

# INNOVATION CAMP

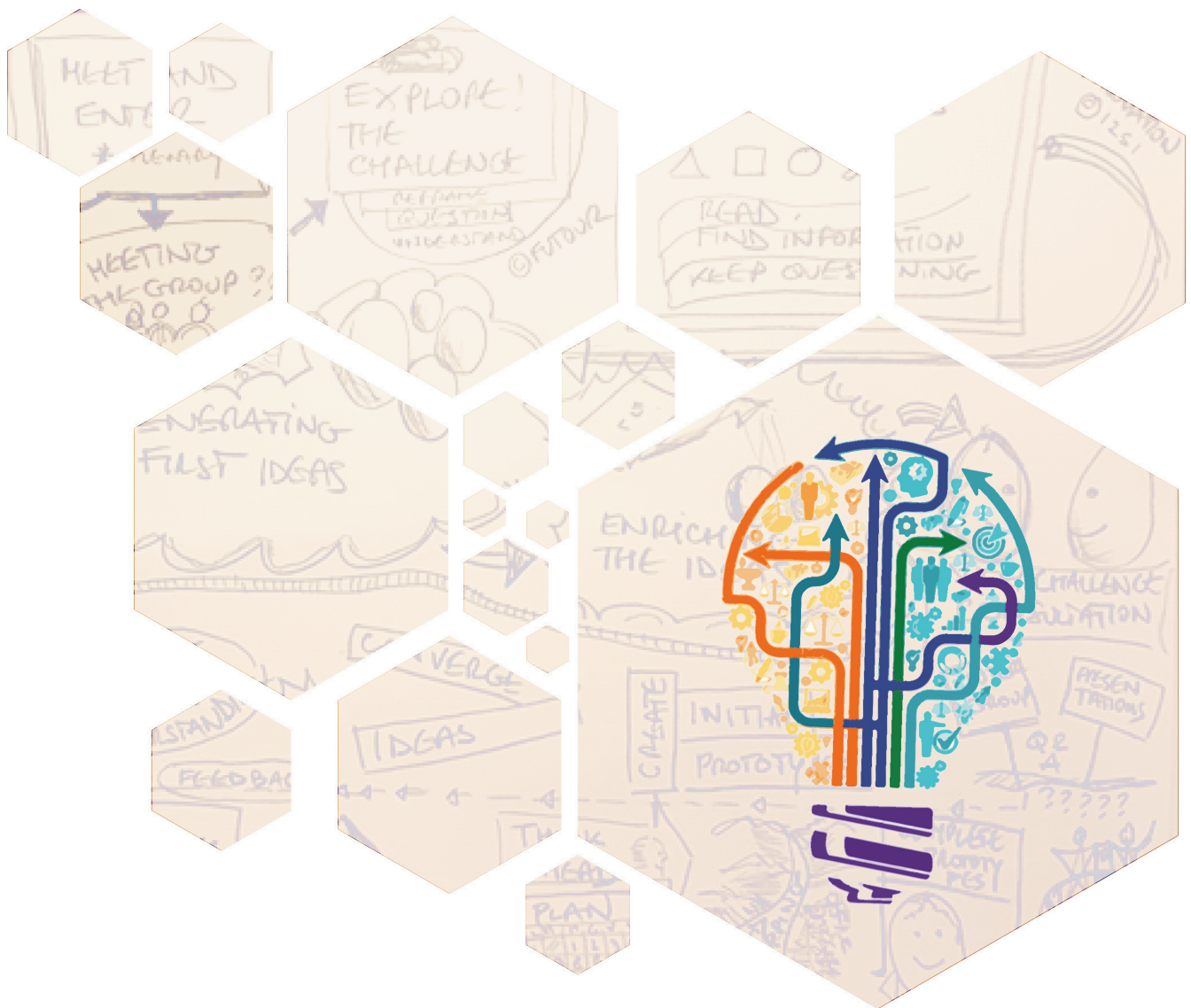
REALISING THE POTENTIAL OF THE ENTREPRENEURIAL DISCOVERY PROCESS

# METHODOLOGY

FOR TERRITORIAL INNOVATION AND DEVELOPMENT

# HANDBOOK

Gabriel Rissola, Hank Kune, Paolo Martinez



European Committee  
of the Regions

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**Title:** *Innovation Camp Methodology Handbook: Realising the potential of the Entrepreneurial Discovery Process for Territorial Innovation and Development*

**Abstract:** This Handbook is conceived to encourage regions and cities from all over Europe to adopt the Innovation Camps methodology as a tool to address collectively and effectively societal and economic challenges concerning local societies in a European context – notably in the field of Research and Innovation Smart Specialisation Strategies (RIS3) – through an open, collaborative and inclusive Entrepreneurial Discover Process (EDP) between Quadruple Helix actors (i.e. government, industry, academia, and civil society).



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## METHODOLOGY

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## HANDBOOK

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## Increasing impact – How?

The European Commission is committed to increasing the impact of innovation in Europe. Diverse blueprints, strategic documents and initiatives testify to this. There are many powerful ideas about ‘what’ needs to be done. However, the ‘how’ is not always so clear, and the translation of ‘what’ and ‘how’ into actions – experiments, pilots and prototypes – is much more difficult.

It is not Brussels policy, however, that makes the desired changes happen. The real actions and impact must come from bottom-up. Regional innovation ecosystems are not easy to recognize and understand due to their complexity. Sometimes you just feel that the atmosphere is different – for example, the mentality within the Aalto University ecosystem in Finland is different compared to many other university ecosystems. Much has changed there – I know that from personal experience. Too often, we politicians simplify innovation in a linear way, seeing it as a pipe-line with inputs and outputs. The Aalto Camps for Societal Innovation – four camps in six years (2010-2015) – have been instrumental in creating Place-Based Regional Innovation Ecosystems like the Espoo Innovation Garden. And throughout Europe there have been more than 20 innovation camps using the ACSI concept, applying it to local and regional circumstances, and supporting innovation and positive change there. This Handbook is an outcome of those experiences.

We want to underline that value creation with scientific evidence, combined with our local knowledge and proximity to citizens, will lead to better understanding of the challenges Europe’s regions and cities are facing. Europe needs more partnering, creative thinking and a stronger focus on outcomes and impact. New ways of thinking are needed for tackling societal challenges, as we discover that traditional problem solving methods are no longer sufficient. This will lead us to investing more in human capital and releasing underused human potential for inventing the future for Europe.

A ‘start-up culture’ is changing the European innovation landscape. There is a major mind-set change towards entrepreneurship taking place, and a mentality of trying fast and scaling fast, even if this also means failing fast. This means creating new products, services, strategies and markets through experimenting and prototyping, in real world settings, and managing the risks entailed. Useful methods for doing this are described here.

The Smart Specialisation platform hosted by the JRC has piloted the methodology for regional innovation purposes, having organised or supported RIS3-related whole Camps or single Camp challenges for interregional cooperation, regional S3 implementation, resilient S3 governance in less developed regions, inter-regional and sectoral cooperation. JRC has also tested the methodology in other areas such as on the resilience of energy critical infrastructure for European defence, on innovation in the financial sector, or on the integration of refugees and migrants in local communities.

# Foreword

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We, in Europe, need to do more to reach our targets for sustainable growth and better living conditions. We need to increase our capacity for learning and constructive change – this Handbook is designed to help us do that, and open up our thinking about ‘how’. We want to thank the people at JRC and CoR for the high-quality of collaboration in recent years. The methodology described here is one of the many results.

We hope you enjoy it!



**Markku Markkula**  
First Vice-President,  
European Committee of the Regions



**Vladimír Šucha**  
Director-General,  
Joint Research Centre



The authors of this handbook wish to acknowledge the contributions many people have made in co-creating the Innovation Camp methodology since 2010, when the original Camp was conceived and branded as Aalto Camp for Societal Innovation (ACSI). Special thanks to Markku Markkula and Taina Tukiainen (Aalto University), Ehsan Baha and James Powell (ACSI International Board), Leif Edvinsson, Hank Kune, Mika Pirttivaara and Pirjo Ståhle (New Club of Paris), Frank van Erkel, Magnus Jörgel and Paolo Martinez (I2SI).

The authors extend their gratitude to all the local and international experts who have contributed with valuable comments to improve this handbook, including the facilitators, challenge owners, camp conveners and participants of the 22 Innovation Camps held since 2010. Direct contributions from participants at the Amsterdam (2016) and Mararó-Barcelona (2017) Innovation Camps, where specific methodological challenges were set, are greatly appreciated.

The Joint Research Centre of the European Commission (EC-JRC) is grateful to the Committee of the Regions (CoR), and especially to its former President and current 1<sup>st</sup> Vice President Mr Markku Markkula, to have invited us to discover this innovative methodology and learn it by doing.

## **Authors**

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# Executive summary

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This Methodology Handbook describes key success factors for organising and running Innovation Camps. Innovation Camps are a condensed process in which economic, social, technological, cultural and environmental challenges can be addressed at policy, strategy and/or operational levels, and how they can be tackled and ‘solved’ innovatively by key Quadruple Helix stakeholders and experts. This Handbook is conceived as a tool for regional and urban policy makers to decide whether and – in which circumstances – to organise an Innovation Camp, and for practitioners to design and run it. It describes where and when to hold an Innovation Camp, the key roles and responsibilities of organisers and participants, and how the methodology works in practice. There are descriptions of factors to consider before, during, and after running a Camp, and tips to help organisers and facilitators in designing an effective process.

The Handbook guides the reader through the history and state-of-the-art of this open and effective method – a method that has already been applied, with a success, in 10 countries and that is now being adapted to accelerate the Entrepreneurial Discovery Processes for implementing Smart Specialisation Strategies in Europe.

## **Policy context**

Six years ago, the European Commission launched Smart Specialisation as a new powerful policy approach for territorial, place-based development; through the years it has become a catalyst for economic transformation towards smart, sustainable and inclusive growth. Today, in the words of Corina Crețu, European Commissioner for Regional and Urban Policy, Smart Specialisation represents “the most comprehensive policy experience on implementing innovation-driven progress”.

Following our publication on *Implementing Smart Specialisation Strategies – A Handbook* in 2016 (from where the Commissioner’s words are cited), and in support of “the collaborative work of public authorities, businesses, researchers and civil society” that have made this happen, we present this Innovation Camps Methodology Handbook as a further step to support the implementation of Smart Specialisation strategies. In particular, the methodology presented here is intended to contribute to strengthening the Entrepreneurial Discovery Process and accelerating its active use. This can be achieved thanks to its Open Innovation 2.0-type of co-creation procedure and interaction between Quadruple Helix actors in a concentrated period of time (2 or 3 days), which helps narrow down broad priorities and transform them into concrete interventions.

## **Key messages**

Innovating is a tough job, even more so if the innovation has a societal dimension, involving government, citizens, knowledge institutions, and industry. It requires effective instruments, good communication, real learning, and active openness between different stakeholders. The Innovation Camp is an agile answer to collaboration in the Quadruple Helix and an effective tool to accelerate dealing



with challenges in the (territorial) innovation ecosystem, thereby increasing the potential impact of innovation.

At Innovation Camps, challenges posed by the key stakeholders themselves are identified, refined, seen from different perspectives and by diverse participants, who transform them into opportunities that can be further developed and realised in practice.

The Handbook describes the learning from seven years of running Innovation Camps, and looks forward to new possible applications of the methodology in the future.

### **Related and future JRC work**

This Handbook is part of the efforts of the JRC Unit on Territorial Development (B.3) to provide guidance and support to stakeholders for the implementation of their Research & Innovation Smart Specialisation Strategies (RIS3). In particular, it aims to adapt, improve and systematise the Aalto Camp for Societal Innovation (ACSI) methodology for its application in the Entrepreneurial Discovery Process (EDP) needed for the design and implementation of such strategies and, more broadly, to apply it in innovation processes for regional and urban development.

This work of the JRC Smart Specialisation Platform (hosted by B.3) also encompasses the experimentation with – and the documentation of – other participatory and co-creation methodologies. The intention is to put useful tools and resources at the disposal of regional and local authorities in order to realise the EDP in an effective manner in their territories, making concrete a concept that may otherwise be seen as a too academic or too difficult to put in practice.

### **Quick guide**

The Handbook can be read as a story, as a hypertext and as a cookbook. Using the Table of Contents, policy makers can explore the Camp concept, the impressions of politicians, policy makers and senior civil servants who have experienced the Camp, the diverse background issues, and the methodology; and practitioners can dive directly into the “who-is-who” section about Camp roles and the “how-to” section about preparing and running a Camp.

*This section outlines the developments that have led to establishing Innovation Camps as a branded methodology devoted to activating collaboration between different stakeholder groups to foster new perspectives on innovations.*

## Chapter I

### Introduction

*“Europe and its actors need a systemic renewal process. Part of the renewal process is the mentality needed to function effectively the spirit of enterprise and the mind-set of entrepreneurial discovery need to be embraced by large portions of society; citizen and third sector engagement are essential for making new things happen. Nothing will happen without sufficient curiosity, creativity and courage. A start-up mentality, both in the economic sphere and for society as a whole [is an] important way to contribute to society [...]” (Markkula and Kune 2015b).*

#### 1.1 The Innovation Camp History

To mobilise the collaboration of quadruple helix actors (i.e. government, academia, business and civil society) in virtuous cycles, dedicated methodologies are highly recommended. With this in mind, the original camping methodology – called *ACSI*, Aalto Camp for Societal Innovation – was co-developed by Finland’s Aalto University and the New Club of Paris<sup>1</sup> in the period 2009–2012. Since 2010, Camps based on this methodology have been run 22 times, in different forms, in diverse countries in Europe, as well as in South Africa and Japan.

In recent years, members of New Club of Paris and the International Initiatives for Societal Innovation (I2SI)<sup>2</sup> have taken the lead on developing the methodology further. The Joint Research Centre of the European Commission (JRC-EC) – through its Smart Specialisation Platform (S3P) and in the context of a cooperation agreement with the Committee of the Regions (CoR) – has been testing the use of the methodology for territorial innovation and development since 2016, and has adapted the methodology to this purpose. This Methodology Handbook is the result of this work.

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<sup>1</sup> *The New Club of Paris* is an agenda developer for the knowledge economy. The club brings together intellectual entrepreneurs, scientists, opinion leaders and high-level politicians to support nations, regions, cities, communities, and organizations in their transformation into the knowledge society. See: <http://new-club-of-paris.org/>.

<sup>2</sup> *International Initiatives for Societal Innovation* (I2SI) is an open network-based platform with innovators from diverse countries. Members are driven by a passion for action-oriented activities, and by the notion that many people working together can help to create a smarter, more sustainable and inclusive society. See: <http://www.i2si.org/>.

This Camp for Societal Innovation is an instrument for addressing societal challenges in a powerful and effective way. It combines an entrepreneurial way of thinking and working with a concrete process for developing breakthrough ideas and insights, aiming at producing real-world impact. Participants from diverse backgrounds, countries and disciplines work together to discover and leverage in-and-out-of-the-box opportunities for creating breakthroughs in a process of collaborative solution seeking.

The camps are based on an entrepreneurial discovery process (EDP)<sup>3</sup>, and designed to open new thinking about complex problems and challenges, creating promising new perspectives which increase the possibility to address them effectively. Camps help participants to *go beyond* the ordinary, and expand their insights into how to tackle diverse innovation issues. Supported by a virtuous action-research process, ACSI camps have proven to be an effective instrument to pursue innovation and create opportunities to stimulate territorial and societal renewal.

Past Camp challenges have addressed issues such as low carbon urban planning, realizing regional test-beds and demonstrators, renewing citizen-government engagement, and enhancing the innovativeness and inclusiveness of society. The process has been used to create breakthroughs in understanding complex issues and stuck situations, stimulate cross-border collaboration, explore opportunities for open innovation and help eliminate the obstacles that block it.

Innovation Camps are an international innovation instrument, and past camps have integrated participants from more than 30 countries in actively addressing societal innovation issues. In this way the Camps can build on a global network of more than 800 people with 'camping' experience.

On May 2016 a high-level delegation from the Joint Research Centre of the European Commission (DG JRC) and the Committee of the Regions (CoR) visited Espoo (Helsinki metropolitan area, Finland) to gain knowledge about its innovation ecosystem and relative success factors. The study visits are part of a fruitful collaboration between CoR and DG JRC on promoting the importance of evidence-based policy development for regional and urban policy makers. As a follow-up to the visit, a strand of collaboration between the two institutions was set up in order to co-experiment the ACSI methodology developed by Aalto University and the Club of Paris, with a particular eye to tailoring the methodology to local needs, i.e. to help regions and cities to identify and tackle their own societal challenges, and define and implement their own research & innovation smart specialisation

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<sup>3</sup> The entrepreneurial discovery process (EDP) is an interactive bottom-up process in which participants from different environments (policy, business, academia, civil society etc.) work together to explore ideas for potential new activities, identifying potential opportunities that emerge through their interaction. EDP is described further in [Section 2.2](#).

*The acronym S3 may refer in the text to either 'Smart Specialisation' or 'Smart Specialisation Strategy' depending on the context. The term 'Smart Specialisation Strategy' (S3) is also used as a synonym of 'Research and Innovation Strategy for Smart Specialisation' (RIS3).*

strategies (RIS3, a Thematic Objective of EU Territorial Cohesion Policy) for territorial development and economic growth.

In recent experimentation in this context, these Innovation Camps have been applied to support the entrepreneurial discovery process (EDP) required for the effective implementation of RIS3 priorities, addressing issues specifically involving territorial innovation and development. This has included the development of thematic clusters in line with regional priorities; the co-creation of regional policy initiatives for the circular economy; public employment services, universities and cities as open labs; interregional collaboration in the field of energy (sustainable buildings, bioenergy and solar energy); and sectoral collaboration in the field of digital economy, Engaging the society at large in participatory processes for the co-creation of regional policy initiatives has been a transversal aim in all these camps.

## 1.2 A Tool for the Entrepreneurial Discovery Process and Smart Specialisation

After a process of experimentation and adaptation across Europe (Amsterdam, Bratislava, Lapland and Gabrovo in 2016, Mataró-Barcelona, Thessaloniki, Brussels and Belgrade in 2017), this methodological guide provides the European Union's regions and cities with a powerful tool to realise the potential of the Entrepreneurial Discovery Process (EDP) for societal and territorial innovation and development.

This methodology handbook intends to familiarise decision makers with the power and benefits of the Innovation Camps methodology, an instrument for structuring the co-creative processes of entrepreneurial discovery and open innovation for use by all actors of the so-called Quadruple Helix (i.e. public sector, academic and knowledge institutions, business, and the civil society). At the same time, as an Innovation Camp is highly experimental and open by definition, this guide aims to make stakeholders and practitioners acquainted with the underlying principles and structural elements of the methodology, while providing concise guidance, inspiration and suggestions to consider when organising a camp or a series of camps.

The Methodology handbook is conceived to encourage regions and cities from all over Europe to adopt the *Innovation Camps* methodology as a tool to address collectively and effectively societal and economic challenges concerning local societies in a European context.

Matured through the experience of diverse Aalto Camps for Societal Innovation (ACSI) implemented by qualified facilitator teams on 22 occasions since 2010, in different countries on three continents, this Guide is an attempt to make this methodology more easily transferrable to organisations at European, regional and local level that want to use this instrument to support innovation through an entrepreneurial discovery process.





*Bratislava Innovation Camp.*

The desire and ambition to bring such kind of instruments to local grounds follows the mission, shared by the Committee of the Regions and the Joint Research Centre of the European Commission (through its Smart Specialization Platform<sup>4</sup>), to stimulate and enhance a culture of innovation on the ground; one that can nurture Smart Specialisation Strategies (S3) about the genuine assets and capacities of the regions, thus allowing the active development of innovative European regions.



*Bratislava Innovation Camp.*

In particular, this handbook builds over the work carried out under the JRC's S3 platform, notably in support of the Entrepreneurial Discovery Process that calls for strong multi-stakeholders engagement as a pre-condition for successful implementation of regional operational programmes. A devoted research line launched by the JRC in 2017 on the topic of Augmented EDP is facilitating and taking stock of bottom-up processes and participatory

<sup>4</sup> <http://s3platform.jrc.ec.europa.eu/>.

