

Crucible 2, Valencia region

13, 14 November 2013





GOALS

- share your harvest of this PiP year
- get acquainted with Transition Management
- learn about the regional innovation platforms
- exercise with presentation and feed back



Today

Green economy,
regional
innovation
platforms

Transition
Management
(TM)

1. Theory
2. Round Table
3. Assignment

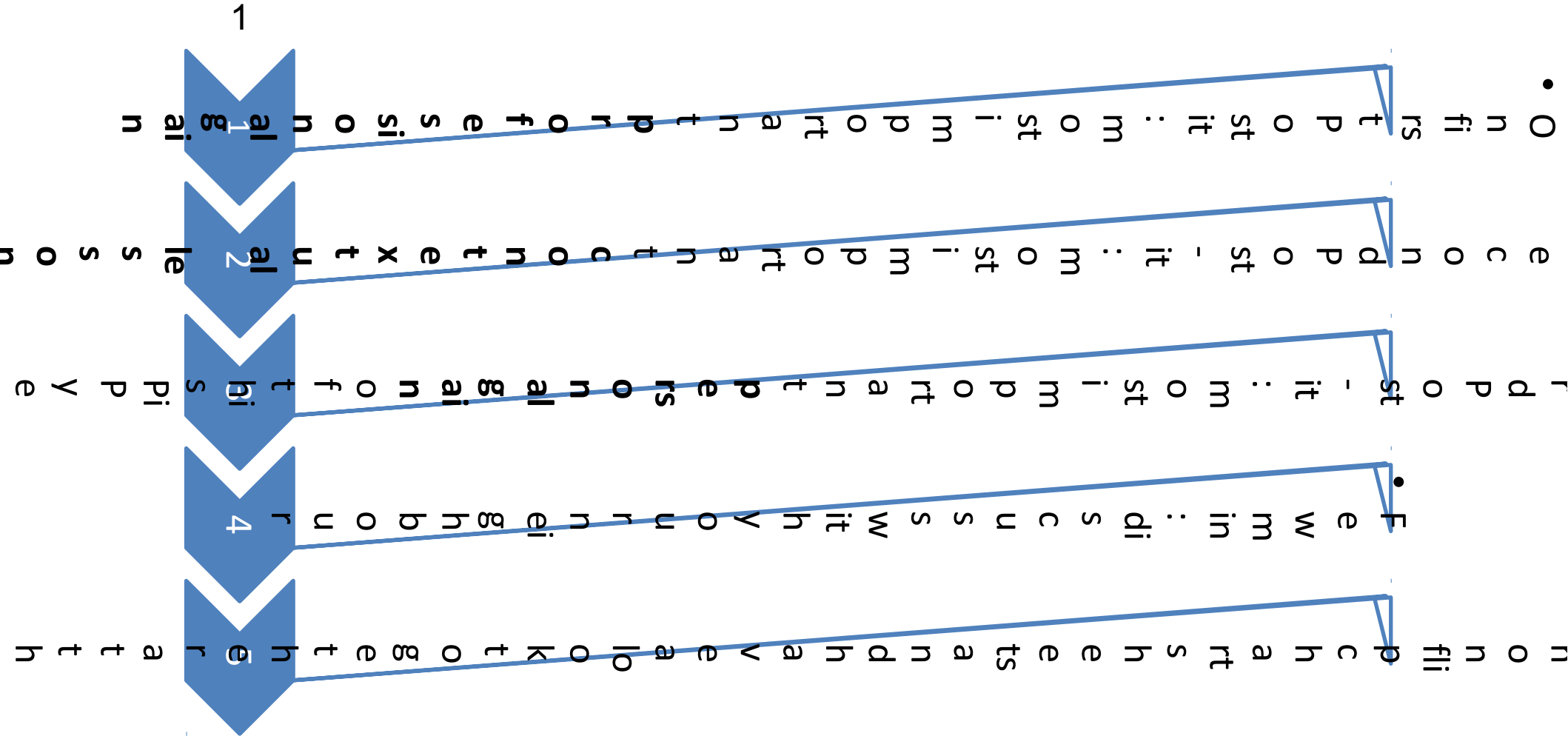


Tomorrow

Preparations for
and presenting
PiP gains:
Elevator speech

Voluntary
networking
drinks

Sharing PiP learning experiences

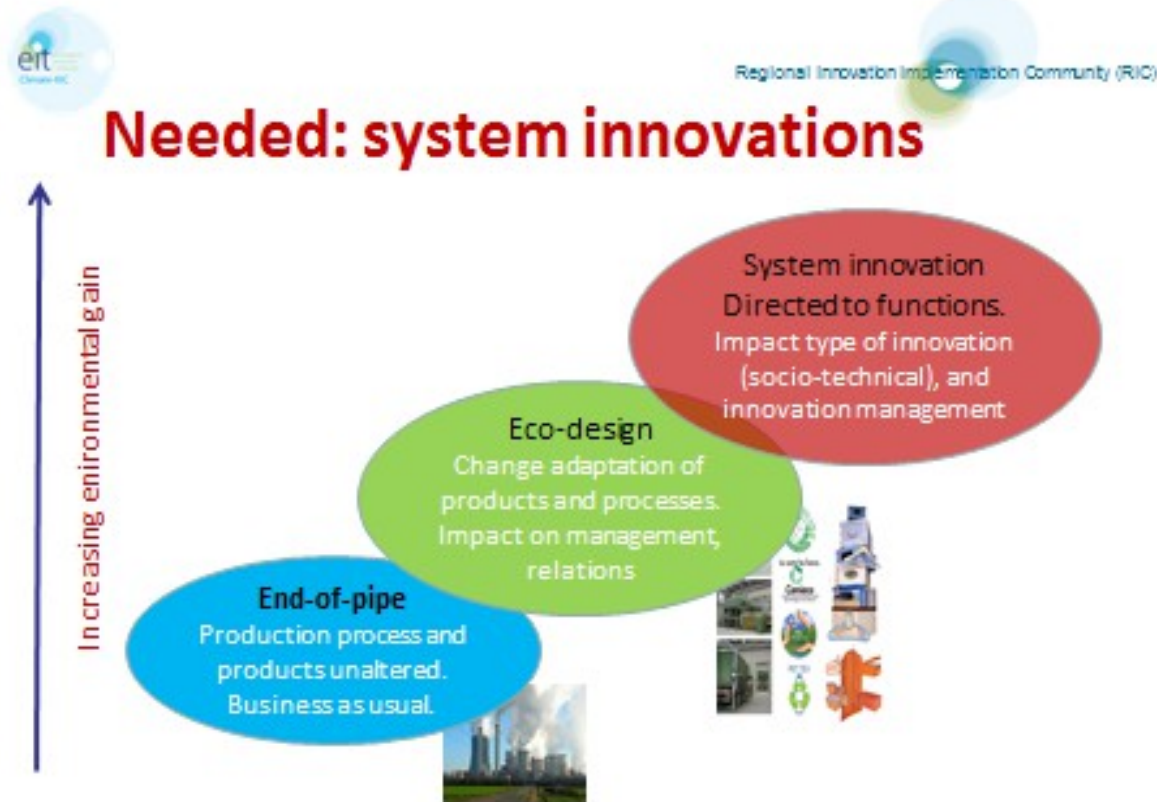




**TRANSITION
MANAGEMENT**



SYSTEM INNOVATION



PIONEERS' CITIES PROJECT



- .. low carbon projects are just seen as interesting, but individual initiatives. ..
- .. rarely are they linked together into any coherent policy story
- .. they remain poorly connected with lack of strategic coherence for system wide transformation..
- .. one would need cluster based network building

TRANSITION MANAGEMENT



TRANSITIONING



WHAT IS TRANSITION MANAGEMENT?

