is not a defining feature

Westely et al., 2014, p. 4



4

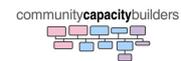
Living Labs

- ‘physical regions or virtual realities where stakeholders form public-private-people partnerships (4Ps) of firms, public agencies, universities, institutes, and users all collaborating for creation, prototyping, validating, and testing of new technologies, services, products, and systems in real-life contexts’

Westerlund and Leminen, 2011

- Definition highlights:
 - Living Labs enable coherent action by diverse stakeholders
 - Suggests that addressing complex social policy problems and taking a place-based approach are not defining characteristics: Living Labs are also used to test new technologies and they can occur in virtual realities
- Living Labs involve ‘users as co-creators on equal grounds with the rest of participants’

Almirall and Wareham, 2012, p. 12



5

Urban Living Labs

- Many of the projects that are using living lab methodologies focus on urban areas

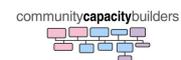
Voytenko et. al, 2016, p. 45

- In response, urban areas viewed as ideal places to develop Living Labs: Urban Living Labs

Juujärvi and Pessa, 2013, p 22

- Defining features:
 - place-based
 - enabling coherent action by diverse stakeholders
 - users engage as co-creators
 - take a networked governance approach
- Addressing complex problems is not a defining feature
 - address urban problems of varying complexity

– Juujärvi and Pessa, 2013, p 22



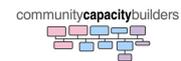
6

Urban Transition Labs

- Defining features:
 - place-based
 - have a focus on complex problems
 - involve diverse actors

 - incorporate a transition management approach
 - have a focus on local urban governance
 - co-create with end-users

Nevens, et al., 2013, p. 115



7

Public Sector Innovation Labs

- Focus on addressing the 'perceived shortcomings of standard approaches to policy and service design'

McGann et al., 2018, p. 2
- Are considered to act as change agents within the public sector

Tönurist, et al., 2015, p. 2
- Common activities include:
 - problem definition and analysis, and
 - the generation and testing of solutions

McGann et al., 2018, p. 14

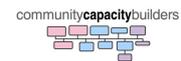


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Systemic Innovation Lab

- Supports systemic design, solution ecosystem and systemic innovation approaches.
- Systemic innovation
 - ‘a set of interconnected innovations, where each is dependent on the other, with innovation both in the parts of the system and in the ways that they interact’

Davies, et al., 2012, p. 4

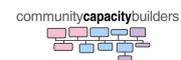


9

Addressing Wicked Problems

- Key features recommended:
 - Focus on addressing complex problems
 - Take a place-based approach
 - Take a transition approach
 - Enable coherent action by diverse actors
 - Involve users as co-creators
 - Support a networked governance approach
 - Recognise government as an enabler of change

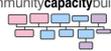
Zivkovic, 2018



10

Labs Addressing Wicked Problems

	Social Innovation Lab	Living Lab	Urban Living Lab	Urban Transition Lab	Public Sector Innovation Lab	Systemic Innovation Lab
Focuses on addressing complex problems	✓			✓		✓
Takes a place-based approach				✓		✓
Takes a transition management approach				✓		✓
Enables coherent action by diverse actors	✓	✓	✓	✓		✓
Involves users as co-creators		✓	✓	✓		✓
Supports networked governance approach			✓	✓		✓
Focuses on government as enabler of change					✓	✓

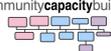
communitycapacitybuilders


Zivkovic, 2018

11

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12