*The disposition to innovate and to collaborate with multiple stakeholders (even with local competitors/rivals) catalyses the power of collective/distributed intelligence for local development, strengthening cities and regions position in Europe and a globalised world.*



*Catalonia Innovation Camp.*

methodologies, shifting the emphasis from *technological* to *social* innovation and enabling the transition from a *triple* to a *quadruple* helix model, or from a knowledge *economy* to a knowledge *society*.

### 1.3 A Tool to Develop Local Cultures of Innovativeness

In the last years, it has repeatedly been said that more positive attitudes and culture towards entrepreneurship and risk taking are needed to turn Europe into a more innovative, dynamic and competitive economy in a globalised world. Such a culture cannot be imposed by decree but needs to be stimulated and nurtured in society. It exceeds the narrow domain of R&D and innovation policy, it needs to be *installed* in society. Policy makers have clearly a big responsibility to enable and favour innovation (e.g. rewarding it, supporting it, creating ecosystems to make it pervasive), but they are not alone. All driving forces in a society are responsible to tackle such an issue, since a culture of innovation is a societal feature, and an innovation culture is inclusive by nature.

A methodology like Innovation Camp is needed to guarantee that not only governments, business and the academia, but also civil society, work together to discuss and find solutions to common territorial development challenges – in this way involving the quadruple helix to realise innovation in practice.

However, this innovative bottom-up approach, which extensively relies on self-organising principles, cannot realistically be put in practice without political endorsement and a certain level of institutional governance. This is an open issue yet, but could mature towards the embedding of Innovation Camps into (regional, urban, rural) place-based innovation ecosystems, becoming a tool for intermediary institutions/places to facilitate collaboration between multiple stakeholders while developing a local culture of innovativeness.



*This section provides a rationale for policy makers and innovation managers about the benefits of applying this methodology for bottom-up participation and policy co-creation processes involving multiple and diverse stakeholders.*

## Chapter II

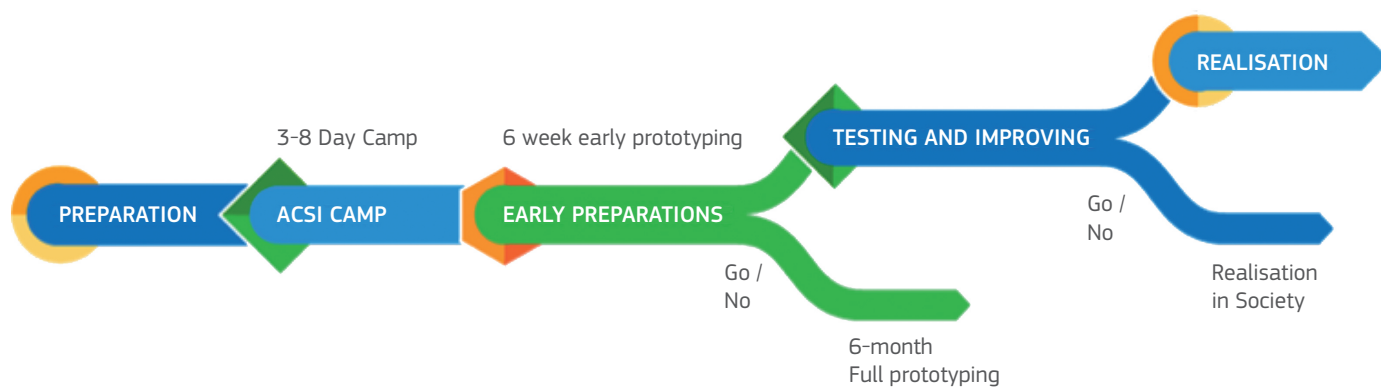
### Why Innovation Camps

The ability to anticipate and respond quickly, effectively and in an agile way to emerging local and global societal needs, including socio economic and environmental ones, requires a responsive and proactive policymaking process.

Innovation Camps are an instrument for policy makers to design policy interventions with a more effective involvement of stakeholders than the kind of public consultations, focus groups or debates typically used.

Camps are the lubricant for rapidly innovating the policy-making process, as they provide an arena for dialogue, mutual understanding, the framing and reframing of challenges from different perspectives, and a facilitated environment based on self-organisation, shared ownership, mutual empowerment and creative collaboration.

These Innovation Camps aim to create a context where multiple stakeholders can work together on collaborative co-creation activities and catalyse the power of collective/distributed intelligence for local development, using a participatory, bottom-up approach which relies extensively on self-organising and rapid-prototyping principles.



*Figure 1. ACSI Challenge to Rapid Realisation Process.*  
(Credits: H. Kune & M. Markkula, illustration by Roope)<sup>5</sup>

The Innovation Camp is a process, in which territorial and other societal challenges are explored in an entrepreneurial discovery process which includes a face-to-face Camp and a more extensive follow-through, leading, ideally, to the rapid realisation of the best ideas for territorial development in practice. This makes it an effective instrument for addressing territorial innovation and societal challenges in a powerful and effective way. It combines an entrepreneurial way of thinking and working with a concrete

<sup>5</sup> Source: <http://impactglu.org/acsi/>.

process for developing breakthrough ideas and insights, aiming at producing real-world impact. Participants from diverse backgrounds, countries and disciplines work together, to discover and leverage in-and-out-of-the-box opportunities for creating breakthroughs, in a process of collaborative solution seeking.

As opposed to most of the other participative methodologies, the Innovation Camps develop an innovation process led by the stakeholders themselves, starting from shaping the challenges during the Camp preparation to reframing them and conceiving innovative solutions during the face-to-face Camp to make those solutions feasible, testable, and able to be implemented and scaled up as part of the Camp process, once the face-to-face camping is over. There are dozens of innovation instruments and diverse methodologies for social renewal, and hundreds of workshops take place every year, often producing promising results. But many fail to move beyond the output of the events themselves to create lasting effect in society. Innovation Camps have shown that this can be done, even when dealing with complicated and complex issues.

For some positive personal experience of Camp Conveners, Challenge Owners and participants, see the [Section 2.4](#) below.

## **2.1 Opportunities and Challenges of the Knowledge Economy**

Since Peter Drucker first introduced the concept of the knowledge economy in 1969, ideas about the opportunities and challenges of a knowledge economy, and its broader context – a knowledge society – have inspired policy makers and practitioners across Europe. A 1996 OECD report indicated that knowledge is now recognised as “the driver of productivity and economic growth, leading to a new focus on the role of information, technology and learning in economic performance [...] [with implications] for employment and the role of governments in the development and maintenance of the knowledge base.” (OECD 1996).

Drucker himself wrote in 2001 that “The next society will be a knowledge society. Knowledge will be its key resource, and knowledge workers will be the dominant group in its workforce. Its three main characteristics will be: borderlessness, upward mobility, and the potential for failure as well as success.” In the years since, this has steadily become true. (Drucker 2001).

The many opportunities for knowledge to contribute to economic growth and the prosperity of society have been become evident since then, and incorporated into European Policy. Commissioner Moedas’s 2016 description of goals for Europe’s research and innovation policy, Open

Innovation, Open Science, Open to the World: A vision for Europe, takes the many opportunities and challenges of the knowledge economy as one of its starting points. (DG RTD 2016)

In talking about Open Innovation, the Commissioner notes that it “is moving from linear, bilateral transactions and collaborations towards dynamic, networked, multi-collaborative innovation ecosystems [...] [which] means that a specific innovation can no longer be seen as the result of predefined and isolated innovation activities but rather as the outcome of a complex co-creation process involving knowledge flows across the entire economic and social environment.”

How can the concept of Open Innovation be translated into efficient and effective policies? As stated in the political priorities of Commissioner Moedas, “creating and supporting an Open Innovation ecosystem encourages dynamic knowledge circulation and facilitates the translation of that knowledge into socio-economic value.”

There are excellent opportunities for renewing the innovative capacity of Europe, and many of them are directly relevant to the ideas behind the Smart Specialisation, entrepreneurial discovery, and Innovation Camps described in this Handbook. However, more and more challenges have also become clear. The UN’s 17 Sustainable Development Goals (SDGs) encapsulate the major societal challenges of the 21<sup>st</sup> century, while the increasing incidence of media-driven trends – fake news, alternative facts, cybersecurity issues undermining authority, popular hostility to established institutions, and lack of trust in government – challenge government and civil society to develop processes for broader inclusion, public engagement, co-creation and collaborative decision-making.

To counteract these challenges, bottom-up perspectives, full stakeholder involvement, and shared ownership the decision-making processes are required. It is abundantly clear that working in this way in the coming years requires constructive and continuous action. Despite the abundance of good intentions, excellent ideas and (often) visionary proposals for renewing the innovative capacity of Europe, there have been too many discussions without conclusions, conferences without follow-through, plans without realisation, and realisation without achieving the intended impact. There is a clear need to move faster than ever before towards smarter regions, smarter solutions, and open processes, which enable citizens to take a more active role in addressing the social and societal challenges they face. There are few readymade solutions, and that is why exploring, experimenting, prototyping, discovery and learning have become essential societal processes.

“Europe has enormous expertise in its regions, intelligence and talent in its citizens, and diverse new and existing technologies, methodologies and instruments – promising potential and proven practice – for realising innovation in practice. There are many ways to engage stakeholders at all levels to participate in and actively contribute to these processes. We need new ways to orchestrate ecosystems so that they are invited to do so. Europe must move faster and more effectively from thinking and talking to discovering, doing and learning. The same is true in the realm of cities and regions and their smart specialisation strategies. It is the entrepreneurial discovery spirit that is capable of engaging Europeans from all regions, and all ages, in building a better world together.

This is the practice we call entrepreneurial discovery. It is the key mind-set defining the new knowledge economy.” (Markkula and Kune 2015a).

## 2.2 Clarifying Basic Concepts Behind the Camp Methodology

Innovation Camps use an entrepreneurial discovery process to drive its central processes: understanding diverse perspectives to understand challenges, issues, and problems, exploring new opportunities to address these challenges, and prototyping promising ideas as solutions to the problems.

Entrepreneurial discovery is both a mind-set and a skill-set, and it entails a way of interacting with the world from an entrepreneur’s point of view, and with certain skills for making sense of the world around you, and for understanding the consequences of action or inaction. It calls for the spirit of entrepreneurship: curiosity, creativity, and courage (for calculated risk-taking). It requires the capacity to act.

These are the same qualities that Innovation Camps require of regions, cities and organisations bringing challenges to the camps to address, the same qualities that the camps ask participants to practice and which they support through their facilitated structure. As such, Innovation Camps are very suitable instruments for realising Smart Specialisation strategies in Europe’s regions, thus supporting innovation which is territorial, economic and social/cultural – and in this way, also driving ‘societal innovation’.

Essential European innovation concepts such as EDP, RIS3 and societal innovation – and how they are built into the camping methodology are briefly introduced below.

### What is Entrepreneurial Discovery

The Entrepreneurial Discovery Process (EDP) is an inclusive and interactive bottom-up process in which participants from different environments (policy, business, academia, etc.) are discovering and producing information about potential new activities, identifying potential opportunities that emerge through this interaction, while policymakers assess outcomes and ways to facilitate the realisation of this potential. The EDP pursues the integration of entrepreneurial knowledge fragmented and distributed over many sites and organisations, companies, universities, clients and users, specialised suppliers (some of these entities being located outside of the region) through the building of connections and partnerships. The EDP consists of the exploration and opening up of a new domain of opportunities (technological and market), potentially rich in numerous innovations that emerge as feasible and attractive.

A key person in developing European thinking about Smart Specialisation, Dominique Foray, has written extensively about the central role of the EDP in creating Smart Specialisation strategies. EDP is conceived as a collective experimentation process and Foray argues that it “must be carried out within the framework of strategic interactions between the government and the private sector. This is the essence of entrepreneurial discovery”. (Foray 2015).

According to Markku Markkula, 1<sup>st</sup> Vice President of the European Committee of the Regions, “entrepreneurial discovery is essentially a process by which entrepreneurs, entrepreneurial regions, and entrepreneurial citizens become



*Markku Markkula of the Committee of the Regions addressing the Brussels Innovation Camp.*





*Markku Markkula speaking with participants (at Brussels Innovation Camp).*

aware of new opportunities for business and social innovation and leverage resources to take advantage of them.” (Markkula and Kune 2015a).

The EDP is a “conceptual pillar” of Smart Specialisation (Capello 2014). This bottom-up approach in priority-setting is crucial to understand the main feature that distinguishes S3 approaches from innovation strategies of the past. EDP reconciles the idea that policies take things in hand by shaping the regional system through priority-setting and the idea that market processes are central in producing information about the best domains for future priorities. More importantly, it does so in a non-prescriptive, bottom-up fashion, where no individual player is supposed to have a priori preferential access to knowledge about future opportunities/developments, and it is through the interaction of all sides that such identification emerges.<sup>6</sup>



*Figure 2. EDP & Regional Priorities (Credits: S3 Platform).*

<sup>6</sup> Source: <http://s3platform.jrc.ec.europa.eu/entrepreneurial-discovery-edp>.

While the term Entrepreneurial Discovery Process (or EDP) originally referred to the identification of areas for investment in research and innovation (i.e. priority-areas) through an inclusive and evidence-based process grounded in stakeholders' engagement,

“The experience of the S3 Platform has highlighted, on the one hand, that the EDP concept itself has evolved from being a process limited to the identification of investment-priorities in the design-phase of a Smart Specialisation Strategy, into a continuous activity, which keeps going throughout the strategy's implementation; on the other, that there was a significant gap in understanding how different actors engaged in the EDP. Such continuous EDP implies that stakeholders are kept engaged in the refinement of priority-areas, the identification of instruments that would implement them, as well as the RIS3 governance and monitoring mechanisms that would allow the expected competitive advantages to emerge” (Marinelli and Perianez-Forte 2017).

The ambition of this handbook is precisely that: to contribute a dedicated methodology to help structure and support continuous stakeholder engagement in a co-creation process, and reinforcing it as an ongoing practice.

Why Innovation Camps are an effective tool to apply the EDP to implementing RIS3

- Innovation Camps are driven by entrepreneurial discovery.
- They bring together the key Quadruple Helix actors in a (regional) innovation ecosystem to address relevant issues in an open, co-creative way
- They create a process of creative and constructive dialogue, which supports the entrepreneurial exploration of diverse possibilities and points of view.
- All actors are able to take ownership of the process by which relevant perspectives are explored, new ideas are generated, and decisions are made.
- The Camps create plans for concrete, actionable results, and stimulates follow-through which leads to their realisation.

## What is Smart Specialisation

Smart Specialisation is an important European Union process aimed at strengthening Innovation in Europe's Regions. It requires each region to:

- Identify the region's own strengths and comparative assets
- Prioritise research and innovation investment in competitive area
- Define a shared vision for regional innovation

Conceived within the reformed Cohesion policy of the European Commission, Smart Specialisation is a place-based approach characterised by the identification of strategic areas for intervention based both on the analysis of the strengths and potential of the economy and on an Entrepreneurial Discovery Process (EDP) with wide stakeholder involvement. It is outward-looking and embraces a broad view of innovation including but certainly not limited to technology-driven approaches, supported by effective monitoring mechanisms.

Smart specialisation is an innovative approach that aims to boost growth and jobs in Europe, by enabling each region to identify and develop its own competitive advantages. Through its partnership and bottom-up approach, smart specialisation brings together local authorities, academia, business spheres and the civil society, working for the implementation of long-term growth strategies supported by EU funds.

A strategy for smart specialisation should be designed around the following key principles:

- Smart specialisation is a place-based approach, meaning that it builds on the assets and resources available to regions and Member States and on their specific socio-economic challenges in order to identify unique opportunities for development and growth;
- To have a strategy means to make choices for investment. Member States and regions ought to support only a limited number of well-identified priorities for knowledge-based investments and/or clusters. Specialisation means focusing on competitive strengths and realistic growth potentials supported by a critical mass of activity and entrepreneurial resources;
- Setting priorities should not be a top-down, picking-the-winner process. It should be an inclusive process of stakeholders' involvement centred on "entrepreneurial discovery" that is an interactive process in which market forces and the private sector are discovering and producing information about new activities, and the government assesses the outcomes and empowers those actors most capable of realizing this potential.<sup>7</sup>

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<sup>7</sup> Source: <http://s3platform.jrc.ec.europa.eu/what-is-smart-specialisation->

## What is Societal Innovation

*Social* innovation aims at improving the quality of life for specific target groups. *Social policy* innovation aims to introduce innovative reforms in the welfare system in order to keep and expand quality social services – usually by exploiting the potential of new technologies – in a context of pressing budgetary constraints. Against this background, *Societal innovation* aims at changing the way society as a whole thinks about – and deals with – diverse aspects of life and work. In achieving this, societal innovation often combines different social and technological innovations that support change in mind-set as well as economic, organisational and social/cultural aspects of how we live and work. This is closely related to *innovation ecosystem thinking*, as it is developing within the European Union.

The word “societal” refers to a society as a whole. Lehtola and Stahle (2014) define societal innovation as “innovative activities and services that are motivated by the goal of meeting a societal need and that are predominantly diffused through organizations whose primary purposes are societal.” It refers to a systemic change in the interplay of the state and civil society and is related to social innovation, but differs from it by considering the state to be an important co-creator in achieving sustainable systemic change. Societal innovation is a component of societal change. The perspectives of open innovation and innovation ecosystems are particularly close to societal innovation, since they involve large numbers of stakeholders across societal and organizational boundaries.

“Separating these two types of innovation is supported by the Bureau of European Policy Advisers (BEPA) study indicating that there are three complementary approaches to address social problems (Franz et al. 2012: vii):

1. Social: the grassroots social innovations which respond to pressing social demands that are not addressed by the market and are directed toward vulnerable groups in society.
2. Societal: the broader level innovation addressing societal challenges in which the boundaries between social and economic are blurred, and are directed towards society as a whole.
3. Systemic: the systemic type innovation relating to fundamental changes in attitudes and values, strategies and policies, organizational structures and processes, and delivery systems and services” (Lin and Chen 2016).

All quadruple helix stakeholders might be interested to embrace the practice of Innovation Camps, as illustrated in the messages below:

- Policy makers: to mobilise self-organising capacities of cities and regions to address local societal challenges and innovate in the policy making and problem-solving process
- Business/entrepreneurs: to match/join interests, capacities and forces locally to compete innovatively in a globalised market.
- Academia: to identify locally-meaningful research & innovation capacities to be developed in the long run in cooperation with business and government, while working with and for the local society.
- Civil society: to empower citizens to gain ownership and conceive innovative solutions to societal issues of their concern.

## 2.3 Examples of Camp-sparked Societal Change and Territorial Innovation

### Espoo Finland – the West Metro Corridor

The three-day ACSI Innovation Camp in 2015, organised by the European Commission, the Helsinki-Uusimaa Region and the City of Espoo (as a prelude to the EC's Open Innovation 2.0 Conference) invited participants to re-think the impact of innovation systems, strategies and practice, while working on real world challenges. The challenge of designing the West Metro corridor as a development zone for innovative urban solutions is an example of quadruple helix cooperation on territorial issues. Campers reflected on how to use the Corridor and its metro stations for developing and testing innovative solutions for energy, health-care and citizen services. The Camp's collaborative work on the Espoo West-Metro Corridor as an Innovation and Business Zone generated four prototypes:

1. *Citizen engagement and services.* Creating shared identity for the city of Espoo together with current and future residents, and testing new services and concepts with the citizens;
2. *New interfaces for participation and engagement.* A civic hub that engages citizens in conversation and co-creation, a place where stories and results are made visible both physically and virtually, as well as an

iterative process for curating and implementing new ideas in practice, taking monetary incentives into account: from conversation to insights, action and innovation;

3. *Urban Planning*. Five to ten prototypes for testing new urban solutions, buildings and infrastructure, at different types of test areas: (1) brown-field, (2) greenfield, (3) greyfield planning, and (4) energy-related areas;
4. *Wunderground*. Using the underground system as a physical/digital test-bed for mobility applications, with a focus on digitalization and connectivity.