- a practical management approach
- aimed at mobilizing different people, organisations and networks for system innovation for sustainability
- apply it to a physical area (city, neighbourhood), function (housing, living, mobility) or combination

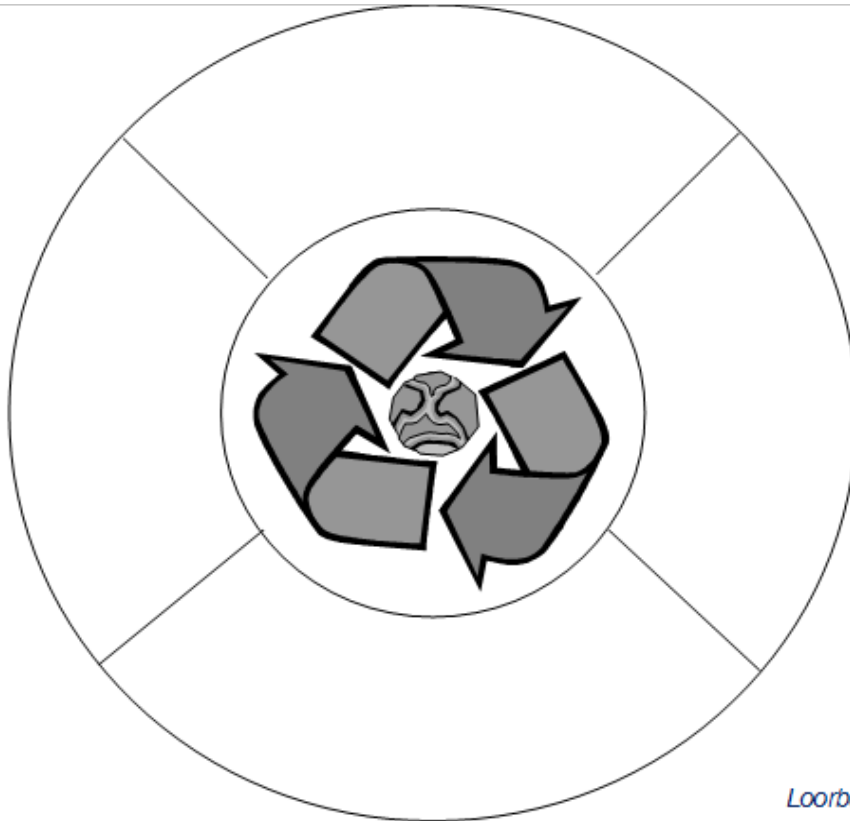




Regional Innovation Implementation Community (RIC)

TM CYCLE

4 ELEMENTS... WHICH ORDER?



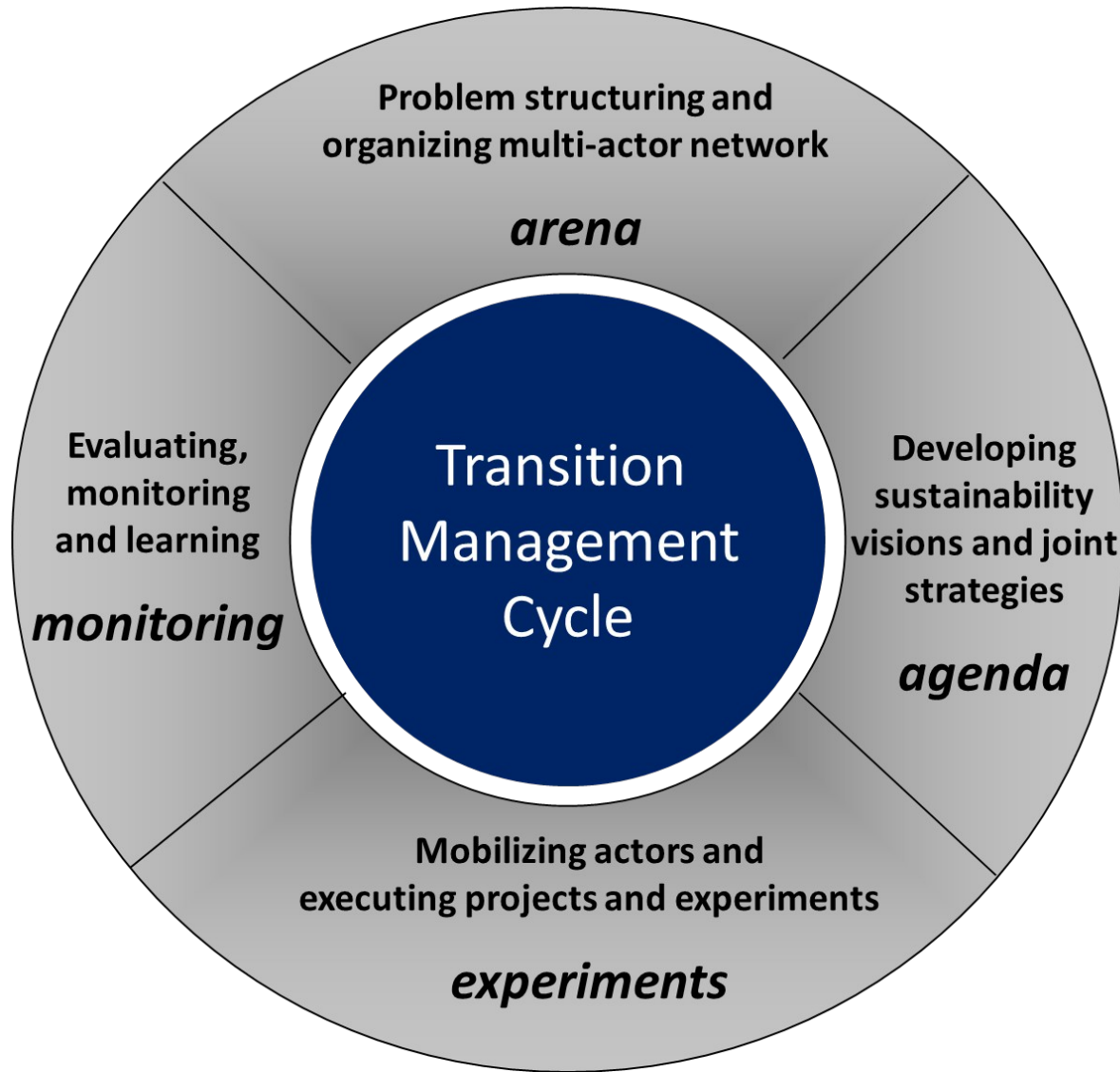
Loorbach 2007

Evaluating, monitoring
and learning

Mobilizing actors and
executing projects and
experiments

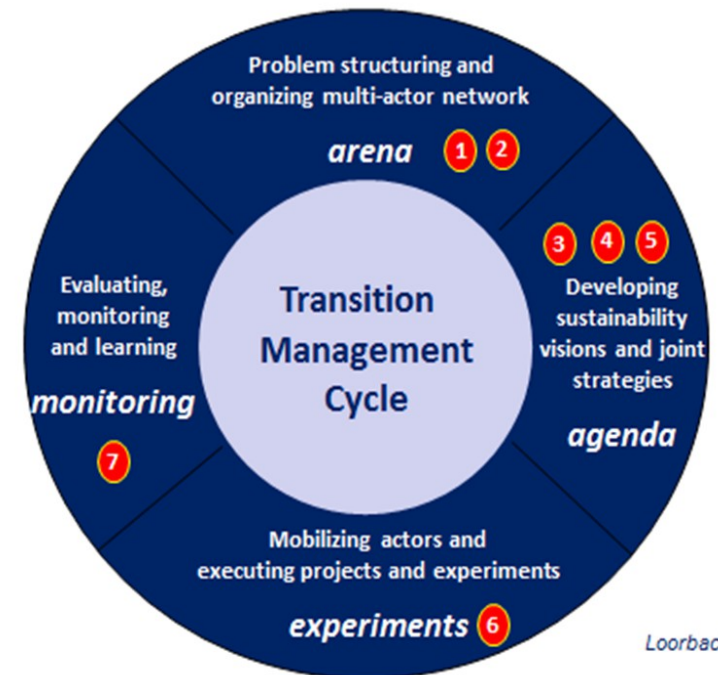
Developing sustainability
visions and joint strategies

Problem structuring and
organizing multi-actor
network (arena)



SEVEN ACTIVITIES

1. Set up arena
2. Analyse system – problems, challenges, historical heritage
- 3 and 4. Envision images of sustainable future and formulate guiding sustainability principles
5. Back-casting transition paths
6. Conduct experiments
7. Evaluate, monitor, adapt, learn



Supporting team

Consists of: problem owner + transition experts + substantial experts

Their job:

- To select people for the arena
- To structure the substance in terms of transitions
- To create space, support the process
- To structure discussion, actions
- To stimulate discussion, competition, cooperation
- To gather information eg. about interesting projects, experiments, policies

(1) SETTING UP A TRANSITION ARENA



Regular arena or steering committee

- *Often usual suspects*
- *Participation based on position*
- *Directed to incremental change / optimization*
- *Problem- and goal oriented*

Transition arena

- *Connecting previously unconnected actors*
- *Long-term orientation, challenge based*
- *No usual suspects..*
- *Problem- and goal **searching***

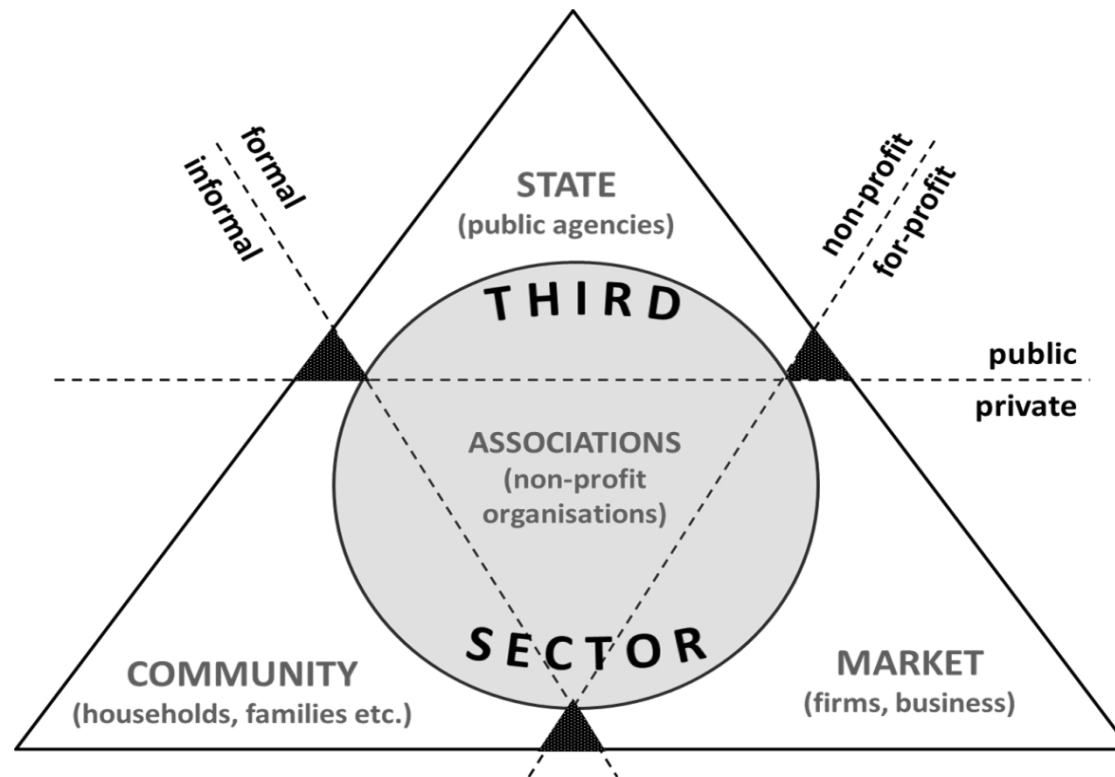
ASSIGNMENT

1. Think of (individually) who in your region are the ‘usual suspects’ for committees to make a regional vision? What background, position etcetera?
2. Now imagine a regional *transition arena*: which two persons that you would like to have in that arena?
3. Individually reflect on why you had chosen these two. What is characteristic for these persons? What competencies do these persons have? What background?
4. What requirements do you think are needed for a transition arena group (the 10-15 persons together)?
5. Exchange views with your neighbour

Qualities required of participants

- Personal commitment to sustainability
- Visionaries, pioneers
- Disposition towards innovation/eager
- Able to see opportunities
- Capacity to look beyond the confines of their own area of expertise and personal background
- Willingness to collaborate
- A certain degree of authority within their practice, a good network

Group requirements...



- Mix of regime and niche players
- Diversity of backgrounds: government, business, civil society
- Different perspectives on challenges
- Including positions and/or abilities to motivate people and raise funds in different networks

What to do for actor selection, prior to arena formation?

Initial system analysis
(history, problems, challenges, existing visions)

Interview potential frontrunners > snowball method
self-selection during first arena sessions

Context-specific approach:
who do you need to tackle the regional challenges?
who do you need in this particular phase?

(2) Formulating a transition challenge

Sustainability
problems



Sustainability
challenges/vision and
principles

problem analysis
projected on to future

translating problem into
challenges

from.... (problem)... to... (desirable)

Being aware of and including

context-specific => region-specific!

local identity and historical heritage

fears and desires

capturing the sense of urgency

playing into entrepreneurial spirit

(3,4) Envisioning a desirable future



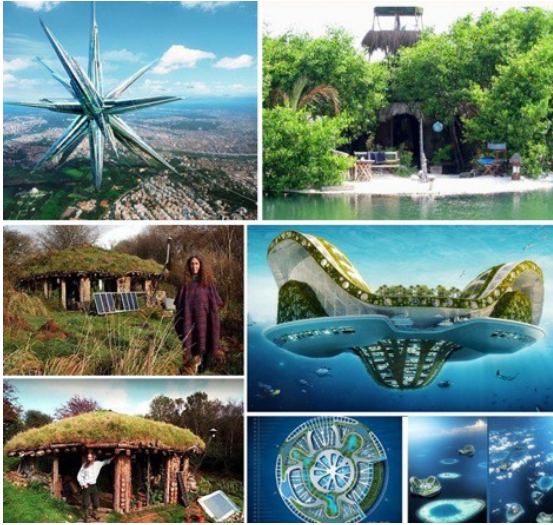
Out-of-the-box thinking

Attract and inspire through a living vision

not ONE image, 'basket of images'



Transition vision ≠ end vision or utopia!



(3,4) Formulating transition guidelines , or principles



“towards more sustainable subsystems”

sector	from	to
<i>mobility</i>	car dependency	flexible chain mobility
<i>mobility</i>	individually owned vehicles	mobility as a service
<i>water</i>	fighting water	living with water
<i>waste</i>	waste	waste is food
<i>materials</i>	recycling	upcycling
<i>energy</i>	fossil	renewable
<i>buildings</i>	consuming and polluting	producing and cleansing
?	?	?
?	?	?
?	?	?

(5) Defining transition pathways

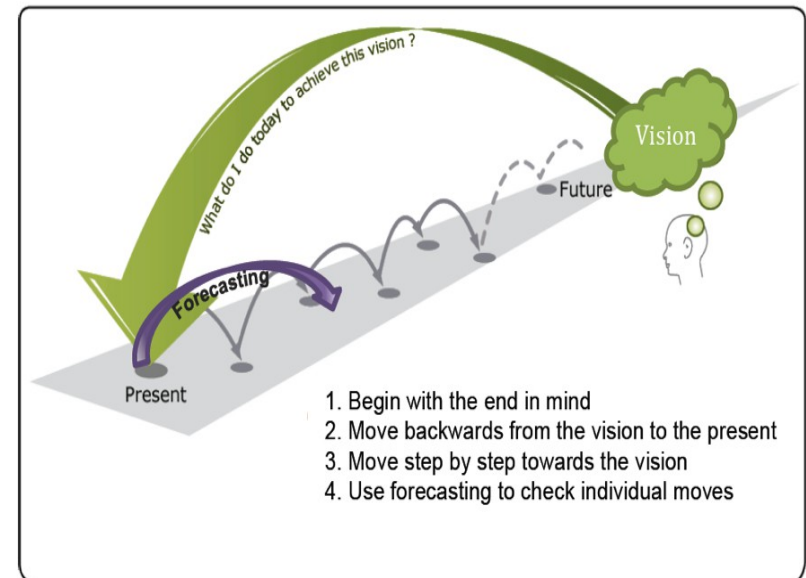
specify various images

relate images to themes / sectors

apply “from-to” logic


connecting the future and the present

combining “forecasting” and “backcasting”