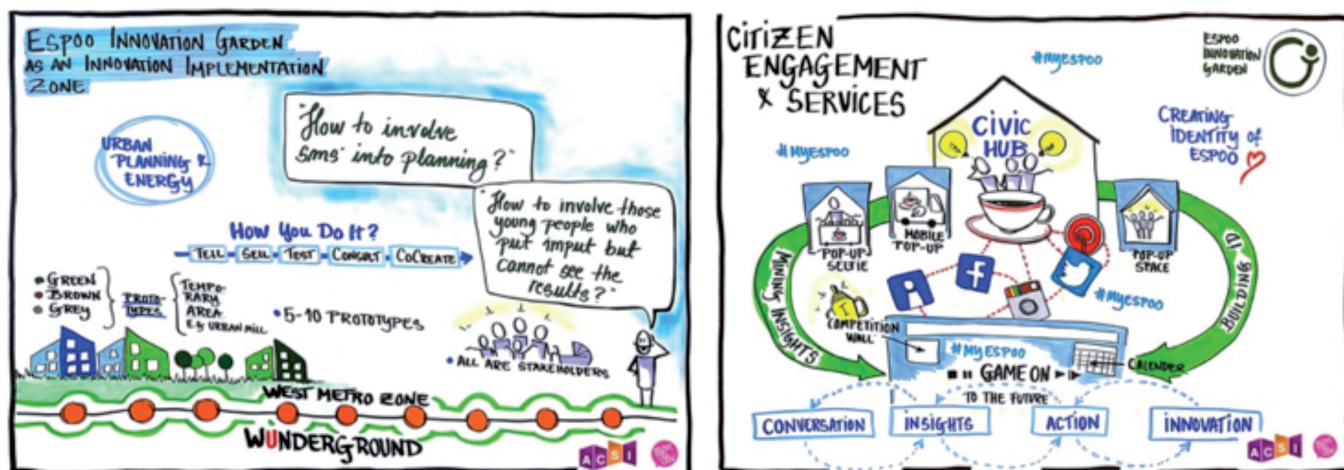


Figure 3. Prototype 1: 'Citizen Engagement & Services' and Prototype 4: 'Wunderground' (Credits: ACSI Kuvitellen, 2015).

### Amsterdam – the Role of Creativity & Design in Industry

At the Amsterdam Innovation Camp (2016), one group concentrated on opportunities for co-creating new business, products and services, and how design can bring business, citizens, academia and the public sector together in developing the city of the future. The Camp proposed solutions to keep the start-up spirit alive in fast-growing companies and how to transfer it to already existing, more structured, bureaucratic and hierarchic organisations. The Challenge Owner, a Dean of the Amsterdam University of Applied Sciences, was impressed by the ideas, tips and tools that were proposed at the Camp, and decided to create a specific unit supporting and nurturing the 'start-up entrepreneurial spirit' in both newly emerging organisations and in existing ones that would benefit from this enterprising, inclusive, brave and daring spirit.

### Bratislava – Digital transformation in Danube region

The Bratislava Innovation Camp (2016) targeted innovations in the Danube region to improve the use of structural funds and stimulate interregional smart specialisation strategies. One of the Challenge groups concentrated

on strengthening the collaboration among clusters of companies from all across the Danube macro region. The emerging concepts and proposals related to innovations in mobility and accessibility, reducing pollution and improving connectivity between urban hubs, large cities and rural areas, through soft, low-carbon impact solutions. They also identified possible FIWARE<sup>8</sup> solutions to improve collaboration and co-design within the automotive sector, which is heavily represented in the macro region.

### Lapland – Arctic Smartness

Arctic Smartness is both the brand and method for Lapland – the most northern region in the EU – to gather key actors together for implementing Smart Specialisation. Early implementation started even before the S3 strategy ready, and it has become the method and model for territorial innovation and development in the years to come.

Lapland organised its first Arctic innovation Camp in November 2016. There were three challenges for the Camp, two of which were rather wide, vague and un-conceptualised. At the start, participants were lost in broad descriptions, but the Camp and its methodology helped to process the Challenges in a discovery process where letting go of unspecified issues led to discovering what was important. As the Camp progressed the Challenges got more consolidated, practical, specified and, most importantly, they were matched with methods to tackle the Challenges and make something of concrete happen through prototyping.



Figure 4. Consulting Santa Claus as part of the Camp process.

The **first Challenge** was about developing the strategic partnership for Smart Specialisation investments on a territorial basis. The outcome is

<sup>8</sup> <https://www.fiware.org/>.

a fresh on-line tool for Region-wide systemic analysis (TRL) of the Arctic Development Environments Cluster and its 50 testing and development laboratories and environments. The process is ongoing and will be the core of entrepreneurial and industry collaboration in the Lapland Centre of Excellence for Research, Development and Innovation, which will be launched in summer of 2018. Another spin-off is the Future Bio-Arctic Design (F.BAD), an ERFD-project concept tackling new fabrics and use of nontoxic natural insect repellents and preservatives.

The **second Challenge** addressed the Northern-most Rural communities, ensuring viable and modern, villages and sustainable communities in northern sparsely populated regions, namely Lapland. The rural community is where entrepreneurship is needed: it is not just a matter of survival and viability, but can help people thrive and help create prosperity. The key issues in the challenge were defined as local food, refining of product from natural products, sponsoring localised energy production, and stopping financial flow for energy. This is currently the core strategy of the Smart Arctic Rural Communities Cluster, and this approach seems to be in demand throughout other EU regions.

The **third Challenge** was about Arctic Policy: several points emerged from the Camp as future milestones, and they have already taken place, inspired by ideas from the Camp. For example, the Arctic Policy stakeholder meeting held in Oulu, Finland in June 2017, an event with two EU Commissioners, Finnish and Canadian Foreign Ministers and the Finnish Prime Minister. To follow up on the EU's Arctic Policy, the EU has now appointed an Arctic Ambassador. In addition, the NSPA network (the 14 most northern municipalities of Norway, Sweden and Finland) is rolling up its sleeves to work on the OECD recommendations for the region.

In conclusion, this Camp has had great success in moving smart specialisation initiatives forward.

### **Catalonia – digital social innovation and citizens connected to the innovation ecosystem**

The Innovation Camp held in Mataró-Barcelona (2017) triggered the creation and reinforcement of the CatLabs network. This is a network and emerging community of practice involving all societal actors, institutions, research organisation, companies and civil society devoted to digital social innovation (DSI). DSI is seen by the regional government as a channel to co-create policies with citizens and to link citizen innovation with broader research & innovation systems.

The Innovation Camp explored four challenges, each one primarily driven by one key quadruple helix actor, but requiring all other actors to be effective,



open and ready to scale. For instance, a municipality (the municipality of Mataró) worked on strengthening civic participation and ownership in planning and strategising through facilitated online tools and meetups. The methodological, technical and policy prototype was created with the possibility in mind of being taken up by other municipalities in the future (as with free software).

Another challenge at the CatLabs Innovation Camp that has now gone through the prototyping phase is reducing food waste by connecting all the key actors (including the regional waste management agency, core research institutions, civil society and leading companies) in circular economy activities; proposals for new tools, technologies and attitudes leading to incremental and high impact solutions have been taken up for further development by lower authorities.

### **Brussels – interregional collaboration on Energy innovation**

The JRC and the Smart Specialisation Thematic Platform on Energy (S3PEnergy) organised an Innovation Camp in Brussels during the 2017 European Week of Regions and Cities, in collaboration with the Committee of the Regions and the EIT. The Camp was organised to provide a joint response to challenges that the S3 Energy interregional partnerships are facing regarding the implementation and scaling up of socio-technical solutions stemming from research and innovation in the fields of solar energy, bioenergy and sustainable buildings. Each thematic group addressed a non-technological issue that was cross-cutting for all the partnerships.

The three challenges addressed *the engagement of civil society in interregional actions*, the creation of *innovative financial instruments for transnational commercial-scale demonstration projects*, and the *attractiveness of buildings rehabilitation investments for all the parties involved* (including private users and banks, public sector, and academia).

The Brussels Energy Camp brought together 53 key stakeholders from ten countries. At the Camp participants explored and reframed the challenges, defined potential implementation activities and made plans for experimenting with and piloting them in the near future. The best ideas have been picked up by the challenge owners and followed up with the idea developers. Policy makers from the three interregional partnerships involved (Bioenergy, Solar Energy, Sustainable Buildings) actively participated, as

*Some personal experiences of Camp Conveners, Challenge Owners and Participants.*

well as academics, researchers, experts and relevant associations. The event also actively involved other European Commission organisations (DGs REGIO, ENER, JRC, GROW and EASME) that joined the interactive sessions of Camp to contribute to the progress of Smart Specialisation implementation through interregional cooperation.

## 2.4 What People Think About the Camps

Policy innovation is a social process and it can be accelerated through facilitated dialogue. Diverse participant at Innovation Camps have recognised how facilitated dialogue drives the territorial innovation process forward.

*Marisa Borra, Andalusian Energy Agency  
[Energy Innovation Camp, Brussels]*

*“The Camp was a fruitful, innovative experience.*

*Prior to the Camp: determining the challenge. We profited from applying the methodology to our Partnership and discussing internally during two preparatory meetings. After some brainstorming, we agreed on the main challenge facing our Partnership of Sustainable Buildings: “How to make investments in energy efficiency more attractive for the actors involved in a retrofitting process?”.*

*During the Camp: sharing innovative ideas with experts from diverse backgrounds. We profited from getting together with our experts and sharing our time to jointly think about new ideas concerning our energy challenge, with as special interest the focus on developing new prototypes.*

*Participants at Brussels  
Innovation Camp.*



*After the Camp, let's work! We shared the results and prototypes with our stakeholders in our respective regions. We continue to work on a common project to be developed by the partnership, taking into account the know-how and results that emerged during the two days of intensive work."*



Participants at Brussels Innovation Camp.

*Tatiana Fernandez Sirera, Coordinator of the Catalonia 2020 Strategy, Generalitat de Catalunya [Catalonia Innovation Camp]*

*"The ideas, prototypes and pilots that emerged in a three-day Innovation Camp would have normally taken at least one year of policy consultations. I am positively impressed and feel we have made a positive leap forward in the implementation of the Smart Specialisation Strategy involving all the quadruple helix stakeholders."*



Participants at Catalonia  
Innovation Camp.



*Tomi Heimonen, Manager, Business and  
innovation, South Savo Regional Council  
(Finland) [Arctic Innovation Camp]*

*“The method of Innovation Camps positively surprised me! Truly, it seems to be a very powerful social interaction tool to achieve complex outputs and shared understanding, in very short time and with resource efficiency. However, as an actor you need to be an active participant and be prepared to open your thoughts and heart to people from diverse backgrounds and organizations. The supportive and active fast progressing process is certainly not about single things, but instead a mix of different ingredients that together bring the opportunity to achieve shared demanding goals and fine-grained understanding.*

*When applying this method, I think it's all about people, how we can trust each other and respect diversity as very important ingredients for exploiting opportunities in order to achieve shared goals.*

*It is like dancing: you need to take steps both backward and forward with your dancing partner(s) so you can enjoy it! I certainly recommend you and your organization to familiarize yourself with and try this method, if you have scarce time-resources and complex problems, policy issues and goals to achieve with diverse stakeholders! For us, it has helped to move Regional Arctic Policy issues forward with multiple stakeholders.”*



Participants at Catalonia Innovation Camp.

*Magnus Jörgel, Senior Strategist, Region Skåne, Sweden [Skåne Innovation Camp]*

*“The Camp for Societal Innovation in Skåne 2013 was important for a number of reasons. Major Swedish companies like Volvo and EON brought challenges to the Camp, which led to some interesting developments after the camp, including experiments/pilots with self-driving trucks in city neighbourhoods, electrical motors for buses, smart homes and smart lighting, as well as mini-grids for distributed electricity in local networks. We, as a region, were also forced to look more closely at what our societal development tasks could encompass. During the camp, we had one challenge concerning a less-developed area in Malmö, and the ideas generated at the camp were instrumental in the development plans for activities we see today in the same area. The political visibility that the camp gave us as a region was important, and many issues discussed at the camp have been taken up by politicians. For me, the most important thing is to remember that societal development takes time, often many years, and we really need to remember where and when things started, even if we only see results five year later.”*

Participants at Bratislava Innovation Camp.



*Harri Malinen, University of Lapland, Senior Expert and Project Manager of **Arctic Smartness Excellence**, the ERDF project implementing S3 in Lapland [Arctic Innovation Camp]*

*“I would be delighted to be a Challenge Owner in another Camp for Societal Innovation. I would have a better sense of how to work, understanding realistic expectations for observing positive change, and in recognising success in a particular challenge. I would be able to welcome changes in the Challenge during the Camp – thus making it a masterclass or a 2.0 version. Innovation Camp challenges need to be challenges in real-life, or problems we need to solve, or tasks one needs to get done. Then the Innovation Camp provides the means, the new insights and perspectives, and provides challenge owner with scenarios for solving the challenge. After this, any action taken will make a change, and become steps to the solution of the problem.”*



Participants at Bratislava Innovation Camp.

### *Dr Kieran McCarthy, Cork City Councillor (Ireland), Member of the European Committee of the Regions*

*“As a member of the European Committee of the Regions I have participated in three Innovation Camps – in Bratislava, Gabrovo, and Thessaloniki. All three of these focused on designing innovation strategies for cities and regions. All three camps brought people from various stages of life, various backgrounds, various professions, various regions and various EU member States together for three days. The camps brokered a space where all key stakeholders could meet and work together in a safe and supportive environment. The various facilitators encouraged conversation and followed a work plan over the three days of the Camps.*

*The Camps are a unique opportunity to get very close to a city’s and region’s issues and figure out a way to move through challenges. Many participants I have met noted that they were delighted to get the opportunity to work with local young people, or the local college professor, or the local Chamber of Commerce, or to work with the local mayor or local governor.*

*The Camps provide an opportunity for personal development, where you meet complete strangers and become co-allies of a strategy after 2-3 days. The fact that at the end of a Camp there is a working plan for a product to deal with challenges is a very welcome part of this initiative. Overall, for me the Camps encompass different ideas and levels of the importance for developing innovative ecosystems where participative democracy is ever present.”*

*Alin Nica, Mayor of Dudeștii Noi Timiș County (Romania), Member of European Committee of the Regions [Amsterdam Innovation Camp]*

*“The first time I learned about the concept of ‘innovation camp’ I thought it was some sort of scientific experiment involving scientists and technical personnel. I was wrong. The innovation camp is a useful tool in the hands of stakeholders in order to try to solve a problem they are facing in their organisation.*

*For me, being a mayor, this instrument helped me a lot because I could adapt the concept to my local needs. It doesn’t matter if my municipality’s problem is in education or the environment sector, setting up an innovation camp with the appropriate participants may find the most surprising possible solutions.*

*In the end, you don’t need to be a genius to be innovative, it only takes to be open minded and positive to do the job just as good.*

*There are no boundaries for innovation.”*

*Opening Amsterdam Innovation Camp.*







Participants  
at Amsterdam  
Innovation Camp.

*Bob Paulussen, Advisor to the City Manager &  
Secretary of the Municipal Management Team,  
City of Amsterdam [Amsterdam Innovation  
Camp]*

*"In the summer of 2013 took part in the Societal Innovation Camp in Malmö (Sweden). At the time, I was still working as policy advisor in Amsterdam District East. The lasted four days. A colleague and I were Challenge owners for the District Amsterdam East challenge; the challenge concerned enhancing engagement of residents and entrepreneurs in a specific part of the District. With a diverse group of participants, we went to work in a 'slow-cooker'; 'slowing down' was the motto. The problem, the root causes and possible directions for solutions were explored, discussed from different perspectives, and worked out further, taking all the time we needed. It was a very useful and unique experience; how often do you get the chance to consider a local issue with a group of international civil servants and public professionals? The power of the encounter and exchange of perspectives and ideas about the public sector and how it can innovate and develop further added value to the process."*



*I see high value in this process exactly in how it can achieve results beyond the usual buzzwords, and also with its quick prototyping approach. Main issue remains, however, with how the prototypes will be executed, who will take responsibility, and how the prototype is to be funded in practice. Strong commitment of the case owner is needed beyond the Camp phase.*

*I see high value of the Innovation Camps for building consensus in groups, and therefore a Camp could be used as part of the standard initialization phase of larger projects, as the consensus building usually steals too much valuable project time. Also for municipalities and companies focusing on transition, e.g. transition based on digitalization, the Camp can bring extremely valuable results, again because of the how the heterogeneity of the expert participants leads to constructive co-creation.”*

This section presents underpinning Camp concepts and its methodological points of departure.

It is worth anticipating that the work at each Camp is structured in groups of campers divided by (societal) Challenges to be tackled individually by each group, and that the expected outcome of a Camp is the rapid realization of promising ideas (in a short timeframe after the Camp is over).

It is extremely important that both the organisations and people who participate as owners of a challenge and the other participants understand from the beginning what the objectives of the Innovation Camp are and what they can expect.

## Chapter III

# Becoming familiar with the methodology

### 3.1 The Innovation Camp Methodology in a Nutshell

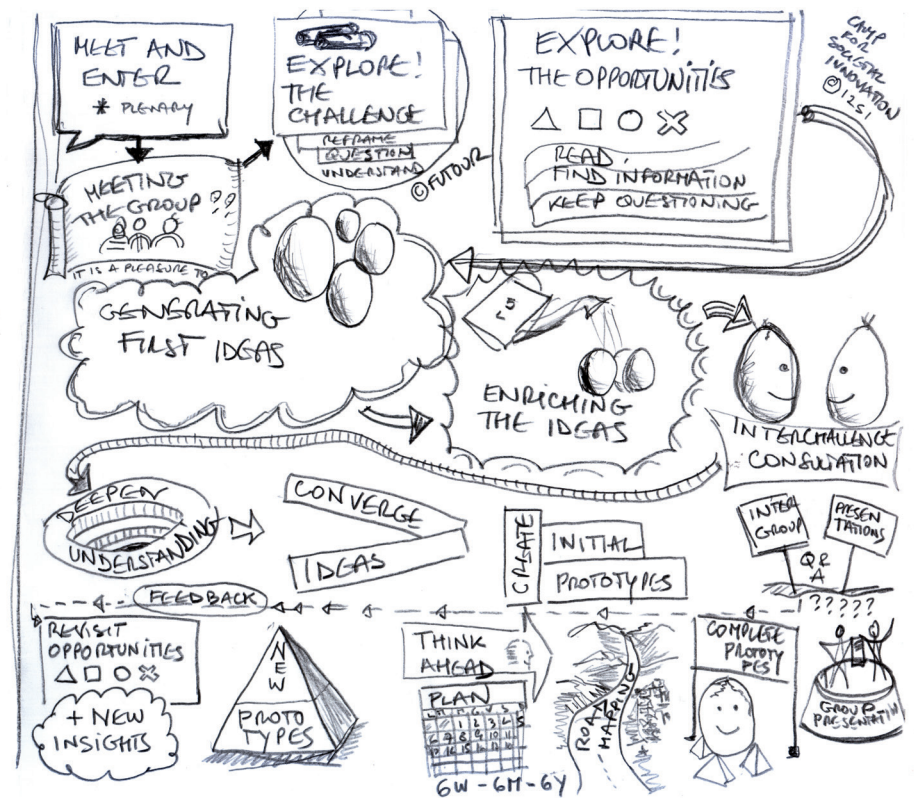


Figure 5. Innovation Camp process (Credits: Paolo Martinez).

**The Innovation Camp is a process** – a way of thinking and working that aims at producing new insights and perspectives on how to address challenging societal issues. It is a collective process of solution seeking through reframing. During the camp, multidisciplinary groups develop new ideas and perspectives on real-world challenges brought to the camp by challenge-owners: cities, regions, business organisations, universities or NGO's.

Participants from diverse backgrounds, countries and ages work together in extensively self-organising groups, engaging in a lightly facilitated work process designed to continuously frame and reframe the issues, problems, and assumptions relevant to a challenge. This leads to the creation of a range of new perspectives – new lenses through which the issues can be better understood – and new ways of thinking about and dealing with them. These can then be tested and improved with real-world stakeholders after the Camp. Follow-through takes place at diverse and relevant locations.