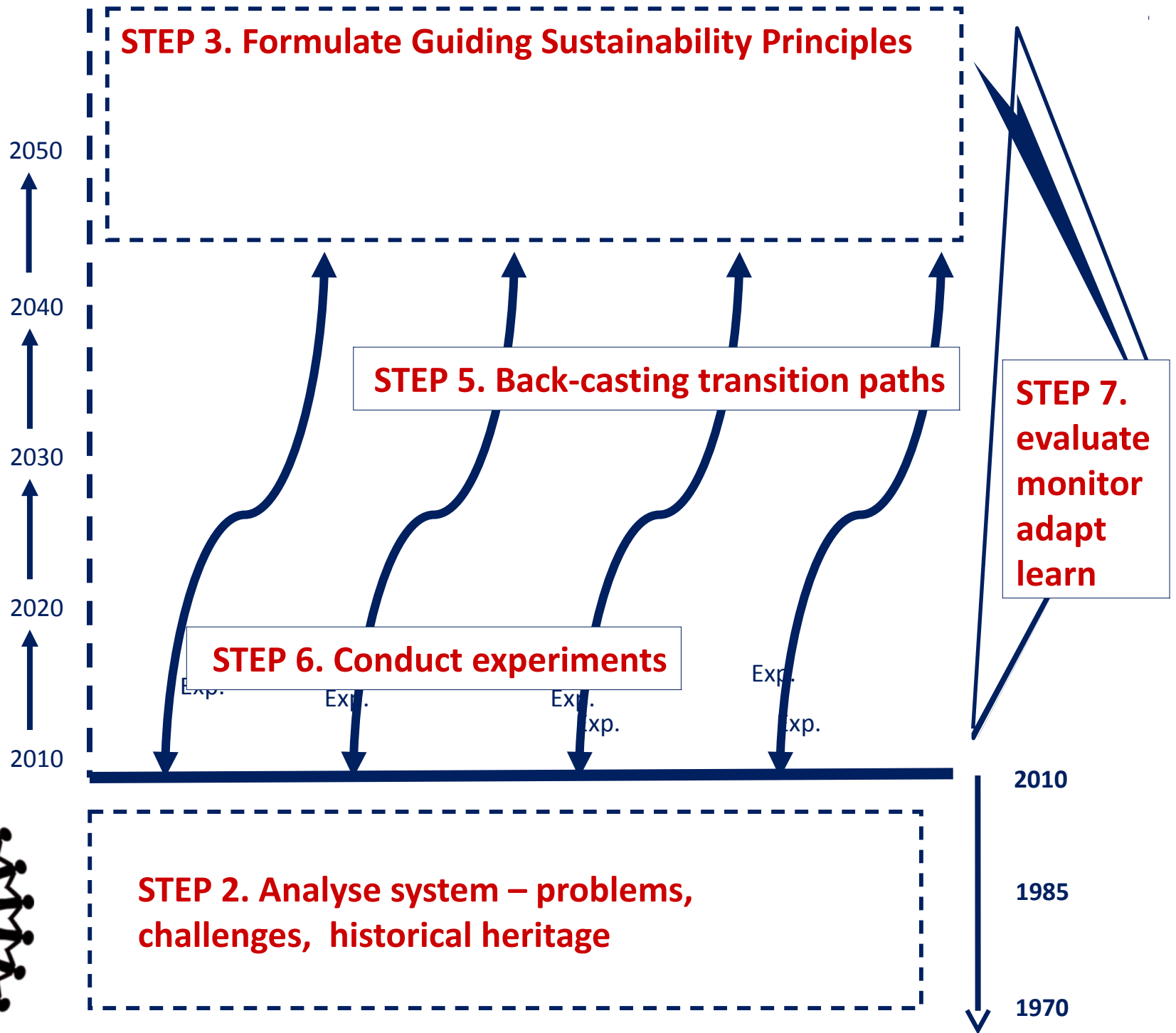
(6) Defining transition projects

pilot projects
concrete and specific



starting small
try out and learning

transitioning existing, **old** projects
and creating **new** experiments



(7) Monitoring and evaluation

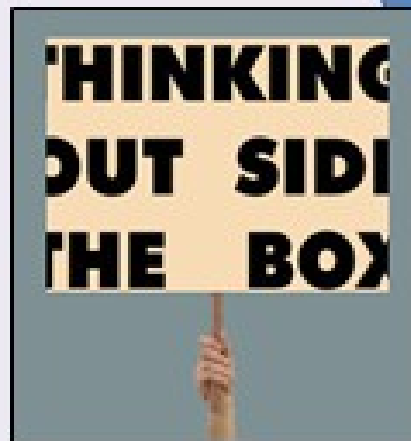
Reflexive monitoring....

OBSERVE AND ANALYSE

REVISE PLANS
AND/OR DEVICE
NEW ACTIVITIES



REFLECT



"Are we doing things right?" (first-order learning)

- About failures, successes, external developments... Which developments can you take advantage of?
- Learning within existing problem definitions, values, institutions

"Are we doing the right things?" (second-order learning)

- Discussing underlying problem definitions, values, institutions
- Are structural obstacles inevitable or could the structure be modernised in a creative manner?



QUESTIONS? WHAT DO YOU THINK OF IT?

Questions?

Not useful? Useful? Some elements useful?



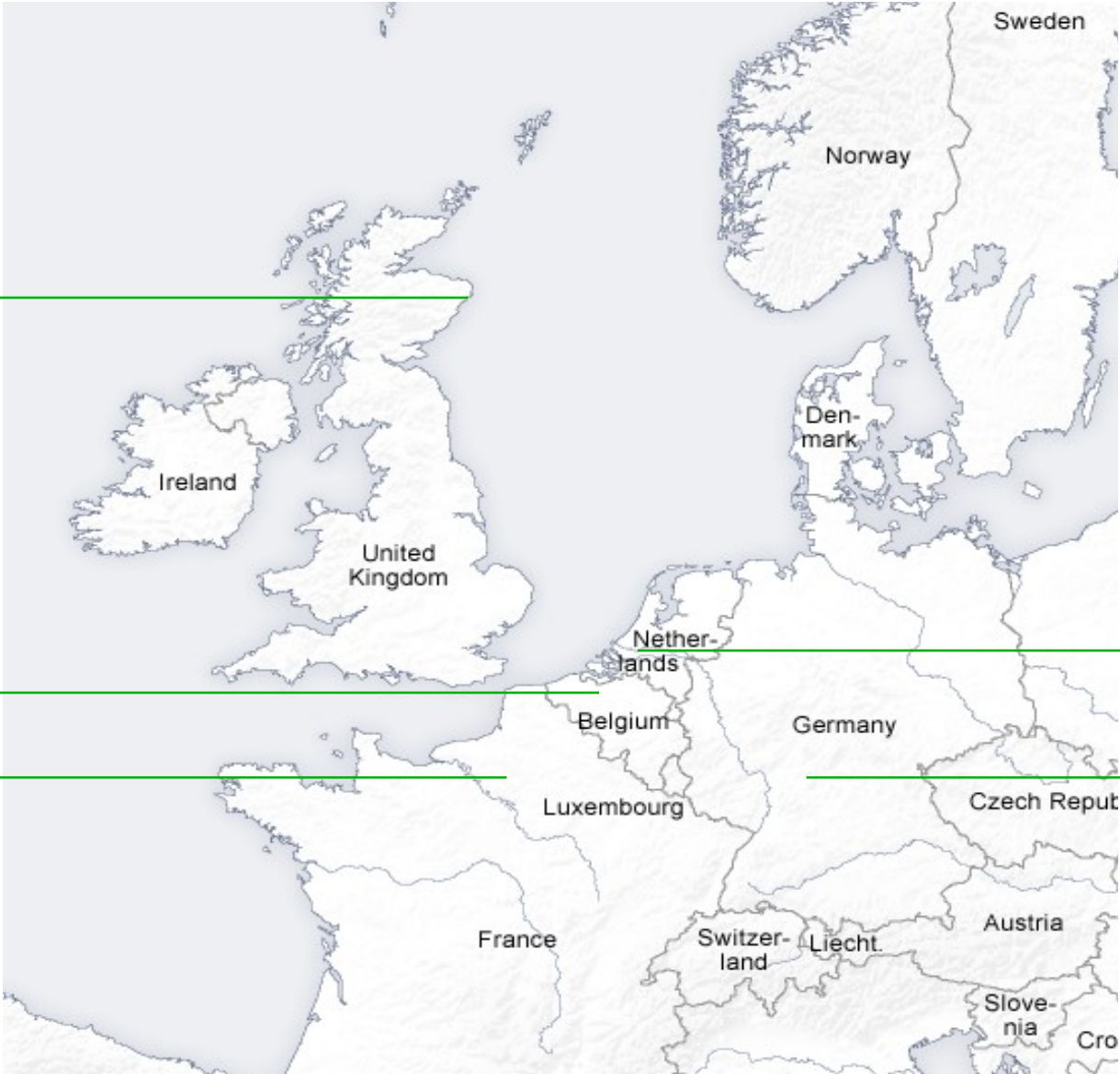
Regional Innovation Implementation Community (RIC)

EXAMPLE 2: GHENT (MUSIC PROGRAMME)

Example Gent (Belgium)



Eg. The TM approach is used in the MUSIC project:
www.themusicproject.eu



Aberdeen
(United Kingdom)

Ghent
(Belgium)

Montreuil
(France)