The Innovation Camp process – preparing the camp, the face-to-face and virtual interaction, the prototyping period, and the follow-through at diverse locations – is most successful when it is international, when participants from different countries bring valuable insights from other cultures that would otherwise never be available. Past camps have integrated participants from more than 30 countries in actively addressing societal innovation issues. When it is difficult to bring in international perspectives, what *is* essential is that enough participants come from *outside* the host region, thus bringing new perspectives from the ‘outside’ in.

The six-week and six-month prototyping periods after the Camp, in which stakeholders can further explore, test and improve the ideas, are an integral part of the Camping process. This rapid prototyping process leads to more robust prototypes for practical experiments, pilots and plans for eventual realization.

### **Why 6 weeks and 6 months?**

This formula not only gives a short/medium/long term perspective, it is an integral part of the Camp methodology. For some Challenge-owners (especially for policy makers) this timing can be too short. However, whether or not Challenge-owners are able to respect this timing is not the relevant issue. What is essential is that Camp organisers and Challenge Owners commit to After Camp Prototyping.

If 6-weeks seems short, that is especially why it must be emphasised! It spurs people to do things faster than they usually do, which is a main objective of the Camping methodology. Whether it actually can be done in 6-weeks or not, it spurs people to try!

The process has been used to stimulate cross-border collaboration, create breakthroughs in understanding complex issues and stuck situations, explore opportunities for collaborative innovation and help eliminate obstacles that block it. It can be used to support the practical realization of Smart Specialization strategies and open innovation initiatives.

Societal Innovation Camps have led so far to new perspectives on issues such as low carbon urban planning, realizing regional test-beds and demonstrators, citizen-government engagement, and enhancing the innovativeness and inclusiveness of society.

### Challenge-Owner, Brussels Innovation Camp.

The following sub-sections are presented in a schematic way to allow a quicker digest of the **main messages to take away**.

The challenge owner's commitment is essential: The organisation bringing the challenge, be it at policy level, a private company, a university or NGO, must have the power to influence, decide about, take responsibility for and (co)lead any changes in the specific challenge domain.



## 3.2 Goals and Objectives

- Meta-goals:
  - Creating collaborative societal innovation to create value for the common good.
  - Supporting a mind-set change to stimulate a culture of innovation
  - Understanding how self-organising processes can engage stakeholders to take responsibility for change.
- Engaging a wide diversity of stakeholders in addressing a complex issue or challenge.
- Involving all/most important actors who are driving forces in the situation. Important policy makers must be on board, otherwise effective follow-through is difficult, if not impossible.
- Building shared understanding on societal issues.
- Inspiring participants, de-constructing prejudices, misconceptions, and assumptions and getting into other stakeholder's shoes.
- Leveraging collective/distributed intelligence to tackle common issues.
- Inspiring the Challenge Owners with new ideas and perspectives.

The challenge owner and key stakeholders get a different perspective on what the challenge actually entails. Looking at the challenge-as-given through different eyes, a shift in mind-set, sometimes even a paradigm shift, becomes possible, opening new ways of addressing the challenge, the stakeholders, the strategies and plans for action, and eventually even the process of implementing good solutions.

## 3.3 Distinctive Features

1. The Camp is **not** a workshop, brainstorming session, seminar or training!

- Camps bring stakeholders together to conceive new projects, solutions or interventions, at the start of a project to clarify issues at the ‘fuzzy front end’, or when a project hits a wall, becomes stuck, or needs alternative perspectives on how to move forward.
  - Camps create conditions for self-organized solution-seeking. A facilitator is present, but does not lead the activities or dictate their sequence. Group processes have a structure, but this is co-created by the group members – in negotiation with their facilitator – themselves.
  - An Innovation Camp does **not** deliver *magic* solutions to complicated or complex issues in a 2 or 3-day period. It does build better understanding of how these issues work in their societal context – and how they may more effectively be addressed through *potential* solutions that are shaped or prototyped during the Camp, for further feasibility check, refining and testing.
2. *Camps are an iterative process, in which preparation, face-to-face camping, and follow-up – where promising ideas are tested in the real world – are all parts of the same innovation process.*
- The time spent at the *face-to-face* camp is only one part of the process. *Preparation* is essential for an effective camp, and the *follow-up* in the 6-9 months after the camp is the true test of the Camp’s effectiveness.
  - Innovation camping is an iterative process, which means that challenge definitions, promising ideas, possible solutions, and prototypes are continually questioned, tested for relevance and improved – in every phase of the process.
3. *Emerging insights about what the challenge(s), problems and issues are, then constantly reframing & redefining them.*
- Dedicated workgroups address societal or organisational ‘challenges’ but don’t accept them as given. The first task in any workgroup is to understand what the real challenge is – the problem-behind-the-problem, the issues-behind-the-issues, the context-behind-the-context).
  - The second task is to reframe the challenge, problems, issues and context in many different ways, to come up with (new) perspectives that the challenge owner has not (seriously) considered before.
  - Even when promising prototypes have been developed, and are being tested in the real world, the same reframing/redefining process prevails.

4. *Self-organising work process, within a facilitated framework.*
  - Groups are expected to organise their own work processes within the Camp programme. Self-organising means that each group – in negotiation with its facilitator – will follow its own process and timing to work through the main activities of the Camp.
  - This programme has a few fixed plenary moments; most of the time is for hands-on work, following a 5-phase structure:
    1. Exploring the challenge
    2. Exploring the opportunities
    3. Generating and combining promising ideas
    4. Creating initial prototypes
    5. Thinking forward (6 weeks / 6 months / 6 years).
  
5. *The facilitator's role is to support the group in working effectively.*
  - Depending on a particular group, this may mean 'doing less', not doing more. This implies light facilitation, few interventions, and 'getting out of the way' when the group (or subgroups) are working well. Helping the group to orchestrate their time and to keep track of where they are in the process is often the most important thing a facilitator can do to move the group forward.
  - Facilitators are always available for their group, but do not necessarily stay the entire time in the group's workspace – this is part of 'getting out of the way'!
  
6. *Prototyping promising ideas (not just talking about them).*
  - Prototyping means taking the 'best guess' at a given moment and testing it with other people, ideally with real stakeholders and potential users. A prototype is always work-in-progress; and all ideas can be seen as prototypes, from their initial creation to – ideally – well after they are eventually implemented in practice. Learning-by-doing, experimentation, and co-creation with other people are all essential parts of the camp process. A comparable term to prototyping that is used in agile design is Proof of Concept (PoC)<sup>9</sup>, that is a realization of a certain method or idea in order to demonstrate its feasibility, or a demonstration in principle with the aim of verifying that some concept or theory has practical potential. A proof of concept, like a prototype, is usually small, and may or may not be complete.

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<sup>9</sup> See [https://en.wikipedia.org/wiki/Proof\\_of\\_concept](https://en.wikipedia.org/wiki/Proof_of_concept).



7. *Participants: community building, stakeholder engagement, involving networks of networks.*

- It has become a cliché that the best ideas are not necessarily in your own organisation, network or workgroup. For Innovation Camps to be truly effective, they should involve people from the wider community and engage both direct and indirect stakeholders in the solution-seeking process.
- This means that participants should be drawn from this wider community, and include not just ‘challenge insiders’ and content experts, but potential users and end-users, and others who are part of the challenge ecosystem. They should come from the Quadruple Helix, and workgroups should ideally have people from each strand of the helix involved.
- Diversity in culture, country, city or region, generation and gender is also important. This adds a variety of perspectives to the mix, and helps support groups in considering new perspectives.

8. *Thinking in output, outcome, and impact.*

- Camps ask participants to ‘think in time’ and consider different timeframes for judging the effect of the prototypes and promising solutions they propose:
  - *Output*: the results achieved at the end of the face-to-face camp.
  - *Outcome*: the expected/intended outcome that can be felt/measured in the real-world after ideas are realised in society. Depending on the nature of the outcomes, these are usually observable only after 18-24 months.
  - *Impact*: the impact that the ideas will have in a longer run (e.g. 5-6 years) after being realised in society.
- In order for *output* to become *outcome* and lead eventually to *impact*, specific steps must be taken in the first months after the camp. The Camp requires that groups consider a possible ‘roadmap’ for these 6 weeks and 6 months.

9. *Simple, easy, accessible, enjoyable.*

- Camps deal with serious issues, but the camp process itself is designed to be simple to understand, easy to do, accessible to people of different cultures and backgrounds.
- Nevertheless, participants often feel lost during the first third of the camp. This is because many participants are only familiar with more controlled and structured processes, and don’t have experience of

*In piloting the Innovation Camps methodology for RIS3, some reluctance from local organisers to accept this diversity was been observed, especially when bringing participants from neighbour regions. The same may happen when inviting enterprises which see each other as a competitor. However, Camp Conveners must make every effort to assure that groups have sufficient diversity: understanding and collaborating with (actual or imagined) competitors is essential for successful innovation!*

how self-organising can be successful in solution-seeking. However, being lost is part of the camp process, and it should be emphasised in briefing participants and pointed out by the facilitators.

- The camp process should be enjoyable. Having fun – even when dealing with serious issues – is a hallmark of creativity and enhances openness and innovative processes.

#### 10. *Effective and affordable.*

- The Innovation Camps are an effective and affordable way to clarify intentions and points of view when diverse stakeholders must pay attention to creative positive change in their environment, region or territory.

#### 11. Rapidity $\Rightarrow$ rapid prototyping, rapid realization. *Going faster than you think is possible.*

- Many factors can contribute to making things go slowly: the perceived need for thorough analysis, the desire to avoid risk, the assumption of deep differences among stakeholders, or the perception that required procedures stand in the way of experimenting with new ideas in practice.
- These perceived differences are themselves often a challenge to achieving real change in both the public and private sector.
- Through the Camp process, organisations are encouraged to be ‘rapid’ – looking for opportunities to test and experiment, going faster than they usually go, or that they think (in first instance) to be possible.

#### 12. Rapid realization: *moving good ideas from post-it to prototype to project in 9-12 months.*

- It is often said, “In Europe, people talk too much and do too little,” while in North America there is a stronger emphasis on doing things quickly, to find out if they actually work. This action-learning approach can be learned by doing it in practice.
- Once ideas have been tested and improved in an iterative (prototyping) process, they can be realised in practice: in experiments, pilots, or other projects which – when successful – can be scaled to larger programmes and to other places.

### 3.4 Preconditions to Hold a Camp

- There is a Camp Convener who is committed to host and co-organise the Camp.

- The Challenge Owners are *committed* to the Camping process as a whole.
  - This includes the preparation of the camp.
  - Taking part in the face-to-face camp.
  - Prototyping the results of the camp in the real world, for at least 6 months after the face-to-face camp is over.
- The Challenge Owners are open to new perspectives, to seeing the challenge, problems, and issues in new and sometimes unexpected ways.
- The Challenges needs to be addressed effectively.
- The Challenges are formulated in a way that invites entrepreneurial discovery

### Why and when you should do it!

- You are facing a complicated or complex challenge involving many stakeholders (i.e. citizens, policy makers, academia, business), and you do not see effective ways of addressing it.
- You are in a stuck situation, and looking for new perspectives and breakthrough ideas.
- You need to accelerate the innovation process in a co-creative way that increases the ownership, engagement and buy-in from all stakeholders.

### Why and when you should NOT do it!

- There is no commitment from Challenge Owners to take the Camp process seriously, or work with the Camp results afterwards.
- The proposed Challenges do not have a high priority in the city, region or organisation.
- There is already an 'answer' or preferred solution to the Challenge available, which the Challenge Owner simply wants to 'test' during the Camp.

### 3.5 Metaphors Driving the Co-Creation Process

The Innovation Camp sparks people's intuition and imagination, activating creative thinking and collaboration, and leads participants to invent innovative solutions for serious societal issues about which our territories are concerned. This makes promising new ideas easily transferrable to new settings and geographies, enhancing the potential of powerful solutions. This is why the Camp concept frequently uses metaphors, designed to unlock the power of the co-creation process.

For instance, the metaphor of the *Journey of Innovation* is invoked to bring the perspective of innovation as a journey where movement matters, steps must be taken, and milestones achieved. Obstacles must be overcome, and for this, breakthroughs are important. Every step must be taken, although sometimes it is possible to leapfrog forward and skip steps which are not absolutely necessary. This raises questions (which are an essential part of the process): Which steps are these? How can we tell? What about dead-ends or wrong directions? Pro-active reflecting on these and other questions is part of what the innovation process forward. In the innovation process, after all, standing still brings us nowhere.

### 3.6 Questions

The Innovation Camps invites participants – and challenge owners – to stay as long as possible 'in the questions'. Not accepting the first answers, or the quick answers, easy answers, or superficial answers. In complex issues or stuck situations, people often only answer the easy questions, or don't use emerging insights to re-question the answers they got in the past.

Too often people don't ask the difficult questions, uncomfortable questions, provocative enough questions, or even the right questions. Asking questions is an essential part of the Camp process.

### 3.7 Self-Organisation

Exploring the power of self-organising processes to engage stakeholders to take responsibility for their own innovation processes is one of the key concept of the camp.

In real life situations, self-organization is often successful when there is enough time for all important stakeholders to buy-in. How to create conditions for successful *rapid* self-organization is not well understood. One of the meta-goals of the Innovation Camp is to explore and better understand how this works.

In the Camps, we encourage groups to self-organize around the challenge they are dealing with. The Camp program provides a 'structured framework' in which only the plenary moments – the begin and end of each day, and one

peer-to-peer intergroup consultation – are fixed. The rest of the working time can be filled in by each group in the way that best suits the group dynamic.

To support this process, groups work in a ‘lightly facilitated process’ with a facilitator who, ideally, intervenes as little as possible, and mostly in order to keep the self-organizing dynamic in track. In longer Camps (more than 3 days) there are more possibilities for the self-organizing dynamics to develop. In Camps with fewer days, there is more need for good facilitation that offers structure.

### 3.8 The Societal Innovation Canvas

This Societal Innovation Canvas is a useful tool for helping groups structure their thinking and check their progress during the creative conversations at the Camp. See [Annex 7](#) for an example of this canvas.

Inspired by Osterwalder’s Business Model Canvas<sup>10</sup>, it was created for the Innovation Camps by the I2SI group in 2016, and it has been used to visualise the diverse aspects to consider when developing a proposal for societal and/or territorial innovation, and to help participants to follow the flow of the Innovation Camp from the initial framing and reframing of the challenges to the creation of insightful ideas, the definition of stakeholders, indication of underlying assumptions, guiding principles, practical prototypes, and the need for realistic action planning.

As it is a versatile tool, facilitators use it in different ways. It is typically introduced at the beginning of work in the challenge-groups as a tool that can be used during the Camp. An A-3 version is then hung on the wall of the work space.

It is important that a few A-4 paper copies are available in each room.

The facilitator – or any group member – may refer to it when the group needs to keep their discussions focused what things that ought to be considered, for example:

- What to explore.
- Stakeholders & resources.
- Risks, assumptions & the unknown.
- Constraints.
- Building prototypes.
- Roadmaps of Activities.

It can be especially helpful when discussions seem to circle back to the same points, without decisions on what needs to be discussed next; and when time constraints towards the end of the Camp require the group to complete their design of a proposal.

It may also useful as a tool for rapporteurs, who sometimes use a linear version of the Canvas for taking notes.

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<sup>10</sup> [https://en.wikipedia.org/wiki/Business\\_Model\\_Canvas](https://en.wikipedia.org/wiki/Business_Model_Canvas).

The Canvas is not meant to be a step-by-step way to structure conversations at the Camp, but rather a thinking tool to:

- Check that relevant aspects of developing ideas into proposals have been discussed.
- See what's been left out.
- What still needs to be done.

One consideration in using it, is that its design presents 'boxes', which could suggest the need to think inside-the-box. This should not be encouraged in the early phases of the Camp.

### 3.9 The Prototype

In recent times (through hackathons and workshops where people develop ICT apps or solutions) the concept of prototype has been associated with something physical and tangible, or digital. However, in modern innovation practice, prototypes have come to be used for intangible concepts as well – something not yet completed but in need of testing – and encompassing concepts, strategies and even policies. The word prototype describes perfectly the pioneering work in progress that emerges and may be subject to constant improvements and iterations during and after the camp.

Prototypes are an important output of an Innovation Camp. They are by their nature the driving spirit of the camp process, both in the face-to-face camping and in the follow-up after the face-to-face camp. During the Camps as they are the emerging result that can be improved through a continuous iteration with actual stakeholders. They represent change as *work-in-progress*, as *learning-by-doing*, and the change process as *experimental* in nature. They are instruments to test good ideas in practice, directly with stakeholders, in order to improve them in an iterative process.

A prototype is something that is still "rough and unfinished", quick and dirty, an approximation, a best guess: it is easy, fast, temporary and ephemeral. It is a work in progress that addresses the issue or problem, and it is used to think and play with different aspects of the challenge: to stimulate feedback, facilitate the dialogue, inspire questions and open new perspectives.

To test the effectiveness of a prototype it is needed to ask stakeholders if it is relevant, appropriate, right, replicable, new or revolutionary, effective, and scalable.

Prototyping invites us to learn fast by failing fast. "Fail fast, fail often" is the entrepreneurial mantra of Silicon Valley, and applies to the learning process of prototyping at Innovation Camps as well.

### 3.10 Rapid Realisation

Accomplishing real change takes time. To achieve real societal *outcomes* from a new idea – after a new idea is implemented – usually takes 18 to 24 months, and actual *impact* in society can take as long as 5 to 6 years.

But that does not mean that new and promising ideas cannot be implemented much faster than often happens in practice. In Innovation Camps, we encourage challenge owners (where possible, working with Challenge participants) to prototype – test and improve – Camp results as rapidly as possible, and to create actual (experimental) pilot projects for promising solutions within a year of starting the camp process. This reinforces the idea that we can only really know if something works by trying it in practice – and that many procedures required for permission for real-life testing can be done much faster than often occurs.

Camps use the metaphor of *rapid realisation* – “from post-it to prototype to pilot project in nine months” – to emphasise that the innovation process should move as fast as possible, in some cases an innovation in itself!

*This section describes the importance of the Challenge, and provides information about the roles and responsibilities of the Challenge-Owner, the Facilitator, and the Participants.*

*In addition, the other important actors in the Camp Process – Convener, Partner, Camp Manager and Rapporteur – are also described.*

*At the end of this section, the Venue & Facilities needs to be met by Camp organisers are described in a nutshell for those who are considering whether to organise an Innovation Camp. This topic is further discussed in [Section 6](#).*

## Chapter IV

# Key roles & responsibilities

## 4.1 Camp Convener

*The Camp Convener is the main organiser of the Camp.*

The initial decision to organise an Innovation Camp is taken by the *Camp Convener* – the institution and/or people that take responsibility for organising and hosting the Camp. This institution, often in cooperation with partners, sponsors and prospective challenge owners, sets the frame dates for the Camp (dates, location, approximate duration and size), and chooses the transversal theme to be tackled across individual challenges. When considering the choice and description of Challenges, the Camp Convener may also consult with the Lead Facilitator (see [Section 4.6](#) below).

She/he is the main coordinator of the process in terms of content, policy and strategy implications, negotiations and ability to engage local actors, participants, challenge owners and key players. This role is normally played by a key person with responsibility, influence and credibility. In many Camps, this person is working for a public institution (a municipal or regional government, or a European Commission body like the JRC). In some cases, the Camp Convener may also come from the private sector (a business), a University or an NGO.

In practice, the Camp Convener takes or shares responsibility for the following tasks:

- Local logistic arrangements (this includes finding and liaising with the venue about work spaces and catering, organising or recommended hotels and places for camp diners, and budgeting issues)
- Finding the appropriate Challenge Owners and overseeing the description of the Challenges
- Overseeing the recruitment of participants and the information they need. This includes:
  - writing the initial Camp descriptions, the invitations, and the confirmation emails to participants.
  - putting participants into challenge groups, and sending the Challenge descriptions to participants in advance.
- Overseeing the recruitment of facilitators, rapporteurs and other crew members.



## 4.2 Challenge-Driven Innovation

Challenges are the main drivers of the Innovation Camp, as they feed the energy of all participants for exploring, reframing and formulating new ideas. The Innovation Camp has a *Challenge focus*, inviting diverse participants to deal with challenging issues in society. For this reason:

- The Challenge is real, and strategically relevant to the organisation which brings it to the Camp.
- The challenge is complicated or complex, with no single easy answer.
- It is societal and site-specific in nature – related to policy, strategy, and/or operations in a specific place – and not simply a technological, economic, social or organisation issue – so it requires a holistic approach.
- It is open, that is: it goes beyond already existing ideas to look for new inspiration and out-of-the-box thinking.
- The expected outcome is more than a linear solution to one single problem.
- The Challenge description includes openly accessible material
- The Challenge owner (as described later) is also committed to taking the results of the Camp forward after the face-to-face camping is over.

The Innovation Camp is the beginning of a process of societal and/or territorial innovation to seek new collaborative solutions to the complex challenges of society. As innovation can be disruptive, we cannot put a limit on what emerges from the camp, otherwise we should simply look for incremental innovations that in the end may not address real societal challenges nor identify novel and effective ways in which policy and strategy can be co-designed. This means that results cannot be predicted, and that there must be room for reframing, reformulating and redesigning the challenges once the camp begins.

The first thing that happens during the face-to-face camping is to explore the challenge from many different perspectives, to better understand what the Challenge-owner thinks it means, and what it means to the group participants.

The second thing that happens is that the group ‘challenges the challenge-owner’ to look at the challenge from many different perspectives, to discover what the challenge-behind-the-challenge, the issues-behind-the-issues, the problems-behind-the-problems, and the context-behind-the-context are.

The purpose of this exercise is to come up with new perspectives that the Challenge-owner has not considered, or insufficiently considered. This is part

of the Entrepreneurial Discovery Process. These new perspectives form the basis for coming up with new and promising ideas to address the challenge, issues, and problems in an original way, overcoming possible limitations imposed by the Challenge-owner using business-as-usual thinking.

### Themed Camps

Many successful Camps have been organised around transversal themes which bring together participants with diverse perspectives and experience to address specific challenges that relate to this theme.

- Challenges are defined to deal with different aspects of the theme.
- This supports a holistic, systemic approach to the diverse issues related to the theme, and helps organisations and people to address diverse aspects of the theme through different perspectives, allowing useful cross-fertilization between groups, and helping participants to break out of silos.
- It helps leverage the expertise and insights of people working in different groups during inter-group consultations – and also during the informal networking during lunches and dinner.
- Examples of themed Camps are:
  - Helsinki (2012): Inclusive Society.
  - Malmö (2023): Social innovation for Sustainable Urban Development.
  - Espoo (2015): Connecting Smart Citizens in Open Innovation Practice.
  - Amsterdam (2016): Open innovation 2.0 & Europe's Urban Agenda.
  - Bratislava (2016): Connections and Investments for a Collaborative Europe.
  - Thessaloniki (2017): Resilience.
  - Brussels (2017): Energy.

### Setting the Initial Challenges

The definition and preparation of the challenge is essential to achieving the objectives of an Innovation Camp. It is important to have a good Challenge description before the Camp, but the intention is that this will be modified during the camp. It is very important that the challenge owners, as well as the facilitators and participants, are clear from the outset that the discussion may result in the redefinition and reframing of the challenge, to support exploring divergent opportunities, and the enrichment of the analysis.

A good challenge definition has the following characteristics:

- **It is a complex challenge**, which does not have a simple answer.
  - It concerns something too complicated or too complex to use stakeholder consultations, discussion/negotiation meetings or normal workshop processes to find a solution
  - As far as the concerned issue has societal and territorial implications, the resolution requires the involvement of civil society and the collaboration of quadruple helix stakeholders.
- **It must be a strategic challenge for the Challenge Owner organisation.** Resolving it is one of the organisation's priorities:
  - There is a need to implement actions to solve the challenge (resolving the challenge is part of the organisation's strategic plan, or action plan).
  - It has raised questions about the challenge for which there are no easy answers.
  - There is an analysis of the challenge and possible solutions available ("state of the art").
- **It is defined and contextualized** within the particular framework of the organisation that owns and promotes it and within the territory and society where it is discussed and may be applied.
- **Aspects of the challenge context make it a societal and territorial challenge**, affecting the larger framework of society (the city, region, country). On the one hand, the challenge addresses larger societal issues; at the same time, it allows possibilities for replicating or adapting the results to other organisations/regions facing similar challenges.
- **It needs to be 'owned' and supported by the Challenge Owner from its inception to its resolution:**
  - At least one person becomes challenge owner and challenge holder.
  - It should be clear and understandable, describing the underlying issues and deeper questions. A format is available to help describe these aspects of the Challenge ➡ **Challenge Description template** (in [Annex 4](#)).
  - The Challenge Owner must take responsibility for the challenge, be present at the camp, introduce the challenge to the group, participate constructively in the co-creation process (as an active co-creator, or devil's advocate, or interested observer; but always avoiding to disrupt the process), and listen to the results at the end of the camp.

- He or she must be prepared to work in a small dedicated team that addresses the challenge.
- He or she needs to keep an open mind and be ready to accept new ideas.
- If he/she cannot be present for the entire camp, he/she should designate a close associate to take part in the camp.
- The challenge owner must take responsibility for the moving forward with the results after the camp, testing and improving them in the six weeks and six months after the camp.

Camps can be organised around Challenges brought in by cities in different countries, as in the example of Helsinki (2012), when Espoo, Amsterdam, and Malmo brought challenges addressing 'inclusive society'. At Malmo (2013), different neighbourhoods in the city each brought a challenge concerning sustainable society. Often, challenges are brought in by organisations representing different aspects of society; for instance, at the Catalan Innovation Camp (2017) there were four challenge owners representing quadruple helix partners. Some camps address challenges brought in by different levels of the public sector; in Espoo (2015), challenges were brought in by a city, a region and a European organisation. Camps can also be organised around different aspects of a European Community partnership; in the Brussels Energy Camp (2017), the Smart Specialisation Thematic Platform on Energy (S3PEnergy) brought challenges from three of its different inter-regional partnerships.

Some points to consider when setting challenges:

- Challenges can be identified according to local, regional, national and European needs. Challenges typically address complicated, complex or chaotic problems where there are no easy answers or ways forward.
- Once a challenge has been identified, a suitable Challenge-owner is needed.
- This can be an organisation in the public or private sector, a University or an NGO.
- The key factor is commitment to taking the results of the Camp forward afterwards.
- A consortium of challenge-owners is possible, for example with different organisations that agree to share responsibility for taking (different aspects of) the results of the Camp forward in real life.
- Reverse order is also possible, when an organisation is invited to join as Challenge-owner and freedom is given to it to identify a suitable challenge which is coherent with the overall theme of the Camp.

Selection criteria:

- The Challenge is open-ended – the challenge-owner does not already have a solution or a ‘best’ or ‘brilliant’ idea which they want to test with a group of external experts in the Camp.
- The Challenge – and Challenge-owner – is serious and reliable. There is real commitment to take the results of the Camp further in real-world prototyping and improvement after the Camp.
- There is potential for societal innovation – broad and systemic change in thinking about and dealing with the issues.
- Ideally, Challenges should be relevant in multiple contexts: local, regional, and trans-regional.
- Often, each of the Camp’s partners/sponsors will bring a Challenge to the Camp.
- Addressing Challenges relevant to different regions makes it easier to recruit participants from places with similar challenges, and for experimenting with the results – developed for use in the host region – in other regions with similar issues.
- From general to local. At the camp itself, a Challenge should be addressed in one specific situation – that is, local or regional. This grounds the discussions in a specific place, allowing for specific place-based ideas for solutions. That makes it easier to test the results in the real world after the Camp.
- However, to arrive at these place-based solutions, the group should always consider ideas that come from other places, and how these ideas would also work in other contexts (i.e. the local one).
- From local to scalable. Once local ideas have been developed, they should also be discussed in terms of their relevance to other local contexts (for replication and adaptation), and their scalability inside the concerned territory.

### 4.3 Challenge Owners (CO)

Challenge owners are the organisations that select – and take responsibility for – the specific challenges addressed at the camp.

- The Challenge is formulated in a way that invites entrepreneurial discovery.

Challenge Owners should have the following characteristics:

- They have an overall vision of the challenge and its dimensions, and an ‘analysis’ of the context that they can share with the participants.

*Getting committed  
Challenge Owners  
is a pre-condition  
for an Innovation  
Camp process  
to succeed from  
beginning to end.*

- They are directly involved in the resolution of the challenge in their organisation, and empowered to do so (it is a priority in their work, or in the work of who is delegating this role to them).
- They know and are aware of the framework (administrative, legal, organizational and local/regional culture) in which the project has to be implemented. At the same time, they can consider and visualize disruptive solutions that go beyond the current framework:
  - In the initial, divergent phase of generating ideas, the framework is not a limitation for them to welcome, analyse and propose disruptive ideas and proposals that do not conform to the reality they know.
  - In the prototyping phase (where ideas converge and start to become more concrete) they are able to visualize the obstacles and the opportunities and to define, together with the other participants, an innovative project that can be assumed by the entity they represent.
- They know about (directly or indirectly) other entities from other cities, regions or countries that are facing a similar challenge and the solutions they are implementing.
- They can invite key stakeholders who will bring relevant ideas and expertise, and be involved in the testing and improvement processes – ideally, also the implementation processes – after the camp.

### The Role of the Challenge Owner in the Innovation Camp Process

The Challenge Owner should be committed to:

- Participating in all phases of the Innovation Camp work process (from preparation to follow-through).
- Provide a brief description of the Challenge at least 4 weeks before the Camp → see the **Challenge Description Form** see [Annex 4](#)).
- For publicity reasons, a complete draft version should be provided much more in advance (at least 8 weeks before) since the Challenge forms are attached to the (provisional) Camp programme when save-the-date invitations are sent out to potential participants from outside the concerned territory (in order to allow them proper travel preparation).
- Provide sufficient background documentation about the context of the challenge at least 2 weeks before the start of the camp.
- If not personally available, he/she should designate a **Challenge Holder** to be present throughout the Innovation Camp.

*When the Challenge Owner cannot take part in the entire Camp, his/her direct representative – we call this person the **Challenge Holder** – should take part.*

- Work on the follow-through: commit and be prepared to test good ideas, new perspectives and promising solutions developed at the Camp during the following 6 weeks and 6 months.

### **Before the Camp**

To make the most of the camp, the Challenge Owner should:

- Compose the Challenge Description Form (in **Annex 4**), which explains:
  - The challenge itself (and provides sufficient background information);
  - The context of the challenge (local characteristics, main stakeholders, anticipated problems);
  - Some insights gained from what has already been tried, what was successful or wasn't (and why);
  - Some links to more documentation (written reports, presentations, relevant video clips etc.)
- Refine and revise the Challenge Description, in an iterative consultation loop with stakeholders, the Camp convener, and Lead facilitator.
- Indicate what kind of expertise is essential – and what kind of people is needed – to have in the challenge-group, in order to reach a sustainable result.
- Indicate a few names of relevant potential participants for the challenge-group: people (from inside and outside the concerned territory or society) who could contribute greatly to reaching a sustainable result. Directly invite – or assist the Camp convener to invite – these people.

### **During the Camp**

- Ideally, the Challenge Owner should take part in the entire Camp.
- The Challenge Owner – or Challenge Holder – should present a brief introduction to the Challenge on the first day, when first meeting with the group addressing the Challenge. This introduction should be short – about 10-15 minutes – and describe the Challenge, the context in which the challenge occurs, the main questions which the Challenge Owner wants to group to address. Insights from ongoing attempts to resolve the Challenge are also welcome. The introduction should also indicate what the Challenge Owner is hoping for as a result of the Camp.
- He/she should be ready to accept diverse ways that the group wants to reframe the challenge, issues, and problems.

*Often the Challenge Owner may not be available to take part in the entire Camp. In this case, he/she should designate someone from his/her organisation who can take part in the camp as a group member of the group working on the challenge. This representative of the Challenge Owner can provide information about the challenge context and, if needed, specific content information. Of course, he/she should also be open to new ideas, and not stick religiously to the initial definition of the challenge or assumptions about what may or may not work to address it.*

*Sometimes, due to the abstract nature or complex implementation of the Camp's outputs (e.g. a new policy intervention which requires broader political consensus or a specific bureaucratic process), or when a project idea requires official applications for funding) is not possible to test an idea that has emerged from the Camp in 6 weeks.*

▣▣▣ *Fine tune the idea in consultation with interested stakeholders and test its feasibility on paper (for example, by asking what if...?, in discussions or through a small survey).*

- He/she has an open mind and is ready to take part in the group discussions as one of the group – not as its leader.
- He/she is willing and ready to learn from and support the group's insights and new perspectives.
- He/she should be open to surprises, and be able to enjoy and have fun working with others at the Camp! Creativity emerges easier in relaxed and pleasant contexts.
- The Challenge Owner should be present at the final presentation of the results, even if he/she cannot attend the entire Camp.

### **After the Camp**

#### *During the 6-week prototyping period*

- Undertake to respect the results of the camp – interesting ideas, promising perspectives, possible solutions – and test them in real life situations.
- Ideally, communicate at defined moments with other group members, who are ready to help test camp results or are working on similar issues in their own workplaces, about the prototyping experience; in this way, using this collective/distributed intelligence to improve the prototypes and continue to test these in practice.
- Whenever possible, present the results of this further elaboration and testing through an **informative event** to which former Camp fellows and interested stakeholders are invited.

#### *During the 6-month improvement period*

- Further improve the prototypes, based (ideally) on the collective experience of group members.
- Communicate with group participants and the central partner organization of the Camp about work-in-progress, tentative results and learning about the innovation process. An **S3 peer learning workshop** format could be useful at this stage.
- At the end of this phase, a **public dissemination event** can be organised to broadly communicate the achievements of the innovation camp process and the further steps planned for implementation of those innovations in reality.

#### **After the follow-through process**

- Define ex-ante the evaluation criteria to assess the impact (desired vs actual) of the intervention that will implement the refined prototype (or policy programme or project proposal) across the



concerned territory. **S3 monitoring & evaluation** experience can be of inspiration here.

- Communicate with group participants and the central partner organization of the Camp about ongoing experiences and results
- Regularly generate **impact evidence** that can feed into the policy making cycle.

## 4.4 Participants

### Participants and Experts

Participants and experts are the people invited by the Challenge owner and by the Camp convener to “*challenge the challenge*” and to bring fresh, new, daring and original solutions. Up to forty percent of participants at an Innovation Camp are normally invited from other countries or regions, so as to bring diversity, heterogeneity, new perspectives, and examples of solutions that are being or have been implemented elsewhere.

Participants must be available for the entire Camp. For those who this is not possible, the Lead Facilitator (presented later below) can select certain sessions in the programme when furtive participants can intervene, and decide upon their role to play.

A heterogeneous group with multiple perspectives, experiences, know-how is essential for a successful Camp. Participants are like the ingredients of a good gourmet dish. *The quality and heterogeneity of participants always matters more than quantity.*

One should look at other people who have relevant expertise. They may be both:

- Direct and indirect stakeholders in the challenge ecosystem
- People with relevant expertise, but are not directly involved in this process and challenge
- People with expertise in other fields or sectors, that may be relevant to the challenge

The cross pollination of expertise is important. Stakeholders and ‘experts’ in the context of one challenge may participate in groups dealing with another challenge, thus bringing new perspectives from their own expertise (relevant perspectives that may not yet have been heard) to address other challenges at the camp.

Diversity of participants present at the Camp as a whole, and especially in the way groups are composed, is essential.

- Participants should reflect a diversity of expertise, perspectives, professions, countries, cultures, age groups, and gender.

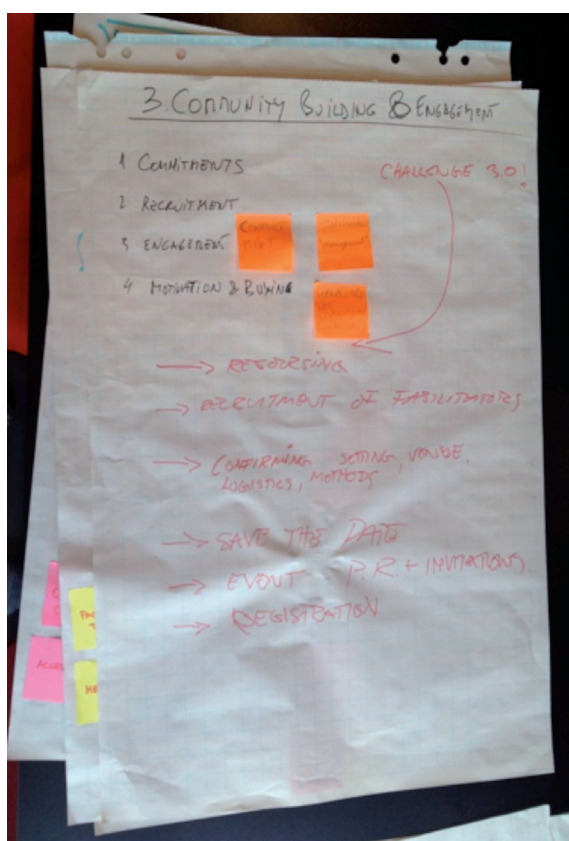
*If the output of a Camp was a policy or project proposal*  
▣► *take the necessary steps to get it ready for implementation (e.g. submit the policy programme for approval or submit a project application to a funding call for proposals).*

*Camps have made successful use of students, researchers, innovators, entrepreneurs and artists as participants.*

- The mix of different cultures (national and organisational cultures) is important.
- Ideally, 30-40% of participants should be from other countries or regions.
- So called 'wild cards' – open and creative people from unexpected backgrounds – should be included in the camp.
  - Each group should have participants – if possible – from all parts of the Quadruple Helix.

Participants should include both direct and indirect stakeholders (local, regional, national); people with direct interest and experience with the Challenge issues (both in the host country and internationally); and people whose interests and expertise add new and unexpected perspectives to the mix.

### *Recruitment and selection of participants*



*Figure 6. Community Building and Engagement, Amsterdam Innovation Camp (2016).*

There are several ways to recruit participants for the Camps. Some Camps have used an invitation-only policy and limited participation to people targeted by Camp Conveners, Challenge Owners and partners, while others have used an 'open call' for participants (published on relevant websites, or distributed through group-emails to professional organisations whose members have expertise relevant to the Camp theme or the challenges). For Camps with

a large number of participants (50 people or more), a combination of invitation-only and open-call may work best.

In all cases, it is always important to:

- Ask Challenge Owners for suggestions of people they know who could contribute relevant ideas and perspectives to their group;
- Use the networks of the Camp Convener and partners to look for people with relevant perspectives and expertise.

In all cases, it is essential to achieve a good mix of perspectives, experiences, and know-how, both in each Challenge group and in the Camp as a whole. The final selection of participants, and their division amongst the different Challenge-groups, should be done with this in mind.

### *Good Innovation Camp participants are characterized by*

- Interest in understanding what it takes to change society.
- Open and entrepreneurial spirit.
- Curiosity and readiness to learn from others.
- Creative frame of mind.

### *What participants should know before the Camp*

- Basic concepts of the Innovation Camp process.
  - The Innovation Camp process means self-organization in a loosely-structured framework, and a lightly facilitated process.
  - The role of participants is the actively question and refine/reframe the challenge as given.
  - Participants are expected to:
    - Explore promising opportunities.
    - Prototype powerful ideas.
    - Accept uncertainty as a resource.
    - Leverage networks and resources.
  - The focus of the Camp process is on output – outcome – impact.

### *What participants can expect*

#### *Preparing for the Camp*

- After reading the Challenge description, participants should prepare themselves by looking for similar challenges in their own working environment and in their own region/organisations, collecting information about how these challenges are being met.

#### *During the Camp*

- Be available throughout the camp.
- Have an open mind, be generous in supporting other participants, and be ready to learn from them.
- Have fun!