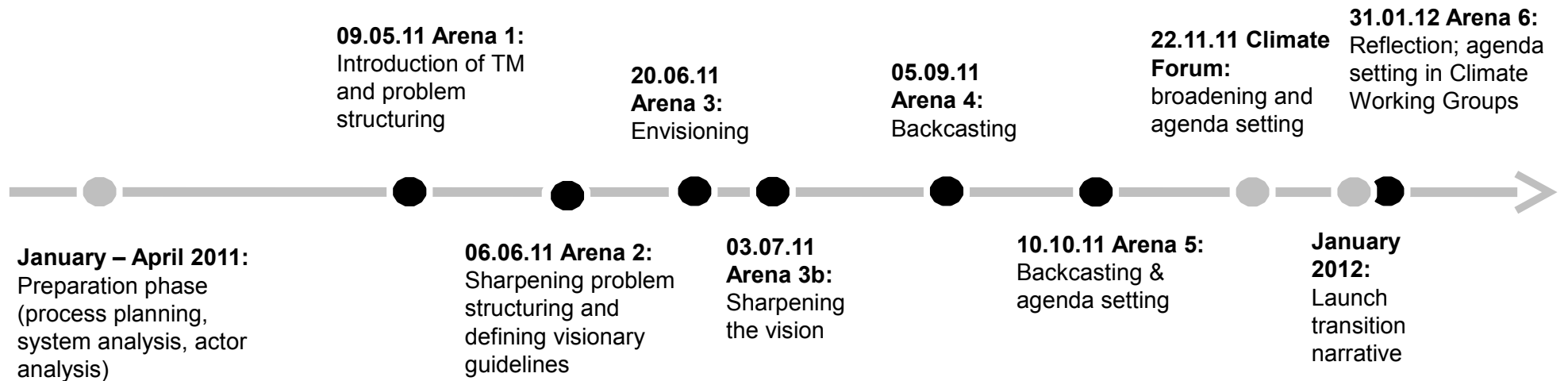
Rotterdam
(The Netherlands)

Ludwigsburg
(Germany)

Overview process Gent

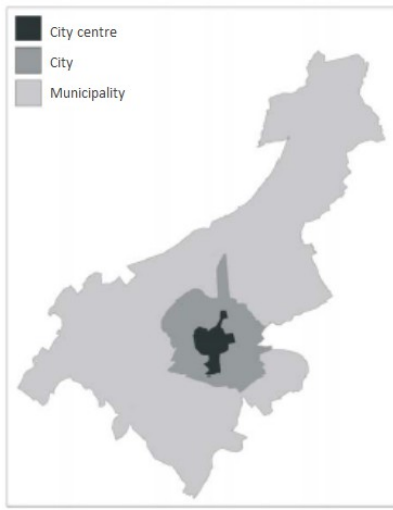
2011

2012



System analysis Gent

1. System definition



2. System structuring

3. Collecting data



Domains	Stocks	Characteristics
Environmental domain	Water	Surface water Water quality Water use
	Green space	Surface forest and nature Public green space Green roofs
	Energy	Energy production/consumption Renewable energy Energy infrastructure
	Waste, soil and nuisance	Municipal waste Soil pollution Nuisance
	Air pollution	Air quality Fine particulate matter emissions CO2 emissions
	Population	Population density Demographics Immigration/emigration
Social domain	Housing	Ownership Housing types Energy performance
	Social services	Education Healthcare Associations
	Liveability	Satisfaction of living Social cohesion Segregation
	Leisure	Sports Culture Lifestyle
	Participation & politics	Participation possibilities NGOs Political attention energy/citizens
	Economic domain	Mobility & infrastructure
Economic vitality		Income Unemployment Educational level
Economic sectors		Harbour Knowledge institute Services
Knowledge & innovation		Knowledge economy (Green) investments

System analysis Ghent

4. Analysis

Presentation

Discussion

Wrap up
(ppt)

Report

Landscape influences:

Climate / energy crisis
Ecological footprint
Green economy

Main assets

Description of stocks and flows (SCENE)

System map

Historical sketch

Trend analysis

Dominant structure, culture and practices:
Climate policy from international to local level,
Fragmented policy making,
Political and economic short-termism

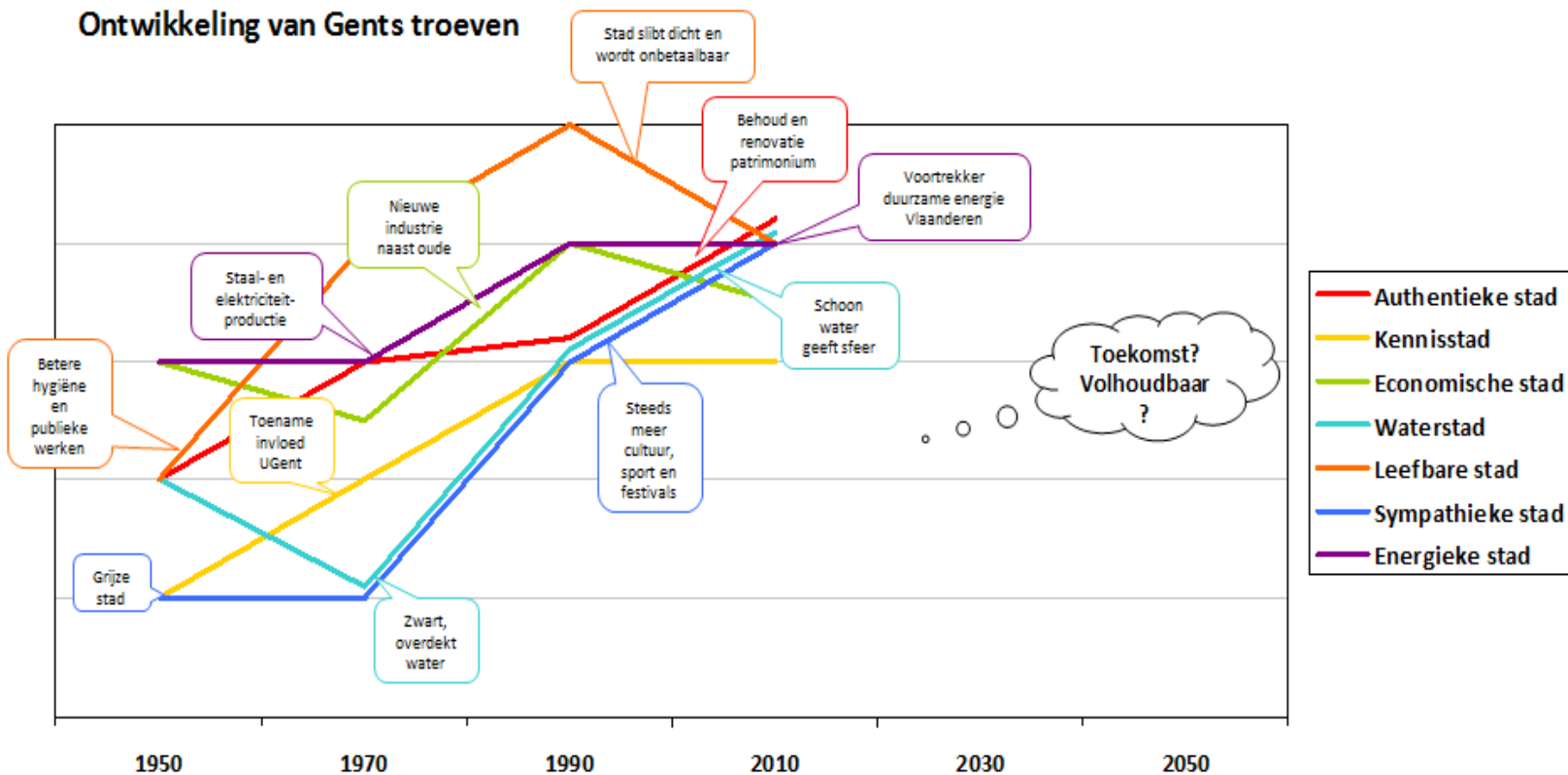
Identification of niches:

- Bio-energy valley
- Sustainable housing
- Cycling mayor and foldable bike scheme

Conntecting to Ghent's identity (strenghts past & current)