#### *After the Camp*

- If desired, continue to contribute to the Challenge Owner's learning process, and the learning process of their group.

- If relevant, work actively towards realizing relevant promising ideas and prototypes in their own working environment.

#### *Local participants*

- Have knowledge of local conditions.
- May be art of the problem, and/or part of the solutions.

#### *Foreign participants*

- Bring relevant expertise, but in other cultural contexts.
- Add new perspectives.
- Can access broader networks.

#### *Availability of participants*

- Limited availability of participants.
  - Sometimes potential group members – often those who the Challenge Owner specifically nominates to take part in the group – are not available to participate in the entire camp. These people are usually only available during the first day, although sometimes they may be able to come for several hours on more than one day.
  - This limited availability should always be made clear before the camp begins.
  - At the beginning of the dedicated group work, this should also be announced within the group. Those people who are only available for a limited time should be asked whether they are willing to be consulted (by telephone or email) during the face-to-face meetings and/or afterwards, in order to continue to contribute to the co-creation and testing of results.
- Informants.
  - Although the Camp is not a place for experts to present their ideas with long presentations and PowerPoints – if relevant, PowerPoints, articles and other documentation can be provided in advance – there are situations where local informants or (inter) national experts can add essential information for understanding the challenge context.
  - These informants and direct stakeholders can meet the group to describe what the challenge means to them in their daily life and/or/work. The appropriate moment for inviting them should be determined in consultation with the group facilitator, so that this intervention comes at a moment that is useful for the group's process.

- In camps longer than 3 days, it can be useful to organise a ‘reality check’ with local informants and direct stakeholders. The group can present their best ideas for promising solutions (as ‘work-in-progress’) and hear what potential users think about their relevance, feasibility quality, and attractiveness.
- Drop-in’s and critical friends
  - At some camps, people want to ‘observe’ the groups during the camp. This can sometimes be disruptive of the group process, so special care must be taken to limit these drop-ins unless (for example, for political reasons) this is not possible.
  - If drop-ins are unavoidable, they should be introduced to the group, and invited to contribute to the conversations while they are in the room. In this way, they take on the role of ‘critical friends’ and enter the process as temporary participants.

## 4.5 The Challenge Group

### *Group size*

Groups are formed in advance – usually by the Camp Convener, in consultation with the Challenge Owners and often with the Lead Facilitator – to deal with each challenge.

The ideal size of groups is 8-12 people. Decisions about group size ultimately depend on the number of challenges, and the number of participants at the Camp.

- Fewer than 6 people in a group limits the diversity of perspectives and expertise (requisite variety) available for good discussions, and this should be avoided.
- More than 12 people in a group can lead to situations where a few people dominate the discussion, and several people rarely get heard. If (for specific reasons) a group has more than 12 members, the facilitators may decide to split the group into different subgroups at various times during the camp.

It is important that the different groups be approximately the same size. Depending on the number of participants at the Camp, there will of course always be some variation. However, situations where some groups have 20 people and others only 8 or 9 people, should be avoided.

### *Putting participants into specific Challenge groups*

Groups dedicated to working on specific challenges are formed before the Camp begins, based on

- The number of people – and balance of expertise, age, and cultural perspective – in a group.

- The participant's own background and expertise.
- Personal knowledge of the participant and his/her expected contribution to the group.

Sometimes, participants are asked beforehand, when registering for the Camp, which Challenge they would prefer to work with. Because of the need to balance groups according to diversity of expertise, background, age, gender and other factors, it is not always possible for participants to be placed in their first choice; when consulting them beforehand, this should be explained, and they should be asked for a first and second choice.

Group members should be told which group they will participate in, and receive the Challenge descriptions, at least 10 days before the Camp begins.

#### *Splitting the work group into smaller subgroups.*

The facilitator may decide to split the Challenge group into different subgroups for a variety of reasons.

- The group is too large for plenary discussions where all people can contribute. This often happens in groups of 12 people or more, but – depending on the group dynamic – it can even take place in groups of 8 or 12 people.

In this case, the facilitator can suggest specific tasks or topics for subgroups to pursue. This allows a diversity of issues to be worked out effectively in small group discussions where everyone can contribute.

- Similarly, when there are different tasks to address in a short time, smaller subgroups should tackle specific issues for short periods (typically 30-45 minutes), and then report back to the plenary.
- There are fundamental disagreements as to which is the best direction to pursue, in which case different subgroups can work out different ideas, later reporting back to the plenary. When members of the group, supporting two (or more) different directions for going forward, get stuck in justifying their own positions, and the conversation keeps returning to arguments of why one or the other is the best direction to follow. In this case, if this cannot be reconciled, the facilitator may recommend dividing the group into two or more subgroups, each one further developing their own line of thought.

In all cases, the facilitator should consult the group for its 'permission' to do so.

## 4.6 Facilitation process and facilitators

### Facilitators

Facilitators ensure that in each challenge group the process, timing and objectives are reached, that participants have a constructive dialogue, and that knowledge is shared within the time frame and milestones of the Innovation Camp programme. Facilitators know the process and have facilitation skills, they know what should emerge from each phase of the camp. They lead groups from within, by stimulating self-organisation and intervening only when it is absolutely necessary (i.e. if someone is not working according to the programme, if someone is using the session to steer the agenda towards her or his objectives, or if the group gets stuck in long plenary discussions, etc.). In most Innovation Camps, this function has been performed by experienced facilitators who have participated in other Innovation Camps.

Aside from some Innovation Camp experience, facilitators should be knowledgeable about a wide range of tools & techniques for facilitating participatory processes. Among the many sources of good facilitation techniques available, in print and on line, are the following:

- A Facilitator's Tool Set<sup>11</sup>
- Participatory Methods Toolkit<sup>12</sup>
- Participatory Processes Methods<sup>13</sup>
- Participatory Facilitation Techniques<sup>14</sup>
- IBM Design Thinking Field Guide<sup>15</sup>

*Facilitation is a key process during the Camp.*

Camps use a light form of facilitation, in which the facilitator sets the tone at the beginning of each day, encourages the self-organisation of the group, and intervenes as little as possible.

Interventions are done only when the facilitator believes this is needed

- to help the group meet a plenary (or the group's self-imposed) deadline.
- to de-escalate an emerging conflict.
- to remind the group of relevant aspects of the Camp process.

This makes facilitating Innovation Camps different than other forms of facilitation.

*Local facilitators are increasingly being trained to use the methodology, and gain experience doing this, in order to transfer it to European regions and cities for more extensive use in tackling diverse local challenges.*

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<sup>11</sup> Hans-Werner Franz & Ruggiera Sarcina (with contribution by Andrea Diaz & Gabriel Rissola) (2008), *Building Leadership in Project and Network Management. A Facilitator's Tool Set*. Berlin: Springer.

<sup>12</sup> [http://archive.unu.edu/hq/library/Collection/PDF\\_files/CRIS/PMT.pdf](http://archive.unu.edu/hq/library/Collection/PDF_files/CRIS/PMT.pdf).

<sup>13</sup> <http://world-changers.org/participatory-process-methods>.

<sup>14</sup> [http://www.fsnnetwork.org/sites/default/files/Facilitation%20Workshop%20Handout\\_0.pdf](http://www.fsnnetwork.org/sites/default/files/Facilitation%20Workshop%20Handout_0.pdf).

<sup>15</sup> <https://www.ibm.com/.../IBM%20Design%20Thinking%20Field%20Guide%20v3.3.pdf>.

*Facilitator's roles include the following:*

- The facilitator ensures that there is open dialogue, and focuses on the self-organising capacity of the participants, asking them to take responsibility for working in the group to meet milestones and deadlines.
- Helps people to understand the context, the challenge, who are the stakeholders and how to work with them.
- Reminds and stimulates participants to think beyond the immediate camp output to outcomes and impact.
- Fosters the experimentation with new ways of thinking.
- Encourages the participants to think far ahead of what the context will be like in 2 years when the ideas have been implemented and how this will help the context to change.
- Helps to leverage the intelligence of people in the group so as to move from a good idea on a post-it to a testable prototype, and an eventual pilot (for a new service or strategy, product or policy).
- Understands the relevance of the challenge for the Challenge Owner organisation and the context in which it must be implemented.
- Supports all participants to understand the challenge.
- Encourages the participants to identify with the challenge and think as if they are relevant actors for its solution.
- Uses his/her expertise to monitor the discussions, and intervene only when it seems to be necessary.
- Dividing the group into smaller subgroups for specific purposes (see the section on the Work Group, above).

*The facilitator may choose to intervene:*

- In the initial, exploratory and divergent stage, where ideas start to emerge, and is necessary to build a new shared vision of the challenge all its complexity, he/she should counteract the tendency of the participants to provide solutions from their previous experience and their own mental frames.
- If he/she deems it to be necessary to help channel the ideas and contributions of the participants towards enriching the group's understanding of the challenge (questioning hypotheses and adding new dimensions), thereby opening opportunities for new solutions or action-lines that the challenge owner had not imagined or +considered earlier.
- When the group is 'stuck' in circular reasoning or defending particular 'good' ideas or positions. To break out of circular or repetitive reasoning, the facilitator should recommend dividing into subgroups



that can develop their arguments further without arguing with others who see things differently.

- When, towards the end of the camp, the proposals made by the participants are not relevant to either the challenge posed by the challenge owner or the challenge as reframed by the group, it is the job of the facilitator to point this out to the group, and ask them to attune their proposals more to the challenge as they have defined/ reframed it.

#### *Decisions about facilitation should be made well in advance of the Camp:*

- The main question is whether to use 'external' facilitators – professionals who have had experience with the Innovation Camp methodology – or a mix of external and local facilitators (who have had facilitation experience, but not with this methodology).
- In the second case – which is generally advisable in situations where the Innovation Camp methodology can be more generally applied to deal with other aspects of territorial innovation and smart specialisation – there should be a training session in Camp facilitation practice, usually held the day before the Camp begins.
- It is highly advised to always include at least one experienced facilitator in both the training sessions and in the actual camp, in order to coach (in some cases protect) local or less-experienced facilitators, and guarantee the preparation and camping process.

### **The Lead Facilitator**

The Lead Facilitator is the main methodological expert of the Innovation Camp, and should have extensive experience in facilitation and participatory methods. He/she knows the Innovation Camp process well, and can explain, convince, reassure other actors involved of the effectiveness of the method.

The lead facilitator is like an orchestra director and can compensate the lack of experience of other facilitators in the team by motivating, supporting and mentoring. All Innovation Camps should designate a Lead Facilitator with extensive experience of the process. He/she is responsible for the results of the facilitation process and can adapt the process (also during the actual camp) to meet emerging needs. For this reason, he/she should have full control of all methodological aspects of the camp.

If it is possible, there are clear advantages if this person has his/her hands-free, and is not also the facilitator of one of the groups.

*It is highly recommended to hire a professional Lead Facilitator experienced in the methodology to coordinate the facilitation of the whole innovation process.*

## The Facilitator Team

Camp facilitation is a team effort, and the Lead Facilitator should support the team spirit at the camp. Whether the team consists of professional facilitators with experience working at Innovation Camps, other professional facilitators (who have had a briefing before the camp), or local volunteers who have undergone a facilitator training, this group will work together closely during the Camp.

At diverse moment during the camp, the facilitators will consult with each other to:

- check how the various groups are progressing
- consult on unusual or difficult situations in one or more of the groups
- plan the timing of coming activities
- change aspects of the Camp the programme, if required.

### *Briefing the facilitator team*

Most often – where the facilitators have relevant facilitation experience – it is sufficient to have a briefing session for 2-3 hours on the day before the Camp. There is usually a telephone consultation between the Lead Facilitator and the other facilitators before this face-to-face briefing.

### *Training of local facilitators*

If there are local facilitators without sufficient experience in the methodology of the Innovation Camps, a facilitator training should be organized. This usually takes place on the day before the Camp begins. Because local facilitators with some experience in different methodologies are recruited, three hours usually gives enough opportunity to explain the Camp concepts and facilitation process.

In at least one case, where the intention was clearly to use the methodology more broadly in the region (the Catalan Innovation Camp, 2017), the facilitators were twenty volunteers from a group of regional and local community ‘dynamisers’ who had various levels of experience in facilitation and participatory methods. They were invited to a two-day training programme, which included a simulation of the camp in Spanish/Catalan six weeks before the actual Camp. Afterwards, some of them were coached as volunteer facilitators and participated at the Camp.

## 4.7 The Camp Crew and Other Actors

*Diverse people form part of the 'Camp Crew'. Their roles are – aside from the facilitators, described above – are described here.*

### Camp Manager

The Camp Manager is usually a person from the Camp Convener's organisation, and will work proactively together with the Lead Facilitator to ensure the smooth running of the Camp process. The Camp Manager has the main responsibility to coordinate the preparations, organisation and running of the camp, and is therefore also responsible for logistics such as the workspaces and the catering. The Manager will be supported by the Camp Secretariat, usually staffed by someone from the Convener's organisation, that will do the operational and logistic work needed to prepare (and run) the Camp.

For example, if the Mayor is the Camp Convener, the Camp Manager will probably be a (senior) civil servant in his/her Office; and a junior civil servant – or one of the assistants in the Mayor's Office – will handle the secretariat. Usually the Camp Manager and Lead Facilitator work closely together, and take important decisions affecting the Camp schedule in consultation together.

### Rapporteurs and Documenters

The outputs and outcomes of the Innovation Camp are a precious resource to ensure the follow-up, scaling and sustainable implementation of the solutions. Any emerging ideas and solution need to be contextualised and captured by skilled persons who know the challenge and can interpret, integrate and use the ideas that emerge during the different steps of the camp. The rapporteur may use either the **Reporting Format** or the **Societal Innovation Canvas** (see [Annexes 5 and 7](#)), to describe the group results, or make a short report in another agreed format, indicating the main objectives, roadmap and who does what. As this task is crucial to support the follow-up, it should be overviewed or managed by someone from the challenge owner's organisation.

For example, at the Energy Innovation Camp held in Brussels, the role of rapporteur for each group was taken by external consultants appointed by the challenge owners, who helped taking the Camp results forward to the next stage.

### Visualizers

As part of the reporting procedure, camps have often used visual artists to illustrate the results of the workgroup. These illustrated results are

attractive to see and also convey the message of the group's proposal in a balanced integration of text and drawings.



Figure 7. Espoo Innovation Camp 2015 visuals (Credits: ACSI Kuvitellen, 2015).

#### 4.8 Results: Output of the Camp

In the Camp, groups work to develop new perspectives for thinking about and addressing the Challenge, and plans for testing and improving these ideas in practice.

In the terminology of the Innovation Camps, the *output* of the Camp will be an initial *prototype*: a first concept or model, tangible or intangible, of a solution that addresses the chief questions of the challenge in an effective way.

The intention is that this idea for a solution – a prototype solution – will be tested in practice after the Camp, to allow for many possible improvements.

In cases where the challenges are complex social issues involving different actors of the quadruple helix, the prototype will not be a full solution, but a reframing/redefinition of the challenge, with proposals with objectives, indicators, and a road map, possibly also a work program (with possible lines of action) that should be explored by the organisations that “own” the challenge, in collaboration with relevant actors in the challenge ecosystem.

In this sense, tangible Camp results – for each group – will be:

- A prototype. First ideas for a new service, strategy, work process, product or policy.
- Plans – a kind of roadmap – for how to move forward in the next 6 weeks and 6 months.
- A description of what the world will look like 6 years later, if the results have been implemented in practice.

Depending on the challenge brought to a Camp, the results may take other forms; for example, a set of “scenario’s” describing how a sector, a city, region or country will look in the future.

Successful camps produce more than these tangible results. Of great importance are the insights, new perspectives on dealing with a challenge, the

mind-set changes about what the real challenges actually are, and how to think about and handle them in real life.

These new insights, paradigm shifts and new ways of thinking are in many ways *the main output* of an innovation camp. Ideally, they are built into one or more of the prototypes each group produces. The prototype is important because it is a vehicle for showing the new insight in a way that it can be understood, grasped and implemented in practice.

*In this way,  
it is both the  
prototypes and the  
insights that need  
to be followed-up  
after the Camp!*

### **Some examples of this:**

*The innovation garden metaphor for Espoo.* At the 2011 Camp, one group created the metaphor of Espoo as an innovation garden. It was not a specific prototype that was the main output of this group, but the insight to approach things by creating a nurturing environment. After the Camp, the Espoo Innovation Garden became a signature metaphor for the city, and it has been actively in co-creating innovation activities since then.

*How the city of Kotka engages with citizens.* At the 2010 Camp it was also not the prototype (civil servants consulting with citizens on the streets of the city about the new waterfront development ideas), but the insight that it is not difficult or scary to interact directly with citizens, and an extremely useful process that gave much better results than rigid top-down product planning.

At the **Malmö** Camp (2013), the group seeing to implement smart lighting in neighbourhoods discovered that it was not illuminating school playgrounds that mattered, but creating enlightened citizens.

In both Camps held in South Africa, it was not the prototypes but the insights that changed Challenge Owners, partner organisations, and participants.

## **Thinking in Outcomes and Impact**

Promising ideas and possible solutions can be both inside and outside 'the box'. What was once seen as crazy or impossible, may be perfectly possible tomorrow.

So, groups are encouraged to look for new perspectives that have not been considered before, or else have been dismissed because they seemed impossible, impractical or irrelevant at the time.

Camps are organized to facilitate and enable achieving real results in the world, sometimes months or years after the Camp has been held. Innovation is a process that takes time, and seeing the impact of good ideas – once they have been put into practice – is often a question of many years. That is why participants are encouraged to think about the promising ideas and possible solutions they propose in terms of each the following:

- *Outputs* – the results of the Camp, after 2, 3 or 4 days.
- *Outcomes* (after 2 years) – what we see in the real world after 18-24 months, once the Camp results have been improved and implemented.
- *Impact* (after 6 years) – what has changed in the real world after 5-6 year.

Good Camp results should address each of these aspects.

### Characteristics of a Good Camp Result

Facilitators should encourage participants to develop results that are:

- *Sustainable*: they are designed to have a lasting effect, not just as a quick-fix or one-time temporary solution.
- *Scalable*: they are designed to work not only here, in this case, but also can be scaled to other similar situations elsewhere.
- *Societal*: they have a broader, systemic effect in society.
- *Feasible*: they are capable of being implemented.

### Visualizing Group Results

This is effective for making results more easily accessible to people not involved in the work group, the stakeholders of the challenge not at the camp, and even to group participants after the Camp. Effective ways of visualising results include:

- PowerPoint, Prezi or presentations, using drawings, photos and other visuals
- Short video's (example: Amsterdam Innovation Camp, 2016)
- Drawings by visual artists (example: Espoo 2015)

## 4.9 Venue and Facilities Needs (to be met by Organisers)

The venue where the camp takes place influences the atmosphere and spirit of the Camp. The location, the quality of the workspaces, and other aspects should be considered when choosing the venue.

## Location of the Camp

- The venue can be either within the city, or outside. If the venue is located outside the centre of the city, in natural surroundings, it offers the possibility for walking (and even working) outdoors.
- The venue should be able to cater lunches, tea and coffee, and – depending on other arrangements also dinner. Sometimes residential venues will be used, which also provide accommodation for all participants.
- Indoor facilities. Aside from adequate plenary and group workspaces, the camp venue should have the possibility of congenial shared space for subgroups that want to work outside the group workspaces, and for ‘taking a break’ from the work.
- Outdoor facilities. A location where it is possible to use the wider environment – a forest, a beach, a city centre – provides opportunities for planned outdoor activities – creative walk/talks, individual reflection, or discussion with partners – which allow groups to use psychomotor activities to ‘stretch their legs’, breathe fresh air, take inspiration from new nature or new impressions, and change their environment while continuing to work.
- On-site excursions. In longer Camps, site-visits (relevant to a particular challenge) can be organised, in order to view the area where the challenge takes place, and meet with people who can explain how the challenge impacts their lives. This may be desirable in Camps that last longer than 3 days.

## The Venue

- Finding the venue
  - Depending on the number of participants, size of the challenge groups and duration, of the Camp, there will be a careful choice of the possible venue where the camp should take place.
  - It is important to choose a venue that allows (re)organising the spaces, furniture and equipment in the most versatile way.
- Venue characteristics and criteria.
  - As much of the work of groups is instantly visualised through posters, drawing and post-its, it is fundamental that the venue allows sticking materials and posters with paper masking tape on the walls.
  - Wifi should be available at the venue.
  - Rooms where the windows can be opened to change the air and where there can be a good control of the temperature (e.g. not too hot in the summer or cold in the winter) are highly recommended.

City vs. countryside.  
*The advantage of a city (centre) location is the availability of good hotels and restaurant facilities. A disadvantage is that it is easier for participants to come and go (in order to take care of other work and/or personal business). The advantage of a countryside location is that it takes people out of the normal working environment, and allows for creating a better in-depth ‘camping’ experience. Disadvantage is that it is more difficult to get to, which increases travelling time (and may discourage some participants from attending).*

- The space where one works influences the atmosphere and spirit of the participants: large windows, nature, no external noises (e.g. traffic), the possibility to concentrate and work in silence individually and as a group are important features for the success of an Innovation Camp.

## Working Spaces

*Plenary space.* This should be large enough for a plenary opening session each day. Because the plenaries are short, seating is not required, and a theatre setting is not recommended. The possibility of conducting a warming-up exercise each morning in the plenary space (or outside it) is important.

- Plenary space suitable for all participants (depending on the size of the camp: 40 – 80 people).
- Ideally, this is not an auditorium with fixed seats, but an open space where seating is possible, and where it is possible to move the seats to the side of the room for more interactive activities.
- The space should have a kind of stage, and audio-visual facilities (for making presentations).

*Team spaces.* Each team needs its own space, where people from other groups or activities coming and going will not disturb it. The space should be large enough to walk around in, and it should be possible to rearrange chairs and tables in different ways for different aspects of the working process. Each space needs whiteboards and flip-overs.

The group should be able to hang things on the walls or special pin-boards, which can remain on the walls/boards throughout the entire Camp.

- Separate workspace should be available for all work-groups – depending on the size of the camp, each suitable for workgroups of approximately 10-12 people.
- These rooms should be large enough for tables and chairs for 12 people. Several additional chairs should be available for observers or ‘visitors’. Tables and chairs should *not* be fixed, but able to be rearranged according to the needs of the group.

## Audio-visual equipment

### *Plenary space*

- Beamers, screen.
- Microphone.



- Subgroup workspaces.
- Extension cords with outlets for plugging in several laptops, etc.

### *Materials (per workspace)*

- Small table for coffee, thee, water and cups/glasses.
- Flip-over, with enough paper.
- Coloured markers (4 colours: black, blue, red, green) à 2 or 3 sets.
- Masking tape (for hanging papers on the walls).
- Post-its.
- Scissors.
- Blank A-4 paper, blank A-3 paper.
- Extension cords with outlets for plugging in several laptops, etc.
- Optional (if possible): beamer.

### **Catering**

- Tea, coffee, water, snacks.

The venue should be able to supply tea/coffee and water (in the workspaces, or at a central location), several times each day. Light snacks – cookies, fruit, chocolates, pastries – should be made available in or near the workspaces.

- Lunches

Lunch should be available at a central location. Ideally, this is a buffet style lunch, available for a period of time (for example, from 12:30 – 14:00) where different groups can come and eat at the moment in their working process that works best for them. Unless specific circumstances require it, it is not necessary that all groups eat at the same time.

- Camp dinners

They can be provided by the different partners, or sponsored by local organisations. These dinners offer an opportunity for socialising and ‘informally’ discussing the work-in-progress and specific challenge issues with group members, and with participants from other groups. This informal reflection – often including the exchange of ideas about the diverse innovation interests of the participants – helps solidify ‘camp feeling’ and provides networking that can have positive influence well after participants return home.

- Receptions

Before the camp. An informal reception on the evening before the Camp begins, provides an early entry into the atmosphere of

camping, the possibility to informally meet fellow participants, and an introduction to camp issues. This is especially useful for participants coming from abroad, who often arrive on the evening before.

At the end of the Camp. A concluding reception serves to celebrate the end of the camp, and opportunities for networking with people who have been working in different groups.



The Camp process is successful if there is sufficient attention to the PREPARATION, the face-to-face CAMPING, and the FOLLOW-UP after the camp. In this section, we describe what to pay attention to.

## Chapter V

### Step by step description of the Camp process

Innovation Camps are an innovation process, beginning before the participants gather in a face-to-face setting, and continues for 6-9 months after the creative face-to-face conversations.

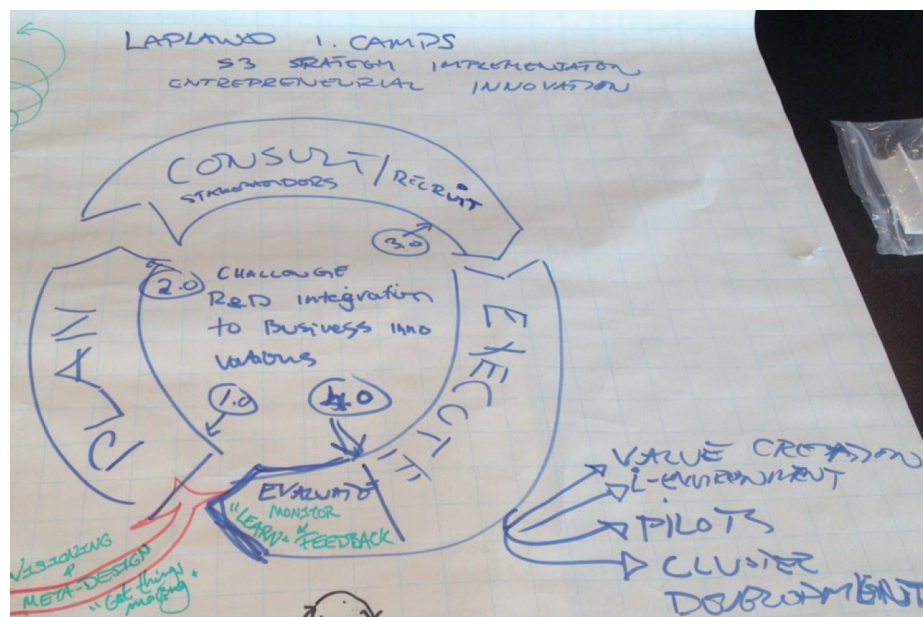


Figure 8. Innovation Camp lifecycle, Amsterdam Innovation Camp (2016).

### 5.1 Before the Camp

#### Conceiving the Camp Experience

##### Who conveners the Camp?

- Decide which organisation convenes the Camp, and which organisations are the most appropriate partners (and possible sponsors).

At Meta-level, Camp Conveners should identify:

- Meta-goals (societal innovation / value creation / common good / mind-set change / culture of innovation).



Figure 9. Visioning & Meta-design, Amsterdam Innovation Camp (2016).

- Shared understanding of the vision and strategic direction of the Camp, the relevance to a larger focus on societal challenges, the systemic/holistic approach, the need to create a common language for diverse stakeholders to discuss the issues and problems.
- Relationship with a larger regional or European frameworks (e.g. Regional Smart Specialisation Strategies/RIS3, Framework for Strategic Sustainable Development/FSSD).
- Regional focus.

	Public Policy	Business	Academia	Society
European/national	↑	↑	↑	↑
Regional	X	X	X	X
Local	↓	↓	↓	↓

*Other important issues to consider in conceiving the Camp experience are:*

- The Camp in relation to the Innovation Camps ecosystem and emerging Community:
- Relevance of results for other regions dealing with similar issues.
- This camp's contribution to the Region's S3 objectives (RIS3).
- This camp's contribution to Innovation Camps' community/network (sharing relevant results on content and process issues).
- A conceptual framework for the Camp. This is usually a one or two-page description of the reason for organising the Camp, mentioning the Camp partners, a description of the Camp's theme, and a brief indication of the Challenges. It will also include preliminary information about the location, duration, and (estimated) number of participants.
- Usually 1-2 pages, with a 'call for action/innovation', and an indication of important logic information. This can be used as a Save-the-date for contacting important stakeholders and potential participants. See [Annex 3](#).
- Timeline (with milestones and deadlines).
- Agreed indicators for further ROI/impact evaluation.
- Tools for analysis (e.g. Smart Specialisation Platform's tools<sup>16</sup> and monitoring<sup>17</sup>).
- Team for hosting, co-organising, designing, facilitating, and follow-up.

<sup>16</sup> <http://s3platform.jrc.ec.europa.eu/s3-tools>.

<sup>17</sup> <http://s3platform.jrc.ec.europa.eu/monitoring1>.

- Methodological learning & development layer (for improvement of Camp methodology).

### At a practical level

- Make an early estimation of important logistic considerations: how large the camp should be made, considering the duration of the camp, the number of challenges, the number of participants, balance of 'external' and local facilitators
- The Camp Convener should consider the following issues at this point:
  - Themes.
  - Challenges [see also section on Challenges (above), and the format for describing Challenges in [Annex 4](#)].
  - Initial definition of Challenges (1.0).
  - Refining the Challenges (2.0).
  - Sending the Challenges to participants.

### Time and place

Once there is a clear idea about the conveners, partners, theme and (some of) the challenges, the next steps for convening the Camp are:

- Setting the dates.
- Fixing the location.
- Arranging the funding.
- Refining the challenges.
- Finding participants.

*This section describes how the Camp Convener works with Challenge Owners, partners and prospective participants.*

### Preparing the Camp



Figure 10. Planning phase, Amsterdam Innovation Camp (2016).

### *Dates & duration.*

- Dates. Dates for the Camp should be fixed according to the availability of the main Challenge-owner(s), most important partner(s), and the proposed Camp manager.
- Duration. Typically, Camps are 3 days, although 2- and 4-day versions have also been successful.
- Weekdays vs. weekends. It can sometimes be difficult to organise participation of important stakeholders if the entire Camp is held on weekdays. Some Camps have used (part of) a weekend to increase possibilities for participation. This often depends on cultural consideration of the host region/country.

### *Location choice.*

- The Camp venue should provide adequate facilities for plenary and small group work, with facilities for Internet, and accommodation on-site or nearby.
- Funding. Sufficient funding – both cash and in-kind – is needed for running the Camp effectively. Budget posts include: the venue, catering, ground transportation (if the venue is far from the city centre), facilitators, subsidy for flights/accommodation of some of the participants.

### *Challenge descriptions* [see [Annex 4](#)].

- Each challenge should be described in a 1 or 2-page Challenge description, giving information about the major issues, background and broader context of the Challenge, and the Challenge-owners desired output.
- Initial challenge descriptions can be drafted by the camp convener and/or the potential challenge owner. These should be refined in the weeks preceding the camp, in consultation with the challenge Owner, the Lead Facilitator, and – when this is possible – with the facilitator assigned to the challenge.
- Challenge descriptions should be available to send to participants at least 2 weeks before the camp begins.

### *Finding Participants* (see for additional information [Section 4.4](#)).

- Stakeholders analysis (4 helixes represented, mixed ages & cultures).
- Specify which people you need at the Camp and people you want at the Camp.
- Make a stakeholder engagement plan for both groups.

- Based on initial decisions about important participants, make a 1-2 page ‘call for action/innovation’ with general information about the Camp.
- This ‘Call for Innovation’ can be shared with prospective participants, and published on relevant websites.

#### *Save-the-date and invitations.*

- Send this as a Save-the-Date notification to contact the key people needed for the Camp. This should be done as early as possible (2 months before the Camp).
- An actual invitation to the Camp can be sent – including more information about the Challenges and logistics later.

#### *Language issues.*

- The language of the Camp should be one spoken by the majority of the participants. Often this is English (in consideration of the international mix of participants). When the Camp has a strong local composition, local language is the one to be used.
- If local people are asked – as informants – to describe their personal experience with the challenge issues in more detail, it may be necessary to provide translation into the English (if this is the Camp language).
- Care should be taken in group discussions that language-issues are not a barrier to communication, but an opportunity to open perspectives into how different cultures deal with relevant ideas and concepts.

#### *Common indicators.*

- Agreeing beforehand between Camp conveners and Challenge-owners how the Camp success will be measured is necessary to make evaluation transparent and objective. A common set of indicators covering issues from expected challenge outcomes to the learning experience itself, should be identified and agreed on. This goes for the way evaluation data will be collected and processed as well. This does not need to be a complex task; the number of indicators should range between 4 and 7.
- The following principles must be considered in drawing up a list of appropriate indicators:
  - Expected Challenge outcomes are formulated in a way that makes them able to be measured.



- Challenge owner has fulfilled his/her commitment to test Camp results within 6 weeks and 6 months.
- The Challenge Owner is open for unexpected results, and has tested and improved these during the prototyping period.
- Key stakeholders, Camp participants, and (where relevant) end-users have been involved in the testing and improving of Camp results.
- The Challenge Owner has shared progress in addressed the challenge and new developments related to the Camp results with the Camp Learning Community.
- Ideally, in preparing a set of indicators for a Camp, the Challenge Owners should be consulted – regarding their own challenge – about how they would like to assess the Camp’s success in moving the challenge forward.
- A set of common indicators, appropriate to all Camps, will be available on the S3 platform website.
- The evaluation process is also a learning process, so information about why/why not something took place should be collected and shared with the Camp community.

### Camp Phases and the Camp Programme

A programme for the Camp should be drawn up and made available for all relevant parties: Challenge Owners, facilitators, and participants.

This should be a short description of what will happen on each day the Camp, without going into specific details and fixed times. Examples of this programme (for both a **2-day** and a **3-day Camp**) are included in [Annexes 8 and 9](#).

The Camp is based on a 5-phase process. The phases are loosely structured and – depending on the dynamic in a group – may merge seamlessly with each other. However, groups should spend sufficient time in each phase.

All Camps follow this structure.

Whether the Camp is 2 days or 8 days, these phases need to be worked through. In practice, however, there often is not a distinct break between every phase. For example, ‘exploring the challenge’ tends to move seamlessly into ‘exploring opportunities’, and ‘generating ideas’ takes place throughout the entire process.

However, each group at each Camp will divide its time differently, and move to a new phase of the process at a different moment. This is reflected in the general programme information, indicating the order, but not the timing, of each phase.

## What Happens During Each Phase of the Camp Process.

### *Exploring the Challenges*

- Meet the group and understand who is here, discover the know-how available in the group.
- Learn about the Challenge: The Challenge Owner explains how he/she sees the Challenge, the questions he/she has for the group, and expectations for what he/she hopes the group will do.
- ‘Challenge the challenge’: the group asks provocative questions, leading to deeper understanding, new perspectives on what the problems really are, and to reframing the Challenge in different ways. This is the beginning of an entrepreneurial discovery process for both Challenge Owner and group.
- Good reframing can provide new, unexplored and unexpected opportunities to address the challenge.
- Capture emerging insights and perspectives (notetaking by the facilitator, group members, and/or the rapporteur).

### *Exploring the Opportunities (deepen the understanding)*

- New perspectives lead to possible opportunities, which should be explored by the group.
- This part of the entrepreneurial discovery process will yield opportunities, often linked to ideas about how to realise them. The discussion is about exploring many different opportunities, not deep diving into how they can be addressed; however, good ideas should be noted for later exploration.
- Capture emerging insights and opportunities (notetaking by group members, who should by this time take responsibility for their own process).

### *Generating & enriching ideas*

- Groups generate and explore interesting ideas, and combine them in new configurations.
- Groups can be split into subgroups, for more effective exploration of different lines of thought. Breakout groups work for a while, then feed their ideas back to the whole group.
- Reflection on the emerging suggestions, questions and advice from the inter-challenge Consultation with others, internally (at the Camp) and externally (in participants’ networks) can be encouraged.
- Groups take their most promising ideas and develop a prototype which can be used to test these emerging insights. Coherent pictures

of how different ideas fit together can be built into early proposals for addressing the Challenge.

- When there is no consensus on one direction for the group to take, different subgroups can be formed to work out different points of view.
- Inter-challenge consultation. A peer-to-peer consultation about work-in-progress. Groups can explain their progress to date, telling their best ideas and asking their 'best questions'. Feedback is given in a constructive manner.
- Groups reflect on what has been learned in the intergroup consultation, and further refine their ideas.

### *Prototyping promising ideas*

- Groups continuing developing their insights to create more robust prototypes, that can be presented to people after the Camp, and tested in real-life situations.
- If different subgroups have been formed to work out different points of view, these groups will continue this course. Moments for presenting the work of different subgroups to each other are important.
- Eventually the group must decide if they are developing two (or sometimes three) separate idea-proposals, or different aspects of a single integrated proposal.

### *Thinking forward (Reflect, Renew, Present)*

- Preparing the roadmap to move forward in the next 6 weeks and 6 months, and to indicate what the impact of implementing the ideas will be after 6 years.
- These roadmaps should indicate specific actions, the intended effect of the actions, who-does-what (responsibility for actions), and who else will be involved.

### **Logistic Considerations for the Programme**

- Camps usually begin at 09.00 or 10.00 on the first morning. This means that most international participants must arrive the evening before. It is customary to organise an informal reception for (international) participants on the evening before, after which people can form smaller groups to find local restaurants for dinner.
- Plenary start and finish each day. The plenary start and finish strengthen the participants' feeling that they are involved in

the Camp process, which is larger than simply their work on one Challenge. These plenary sessions can be short, but they provide a sense of Camp continuity.

- Plenary start (15 minutes): the purpose is to review what took place yesterday, and preview the main tasks for the coming day. Often a short warm-up exercise is conducted to raise the energy-level and focus of participants.
- Plenary finish (15-20 minutes): the purpose is to review the activities of the day and the progress made, and to preview what will take place tomorrow. It is also an opportunity for questions and clarification, and for sharing logistic about evening activities.
- Some Camps provide an opportunity to make a short on-site visit (usually on the first day) to a location where people can experience some aspects of a challenge directly (for example, see a neighbourhood, and speak with local stakeholders). This can be useful for making the Challenge come alive, taking it out of the cognitive into a more experiential form.
- Intergroup Consultation. Halfway through the Camp, groups should present their work-in-progress, promising ideas, initial prototypes and open questions to another group for feedback.
- Groups present their work-in-progress to each other. Two groups work together: one presenting, the other commenting, and then reversing the roles. Typically this session takes 1 hour.
- Groups typically present their 'best ideas', first prototypes, and still unanswered questions.
- This inter-group consultation has three functions:
- It is an opportunity to get new insights and feedback from others at the Camp.
- It is a deadline that helps groups to focus their thinking and have something concrete to present.
- It gives people an opportunity to learn about what one other group is working on.
- In a 2-day Camp, this is typically the last activity at the end of the first day (just before the plenary closing).
- In a 3-day Camp, this is typically before lunch on the 2<sup>nd</sup> day.
- At least one evening activity is recommended, which helps participants to meet other people attending the Camp and discover what their interests and expertise are.
- At least one Camp dinner, in which all participants take part, is recommended. This should not be a working dinner, but 'down-time' for networking, informal discussions and relaxing.

- Final presentations take place on the last afternoon, and usually end by 16:00. This allows time for feedback by Challenge Owners and closing remarks in a short plenary closing.
- Camps usually end no later than 16.30 or 17.00 on the last afternoon, in order to give participants from abroad time to get evening flights home.

## Conditions for the success of a Camp

### *Committed Challenge Owners*

- It is sometimes difficult to get potential Challenge Owners to commit to the Camp process. For this reason, it is important that the challenge is actually a priority for the Challenge Owner's organization – sometimes that must be dealt with in order to make progress with the issue.
- Trust can be important here. It should be made clear that the Camp is not designed to solve complicated or complex issues in a few days, but that it will help narrowing down them while offering new perspectives that can be useful in making breakthroughs in problematic or stuck situations.
- Encouraging potential Challenge Owners to make contact with Challenge Owners of previous Camps is one way of clarifying that the Camping process is a serious process with possibilities for producing results and outcomes of lasting value.