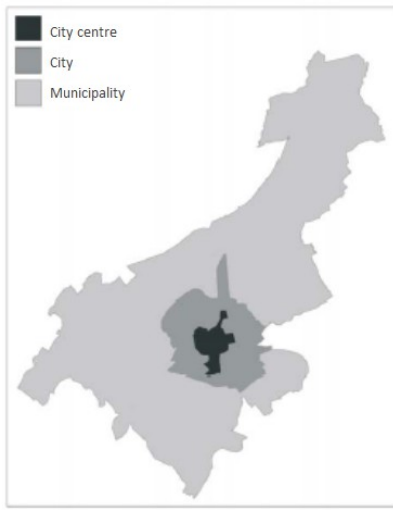


Ontwikkeling van Gents troeven



System analysis Gent

1. System definition



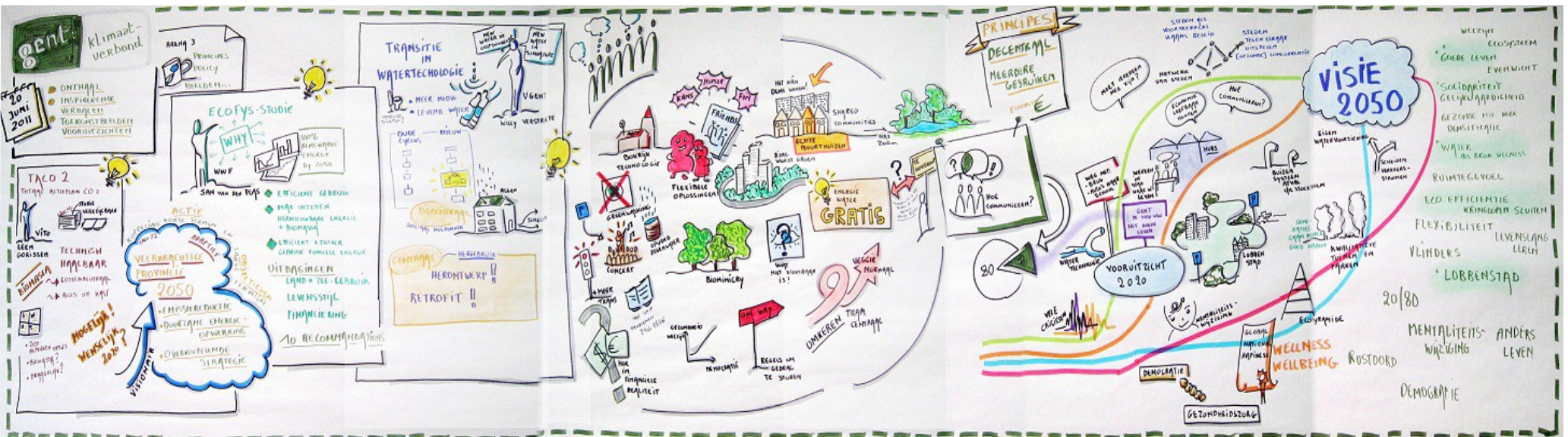
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	Economic domain	Mobility & infrastructure
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Economic sectors		Harbour Knowledge institute Services
Knowledge & innovation		Knowledge economy (Green) investments

To a vision of Gent in 2050



- Gent, good to live in
- Co-creating local added value
- Energetic city, intelligent closed loops
- ‘Gentenaar’ feels at home
- + 20 transition paths

Gent: spin offs in in action



Broader social movement

Climate working groups

- Consument pushes market
- Urban Farming
- Green stages
- Valorisation sewage water
- Blue economy
- Energy-efficient industry
- Mobility (new arena)
- University for climate neutral Ghent (new arena)



Broadening & anchoring

- magazine, ambassadors, presentations to politicians



Quotes of Arena Participants

- “Most valuable was the dynamic atmosphere of people who want to be the change”
- “We built mutual trust, we showed openness and respect”
- “I was amazed how much vigour such a group can have”
- “I realized how little I knew of what is going on in my own hometown”
- “This helps to get climate neutrality on the agenda in every department”



MUSIC – the movie



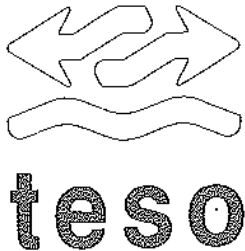
<http://www.themusicproject.eu/film>



Regional Innovation Implementation Community (RIC)

EXAMPLE 1: ISLE OF TEXEL THE NETHERLANDS

History of initiatives and independence Texel's steamship company TESO



Honderd jaar historie

At the beginning of the 20th century, a small group of respectable islanders started an initiative that would enable the islanders to buy "their own steam ship".

rijke wapentexten te trekken. Met speciale aandacht voor het oprichtingsjaar 1907.

1907

24 februari: Een ingezonden brief in Texelse Courant over de hoge tarieven van Alkmaar Packet maakt de tongen los. De al langer sluimerende onvrede

met de onvrede over Alkmaar Packet.

1 mei: Wagemaker, burgemeester Hiddingh, hoteleigenaar Flens, arts Over en notaris Dijkers overleggen met directeur

Alkmaarsen: Ilijker ersowor moet omen. le fel

wagemaker een bij- deniseerde kampioen eenkomst in café Den on er moeten voldoende Burg. Centraal sta vraag hoe om te



Dokter Adriaan Wagemaker.

23 mei: De notabelen komen opnieuw bijeen. Ze zijn het niet eens met de wijze waarop Bos-

overleg levert niets op, waardoor de notabelen zich op andere plannen gaan bezinnen.

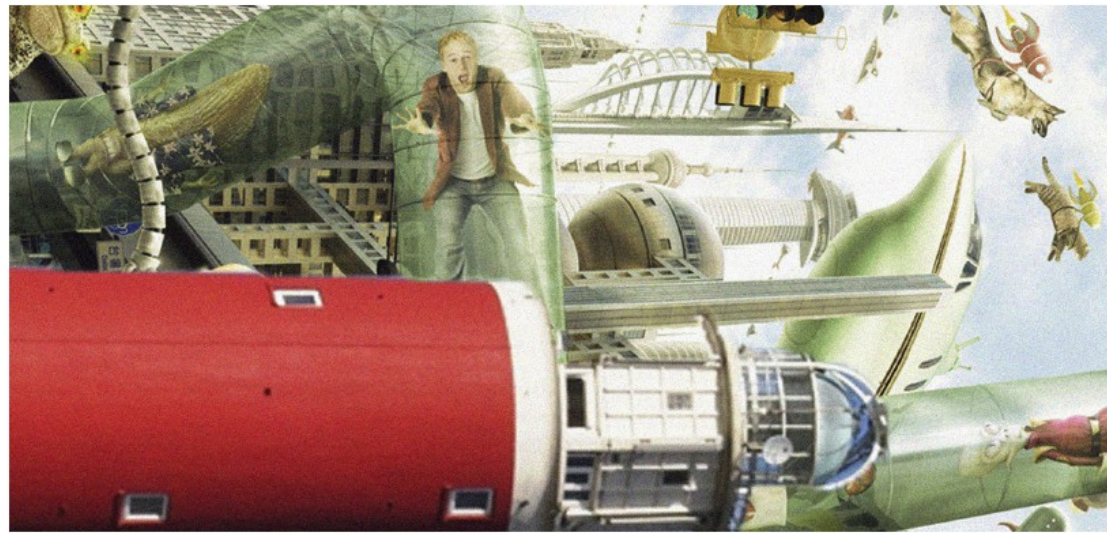
18 juni: Een historische vergadering. Wagemaker roept Texelaars op tot solidariteit en strijd om onder het juk van Bosman uit te komen. Hij stelt voor een eigen Texelse veerdienst op te richten. In de dorpen worden lokale commissies ingesteld om te lobbyen voor een eigen boot en onder aanvoe-

emaker n ver-

Today TESO still has over 3.000 shareholders

NL's first energy cooperative: **Texel Energie**





"Tested & Tried on Texel"



"Charging Point Texel"

"The island that gives energy"

Artist Impressions "Texel geeft energie" 2009)
See: Burgermeesterboek van Pepik Henneman, 2011



Regional Innovation Implementation Community (RIC)

LESSON

Lessons

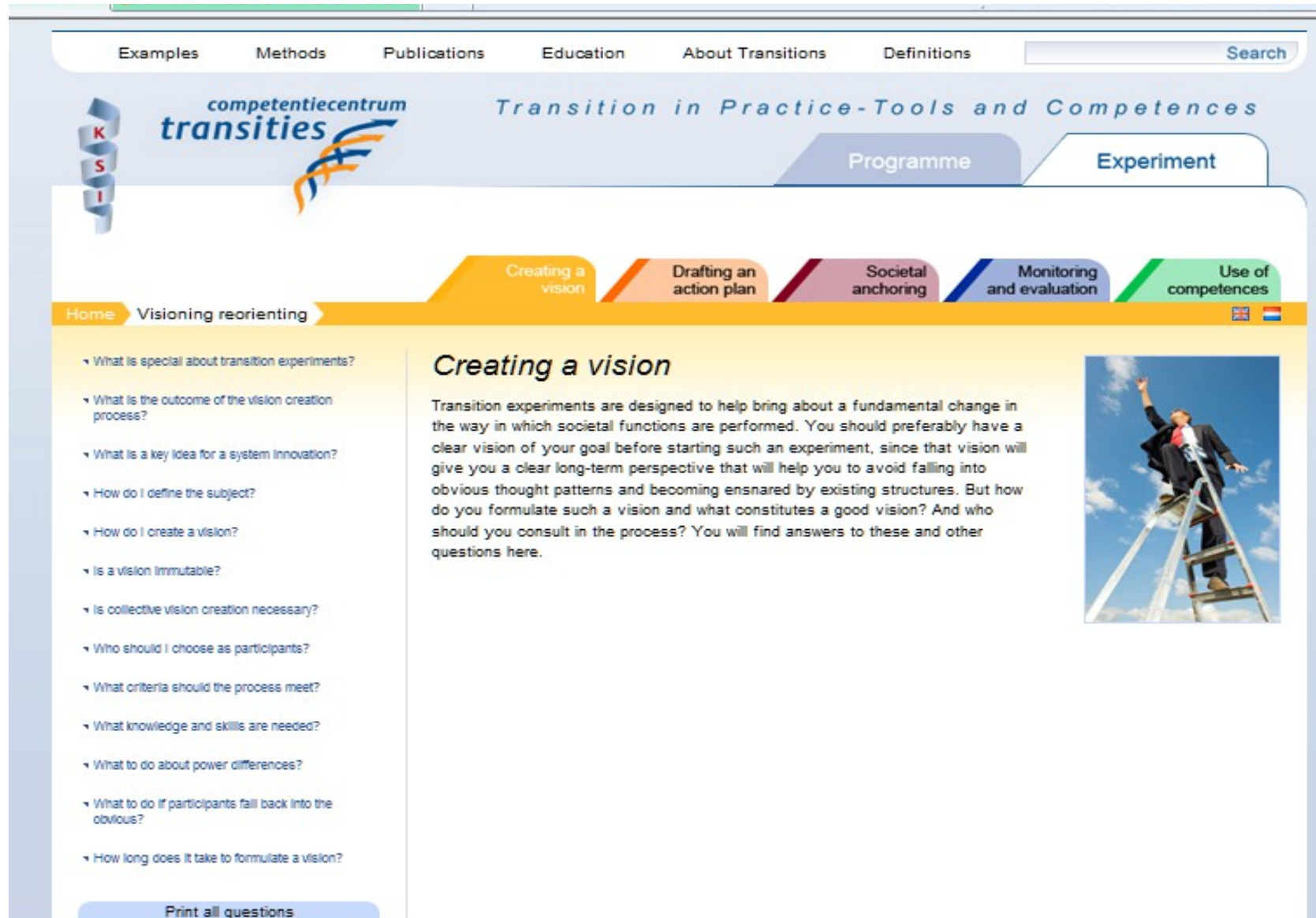
- Prevent to become ensnared in normal policy processes
- And usual regime actors taking over

- In response URGENDA (private initiative)
- No government 'ownership'
- Basis more informal, bottom-up
 - initiatives



Mirjan Minnesma

More? See www.transitionsinpractice.nl



The screenshot shows the website's navigation and content structure. At the top, there is a menu with links for Examples, Methods, Publications, Education, About Transitions, and Definitions, along with a search bar. The main header features the 'competentiecentrum transitities' logo and the title 'Transition in Practice-Tools and Competences'. Below this, there are tabs for 'Programme' and 'Experiment'. A secondary navigation bar includes 'Home', 'Visioning reorienting', and five colored buttons: 'Creating a vision', 'Drafting an action plan', 'Societal anchoring', 'Monitoring and evaluation', and 'Use of competences'. The main content area is titled 'Creating a vision' and contains a list of questions on the left and a text block on the right. An image of a person on a ladder is also present.

Examples Methods Publications Education About Transitions Definitions Search

competentiecentrum
transities

Transition in Practice-Tools and Competences

Programme Experiment

Creating a vision Drafting an action plan Societal anchoring Monitoring and evaluation Use of competences

Home Visioning reorienting

- What is special about transition experiments?
- What is the outcome of the vision creation process?
- What is a key idea for a system innovation?
- How do I define the subject?
- How do I create a vision?
- Is a vision immutable?
- Is collective vision creation necessary?
- Who should I choose as participants?
- What criteria should the process meet?
- What knowledge and skills are needed?
- What to do about power differences?
- What to do if participants fall back into the obvious?
- How long does it take to formulate a vision?

Creating a vision

Transition experiments are designed to help bring about a fundamental change in the way in which societal functions are performed. You should preferably have a clear vision of your goal before starting such an experiment, since that vision will give you a clear long-term perspective that will help you to avoid falling into obvious thought patterns and becoming ensnared by existing structures. But how do you formulate such a vision and what constitutes a good vision? And who should you consult in the process? You will find answers to these and other questions here.



Print all questions

Assignment Transition Managament

Day 2 Crucible 2





-
-

Preparations
for and
presenting
PiP gains:
Elevator speech/
Other preparations

Voluntary
networking
drinks

'ELEVATOR PITCH'





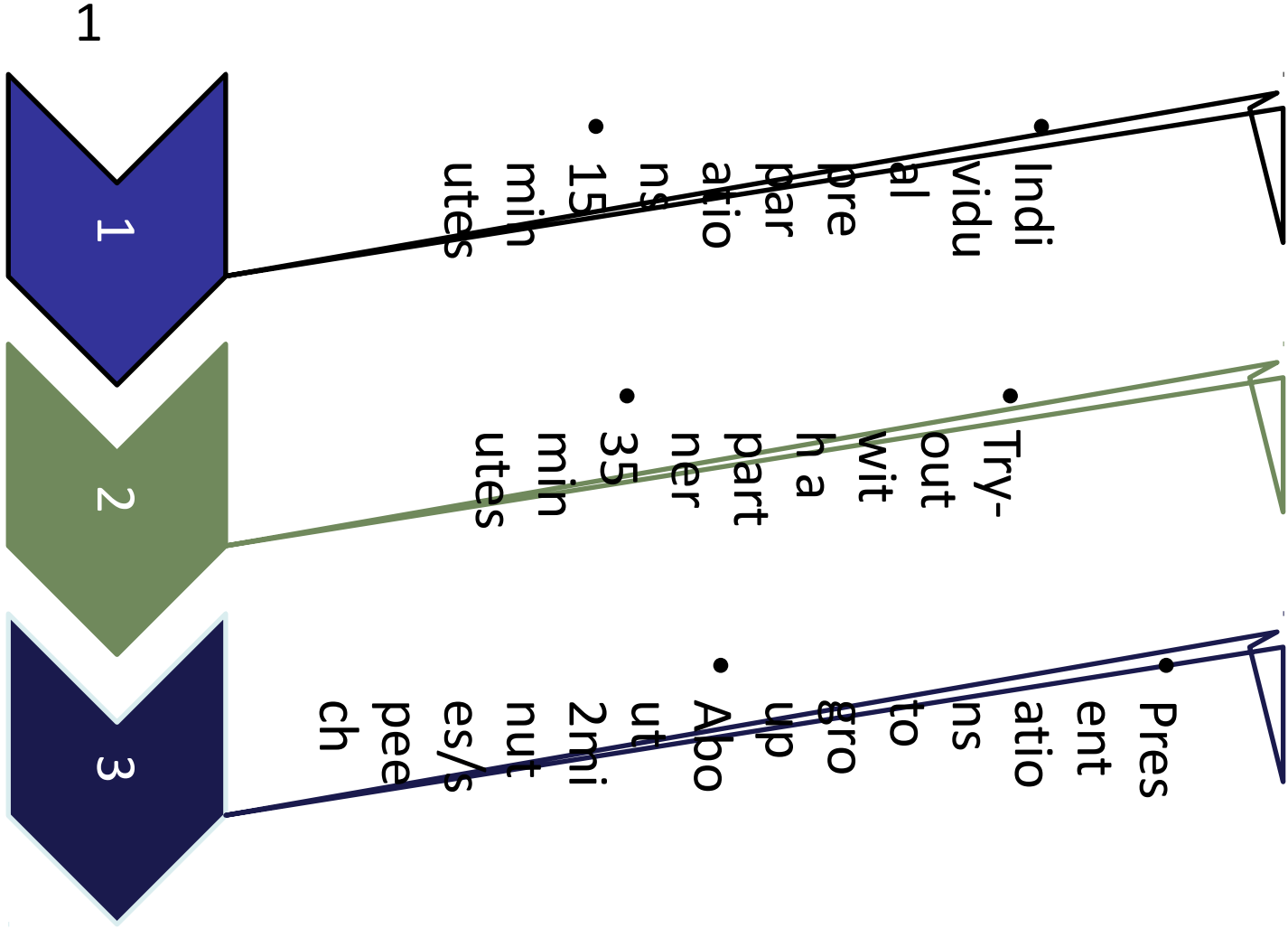
GOALS

Find out what to tell you colleagues, boss, manager...

Learn how to present short and effective

Excercising once more with feedback (according the rules)

PREPARATIONS





COMPOSE YOUR PITCH

-
-
-
-
-



Feed back rules

**Describe what you noticed.
Focus on the behaviour,
not the impression you had of it.**

Describe the effect it had on you, and be specific . In this case it would especially be good if the feedback giver could mention the words or phrases that resonated with him or her when the speech was delivered

**Check whether the person understands
what you are saying.**

**Finally, you could make positive
suggestions of what type of behaviour you
would like to see of the other..**



Regional Innovation Implementation
Community (RIC)

Green economy

and Platforms

Pioneers into Practice - Crucible II

Cristian Matti

Valencia, 14 November 2013

ingenio
CSIC-UPV
Institute of innovation and knowledge
management

greenin
Group of Research on
Energy and Environmental Innovation



Green economy

According to OECD (2011)

“green growth means fostering economic growth and development by creating opportunities on the basis of **ensuring natural assets** to create and maintain provision of goods and services for society. **Innovation** is considered the key in this process by contributing to decouple growth from natural capital depletion through process of creative destruction which leads to **new ideas, new business models and new jobs.**”

*This approach states that **business** is the main driver of **green innovation***

*while **government action** is critical to facilitate the context and overcome market failures.*

*The government interventions focus in specific aspects such as highlight trends by market signals, long term R&D support, and breaking **path***

***dependence** and, facilitate diffusion and adoption of new technologies.”*



Green economy by OECD

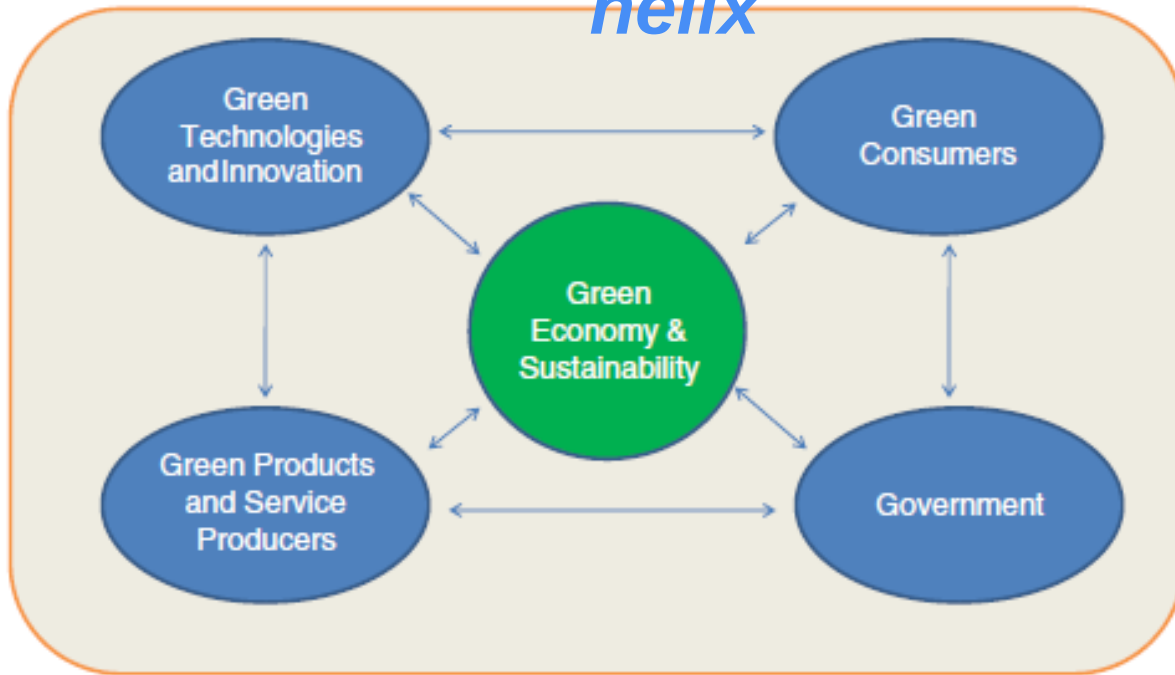
.....does it sound familiar?

Does it sound like Mainstream?

***Realize that to question is how
we grow (to question is to grow)***



The quadruple green helix



Source R. Gouvea et al. / *Technological Forecasting & Social Change* 80 (2013)

What?

Change

Who?

Entrepreneurs-

How? Society

Experiments-pathways

Why?

System innovation

Some initial highlights on the “what” and “how” behind green platforms

- **Purpose, multilevel and scales**

Motivation behind the creation of green technological platforms is the expected contribution to industry to response to societal needs in terms of economic, ecological and technological challenges.

It involves interaction of actors within a “multi and cross-scales” (i.e. public-private, several industrial sectors, research/education/training) and “multi and cross-level” (i.e. firm/cluster/network/industry, local/regional/national/European) innovation system.

- **Business model, long term perspective and resource management**

Most of the platforms reviewed are oriented to accomplish long term goals in term of big frameworks as Horizon 2020, Europe 2020 strategy or European Joint Programing Initiatives (JPI). However, there are explicit arguments towards profit oriented approaches where profits obtained are reinvested in the platform activities.

- **Roles and activities**

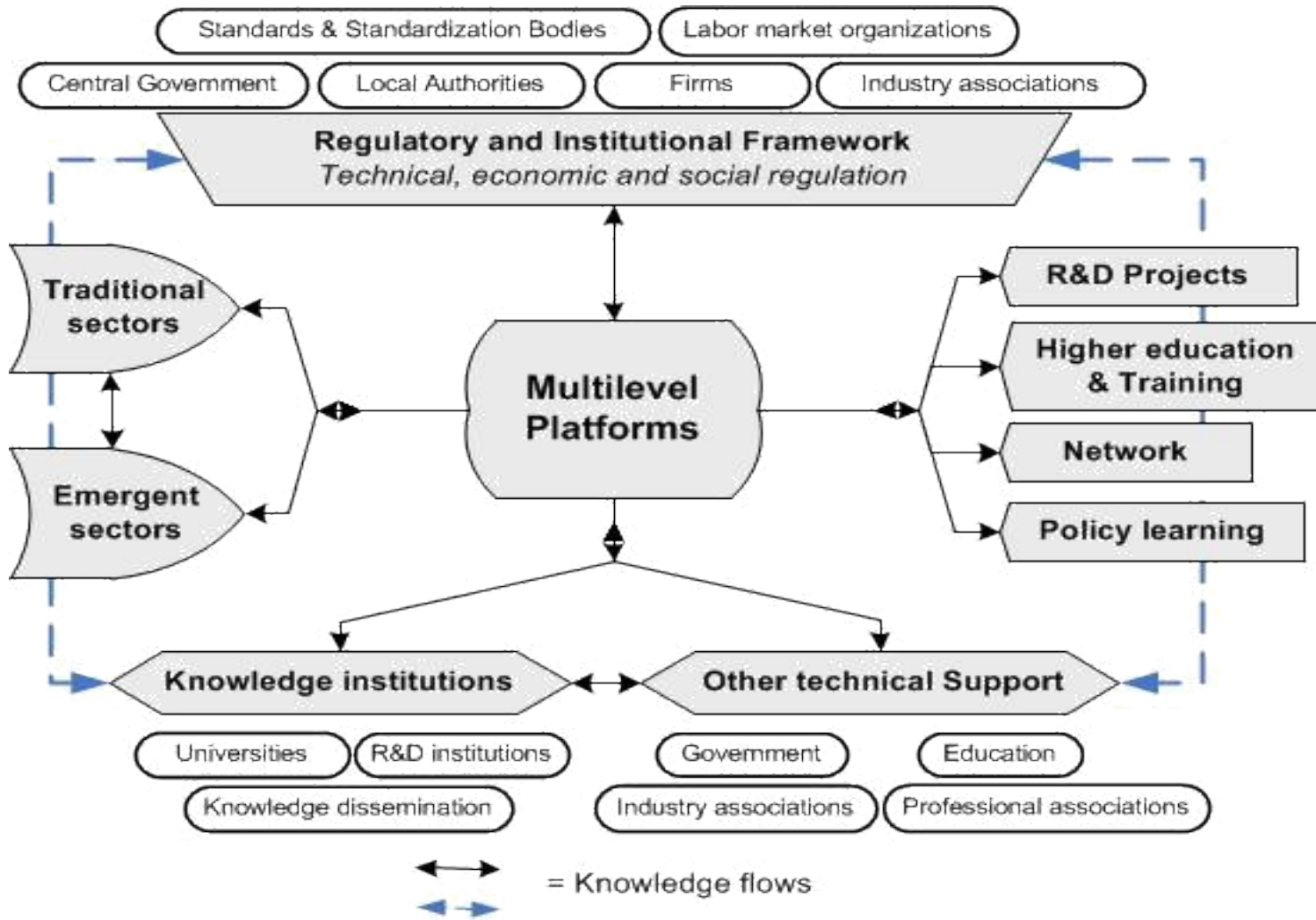
In order to follow the profit making oriented strategy, resource management, the sequence of activities and the role assigned to each actor have strong ties which are frequently referred to a value chain approach.

- **Organizational structure**

Most of the platforms follows a Public Private Partnership (PPP) organizational structure and business model. Thus,



Multilevel Platforms



Source: Adapted from Gann et al (2000)

1. **Purpose, multilevel and scales**
Why?
2. **Business model, long term perspective and resource management**

What?

3. **Roles and activities**

Who?

4. **Governance structure**

How?