### *Optimising participation*

- It is important to involve the right people – and right mix of people – to participate in each group.
- Potential participants should know that they will take part in a process that they themselves can help determine – through the self-organising work of the group – and not a fixed process 'owned' by someone else.

### *Optimising the uptake of results:*

- Vertical governance models to ensure the relevance of camp results.
- Involving the right people – in the preparation of the Camp – to take camp results forward after the camp.

### *Resource planning (funding, venue, staff)*

An adequate resource planning is necessary to make the Camp happen. The organisation of a Camp is a collective effort where responsibilities and also

resource contributions are shared among the Camp Convener, the Challenge-Owners, the hosting organisation and Camps associated partners. Below a few (non-exhaustive) hints:

- Involve sponsors where possible (for lunches, dinners, accommodation, materials). As sponsors are often part of the regional Innovation ecosystem, it can be beneficial – for example, from the standpoint of regional innovation strategies – to involve them in this way.
- In many Camps, the Camp Convener has sponsored one of the dinners, while another of the partners has sponsored a second dinner, or one of the receptions.
- Less expensive accommodation is often available through advance block-booking at local hotels.
- A good venue is important for a successful camp. See [Section 4.9](#) (above) for a discussion of the characteristics of appropriate venues and facilities. Finding and reserving a good venue, with facilities appropriate to the size and intentions of the Camp, is one of the first things the Camp Convener should do.
- The organisation of the Camp Convener should designate a person as Camp Manager (see [Section 4.7](#)), and someone who will work in the Camp secretariat to help with all logistic arrangements. Additional staffing needs for the actual Camp – e.g. for manning the registration desk, audio-visual support, catering, or possible shuttle transportation – should be anticipated and arranged at this stage.

## 5.2 During the Camp

### Convening the Camp

#### *Opening Plenary session*

- Welcome & introduction, tour de table (short plenary opening).
- Camp Convener and invited guest indicate why the Camp has been organised, and its importance for the Convener and Camp Partners (ideally, no longer than 30 minutes).
- Lead Facilitator explains the Camp methodology and ground rules for the Camp, and introduces the facilitators and the Camp Crew (ideally, no longer than 30 minutes).
- Participants go to their working spaces with their facilitator.

The opening plenary sessions should not take longer than 1 hour. It is intended as a general introduction to the Camp, not as an opportunity for presentations about the content of the challenges.

#### *1<sup>st</sup> session for the Challenge-groups, working in dedicated work spaces*

- Challenge presentation by challenge holders.
- Challenge the challenge, by participants.

Since each challenge is conceived by a certain stakeholder (a politician, senior civil servant, company director, university dean, etc.), it reflects a particular view of a territorial, organizational or societal issue. Participants representing other stakeholder categories (e.g. business, content expert, civil society) should have a say in shaping the challenge so it can be understood in different and relevant ways. So, the group starts by validating the challenge, exploring it from different perspectives, refining its formulation or even changing its focus (with the agreement of the challenge holder and all/most participants).

#### *Lunch*

Lunch should be taken as planned in the programme. In some camps, there is a fixed time for lunch. In other camps, lunch – usually buffet style – is available for a longer period, and groups can take lunch at a time that suits their working process.

#### *Afternoon working session.*

#### *Plenary finish.*

More information on the 5-Phase structure of the Camp, and how this relates to the programme of an individual camp, is available in **Section 5.1** (above), and in **Annexes 8 and 9**, where sample programmes for a 2-day and a 3-day are included.

## 5.3 After the face-to-face Camping

### Follow-through after the Camp

#### *Commitment for follow-through*

- Challenge owners should commit to testing the prototypes and promising ideas in the real world after the Camp. This must take place with direct and indirect stakeholders. This testing and improving of the prototypes is an iterative process, repeated several times and leading to the creation of robust proposals for implementation; proposals accepted by and (ideally) co-owned by key stakeholders. Wherever possible, an effort is needed to involve Challenge-team members in the prototyping process after the Camp, either directly (if they live in the area) or indirectly (through digital means).
- Resources should be secured beforehand to support the follow-through. This support may include facilitation, monitoring, and/or coaching. Support can be provided through the Camp facilitators and/or other local and international experts.

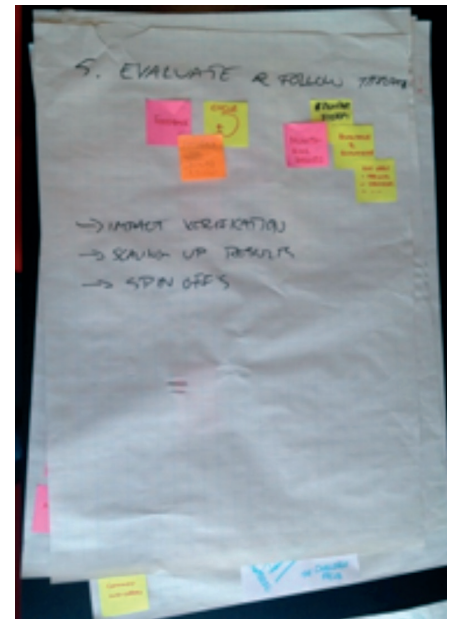


Figure 11. Evaluation & Follow-Through, Amsterdam Innovation Camp (2016).

#### *6-week prototyping: testing and improving Camp results.*

- This early prototyping can include paper-prototyping, focussed conversation, simple design-based techniques, and role-plays. This will reveal strong and weak points in the proposed solution, and lead to an improved proposal – more concrete, more practical, and more creative – for the 6-month period of full prototyping.

#### *6-month full prototyping*

- The intention in this stage is to provide sufficient prototyping/improvement cycles within the first 6-months after the Camp to improve ideas sufficiently – and build enough stakeholder buy-in – for an evidence-based decision about realising the idea in practice.



## *Go / No-go*

- A Go/No-go gateway should be organised to determine in which way a pilot project can be organised for realizing the improved results in practice.

## *Rapid realisation*

- Camps create a process where things can move rapidly and the best ideas can actually be tested in real world situations. After go/no-go decisions have been made, some kind of realisation – as an ‘experiment’ or pilot – should be launched within nine months after the Camp.

## **Communication for Learning & Sharing results**

- Innovation Camps are entrepreneurial discover processes, suitable for orchestrating RIS3 processes and Open innovation 2.0, and results from the Camps should be accessible to all.
- Learning from all aspects of the Camp should be encouraged. This includes learning about
  - Content issues: the on-going results of testing and improving the promising solutions.
  - The Camp process: how one organises both Camps and follow-through processes
  - Relevant people: which people – both participants, and people in the wider societal innovation community – have relevant ideas and expertise to tackle similar issues
- Simple and easy.  
Processes for learning and sharing results should be as simple as possible. Direct and indirect stakeholders should be encouraged to engage with the work-in-progress as it emerges.
- Because the Camps deal with societal innovation and issues that are often widely shared across local, regional and national boundaries, it is important to have simple ways for people to continue to participate, to join an on-going process, add relevant examples and information about their own work, learn from Camp processes, and adapt Camp results to their own work elsewhere.
- Websites with interactive discussion pages, social media, and digital/virtual applications can enhance a broad participation.
- Accessible.  
Ideas and information should be easily accessible. Using the digital tools – both to upload and download new knowledge – should be an easy, low-threshold process.

- There should be central communication facilities during the Camp. Physical locations (for example, a pin-board or wall at a central place), digital communication (through a Camp webpage or app), and handouts (distributed in the morning plenary sessions, or by the facilitators during the day) should be used.

### **Connecting the Camps – for more information, see [Section 6](#).**

- Camps as a series of connected innovation processes. Camps can deal with different aspects of a complex set of issues, and benefit from being organised as a cohesive and connected process. Similarly, regions dealing with similar issues and challenges can benefit from accessing the results of each other's Camps. In these cases, it may be relevant for the results of one Camp can be handed off for further development to another Camp, or like passing the baton in a relay race.
- Camps as a repository of ideas. Relevant ideas and insights should be recycled from Camp to Camp and region to region. This applies to ideas about both the Camp content and the process of organising Camps.
- Camps as a co-learning network. Camp Conveners and Camp participants can benefit from facilitated forms for learning together. Likewise, regions can be stimulated to share their learning with other regions, and even encouraged to take part in shared facilitated learning.



*This section outlines issues to be considered for a successful adoption of the methodology by European regions and cities, and is addressed to regional, national and European decision makers.*

## Chapter VI

# Regional implementation

**Governance** – a multi-level approach

*Need to institutionalise this practice in the regional innovation ecosystem*

The effective functioning of local, place-based innovation ecosystems is one of the key success factors for the realisation of Smart Specialisation strategies. These ecosystems are usually facilitated by innovation agents who stimulate collaboration between innovators, and different ecosystem actors. Due to their complexity, however, these ecosystems are sometimes difficult to understand and often difficult to orchestrate. The Innovation Camps methodology – which invites all members of the Quadruple Helix to take part in addressing complex territorial issues – is an excellent way to bring relevant actors together to focus on the challenges of implementing S3. For this reason, the S3 platform is providing support to regions interested to experimenting with the Innovation Camps methodology and its possible transfer to the innovation agents of their regional innovation ecosystems.

*Benefits of anchoring Innovation Camp practice at the S3 platform*

Many regions face similar challenges in implementing S3, and sharing the results – in terms of both *process* (how the region successfully tackles its challenges) and *content* – describing the results of the Camps – can be beneficial for other regions. In addition, the implementation of S3 is unveiling a common challenge across regions, that of making the EDP a continuous process evolving towards effective quadruple helix cooperation and the involvement of multiple stakeholders (stakeholders from local governments, research and education institutions, businesses and the civil society), often with different – and sometimes contrasting – backgrounds and interests.

Anchoring the use of Innovation Camps at the Smart Specialisation Platform (hosted at JRC Seville) has diverse advantages. It allows regions to learn from each other, and share their lessons learned in a broader European context. This anchoring can be actualised as both a shared database of results and also as a Community of Practice.

A Camping Community of Practice, bringing together cities, regions and organisations with Innovation Camp experience, would greatly enrich the

knowledge of how to deal with the challenges of territorial innovation and development in an effective way.

The central support provided from Brussels by JRC headquarters and the CoR can also help in finding suitable people/organisations to provide support with specific issues, and possible participants for new Camps dealing with similar issues.

In addition, a S3P-based Community lends legitimacy to the use (and further development) of the Innovation Camps methodology in cities and regions across Europe.

### *Importance of support by non-governmental organisations (NGOs)*

Involving all Quadruple Helix players in addressing territorial and societal innovation issues is essential for finding effective solutions. Support by non-governmental organisations – be they corporate or commercial entities, universities, or non-profits – creates the possibility to involve the entire ecosystem in addressing complex and challenging issues.

A Quadruple Helix approach calls for the engagement of the society at large in research and innovation (R&I) processes. At this regard, both emerging innovation agents (like fablabs, maker spaces, living labs, future centres, co-working spaces, etc.) and methodologies (like Innovation Camps) are necessary for an effective involvement and empowerment of innovative citizens. Non-governmental organisations working closely with civil society and representing their views and interests are a valuable channel for organising the direct and indirect participation of citizens in innovation processes like the Camps.

### **Sustainability** – who should pay for what?

*Challenge-owners* should pay to have their challenges addressed. This support feeds commitment; a Camp is serious business, where external experts and innovators are mobilised to invest their time and thinking power to deal with the Challenge Owners' difficult issues. This should not be a free lunch. Support from *local authorities and business interests* should be accessed to sponsor workspace, venues, catering, accommodation and logistics.

*Camp conveners* might pay, or identify adequate resources, for the travel and accommodation costs of a percentage of the participants whose own organisations are not able to pay these themselves.

*Public funding (notably ESI funds, but also other regional and European funding sources)* might provide the basis for organising individual Camps, and for financing the infrastructure that connects diverse Camps in a co-learning network for societal and territorial innovation.

### **Planning** – adoption of the methodology

While anchoring Camps of all kinds in the regional innovation strategy/ ecosystem will increase their power to effectively deal with territorial innovation issues, stand-alone Camps can still be very beneficial to a city or region. As many issues in a regional innovation ecosystem are related – often also interdependent – a *series* of Camps dealing with related issues, or different aspects of a central but complex regional challenge could be even more powerful.

Moving from RIS3 issues to challenge definitions and to Camps planning remains the responsibility of the direct stakeholders. Nonetheless, a Community of Practice could offer advice and/or support for the translation from RIS3 issues into good challenge descriptions – always one of the key issues in setting up Camps.

Regions considering adopting the Camp methodology for broader use would ideally work with local facilitators who have been trained to use the Camp concepts. With just this end in mind, the Catalonia Camp pioneered the transfer of the methodology to the region by undertaking the training of some 20 local facilitators as part of setting up their initial Camp.

### **Connecting the Camps** – towards a Community of Practice

Connecting Camp Conveners, partners and other key actors from different Camps in a Community of Practice would allow a (facilitated) dialogue amongst peers, the sharing of lessons learnt, their collection in a central database and the analysis of Camp experiences, for broader learning from good practices, improving process design and testing new ideas in next practice.

Setting up a Community of Practice would have a pervasive networking effect, as well as smoothing the learning from ‘interdependent’ Camp experiences. For these reasons, a website hosting the Community of Practice should be open and accessible to all interested stakeholders. The S3 platform is considering hosting it. This has the potential to reach its 171 member regions (as of 2017) that are sensitive to the call for a continuous EDP, and would be interested in exploring this new methodology.

Creating a Community of campers – Camp participants who have a (professional) interest in societal and/or territorial innovation issues – would provide opportunities to connect innovation-minded people across Europe: people who seek further possibilities for benefitting own work while contributing their expertise to support the work of others. More than 1,000 people have participated in Camps to date, and creating a community context for them to exchange insights, share good practice from ongoing projects, pose questions and respond to the questions of others can create myriad opportunities to enrich European innovation practice.

## Camps as a series of connected innovation processes

*Passing the baton.* When regions deal with similar issues and challenges, the results of one Camp can be handed off for further development in another Camp in a different region.

Several situations are possible, all of them valuable:

- *In one region.* Camps dealing with different aspects of a key but complex challenge, or different issues in the same regional innovation ecosystem. This was the case in the Lapland, Catalonia and Serbia Innovation Camps in 2016 and 2017.
- *In different regions.* Different regions dealing with similar issues, or with issues in the same sector. This was the case at Bratislava (Danube macro-regional cooperation), Thessaloniki (Resilience) and Brussels (interregional cooperation on Energy)
- *Collaborative innovation.* Working as in a relay-race – passing the baton from one Camp to another – increases both the thinking and doing power that can be focused on the challenges. In addition, it provides set of milestones and deadlines to stimulate the prototyping – testing and improving results – between the Camps, and in this way supports the aspects of rapid experimentation and rapid realisation of results in practice. A notable example of this is the work started in Amsterdam Camp (2016) to deal with the transfer this methodology to regions and cities, continued and refined in Mataró-Barcelona (2017), in both cases through a dedicated Challenge.

RIS3 requires regions to work together with other relevant regions as partners, and using the Camps as a connected innovation process – making progress from one issue to the next, learning from one Camp to feed ideas into the next – will greatly benefit this transregional innovation.

## Camps as a repository of ideas and a co-learning network

*Recycling relevant ideas.* The insights, ideas and prototypes of each individual Camp should be made available for use at other Camps (and in different regions) dealing with similar challenges, and for use by the growing global network of societal and territorial innovators dealing with similar issues in their work. This kind of open sourcing of insights and ideas resonates completely with the core values of this methodology.

*Learning together.* Regions should be invited to learn from Camp experiences, and to proactively share this learning with other regions. In this way a Europe-wide co-learning network of regions can be created, and fed with broad practical experience in creating societal and territorial innovation. Programmes supporting policy learning between regions could be a vehicle for this (for example, Interreg is funding a project in the Baltic Sea area

which foresees a series of interconnected Innovation Camps where co-learning among regions/countries in the Baltic Sea macro-region is one of the main activities for achieving project aims and regional objectives).

### **The future of Smart Specialisation**

Smart Specialisation is still evolving, and several possible new directions could each benefit from the use of Camps as a connected innovation process.

*Smart Specialisation in Macro-Regions.* Macro-regions like the Baltic Sea Region, the Danube Region and others may in the future also develop macro-regional smart Smart Specialization strategies. Camps – with their expertise in bringing together the diverse actors of a relevant ecosystem – can support this process.

*Smart Specialisation at micro-regional level and in urban contexts.* Most regions now develop RIS3 for the entire region. However, in many cases the region is quite varied, and different areas within the ‘official’ region may have very different S3 needs. In the future, this may manifest itself as different local S3 priorities and strategies for different geographic areas within a region, or for different cities – consider the differences between the regional capital and other vibrant 2<sup>nd</sup> and even 3<sup>rd</sup> tier cities, and rural areas, within a larger ‘official’ region. Camps can be a useful instrument for helping to create and realise these sub-regional innovation strategies.



## Glossary of terms and acronyms

Abbreviation	Description
IC	Innovation Camp.
CSI	Camp for Societal Innovation.
ACSI	Aalto Camp for Societal innovation.
Prototype	<p>An initial version of a project, model, strategy, policy that is still open to further improvements and adaptations.</p> <p>Although the term is often associated with physical, tangible objects emerging for instance from software design, a contest or hackathon, in the Innovation Camp this has a more conceptual and intangible connotation relating to something that represents an initial idea, a sketch of a malleable solution that is open to further adaptations, improvements, contributions from all the participating stakeholders. We can in fact speak of the emerging prototype of a strategy or policy.</p> <p>From the dictionary, this is also defined as an original model on which something is patterned and a concept or idea that exhibits the essential features of a later type.</p>
Challenge	<p>A challenge in an Innovation Camp is by definition a societal one, requiring contributions, ideas, negotiations and daring solutions from all stakeholders that are influenced by the challenge, and ideally the quadruple helix stakeholders of Industry, Academia, Governmental Institutions and Civil Society.</p>
4H	<p>Quadruple Helix Stakeholders include representatives from Industry, Academia, Governmental Institutions and Civil Society.</p>
3H	<p>Triple Helix Stakeholders include representatives from Industry, Academia, Governmental Institutions.</p>
3S	<p>Sustainable, Scalable and Societal impacts of the Societal Innovation Camp.</p>
EDP	Entrepreneurial Discovery Process.
Convener	The main organiser of the Innovation Camp.
CO	Challenge Owner.
RIS3	Research and Innovation Strategy for Smart Specialisation.
S3	<p>Depending on the context, S3 may refer to either 'Smart Specialisation' or 'Smart Specialisation strategy'. It is used also as a synonym of RIS3.</p>

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# Annexes: Templates and other useful resources

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## Annex 1. Step by Step Cookbook for the Crew: Who Does What and When During the Camp

*Elements for a script describing the face-to-face Camp process, with very practical indications of who does what and when in different phases of the Camp.*

### **Before Participants arrive**

- Venue/logistics.
  - A desk for the registration of participants and team.
  - During the registration, participants can have coffee or tea outside the plenary space.
  - Signposting to reach the work spaces for the teams.

### **Camp Opening**

- The Convener, Partners & Host (15").
  - One or more people introduce the objectives of the camp, why they have organised it, the importance for the partner organisations, and what they hope will be achieved.
- The Lead Facilitator (25").
  - What an Innovation Camp is, why it is important, and the camping work process.
  - Presentation of the Challenge owners.
  - Presentation of the Facilitator team.
  - House-rules.
  - Which challenge-groups are in which spaces.
- Optional: Ice breaker exercise (10").
- Participants move with their facilitators to the dedicated works spaces.

### **Exploring the Challenges**

- Meet the group, discover the know-how.
  - Facilitator.
    - ▶ (5') introduce the tasks of the first session: meeting and understanding who is in the room, exploring the challenge, reminding the group that this should be a self-organising process and that the facilitator will intervene as little as possible.
    - ▶ (15") The group introduces themselves, each person takes maximum 1" to tell who he/she is, why they are here, and something personal about themselves.



- Learn about the challenge.
  - Logistics/organisation.
    - ▶ There are copies of the challenge available: 1 for every 2 participants.
  - Facilitator.
    - ▶ (2”) Introduction to the Challenge Owner. Reminds all participants to listen carefully to the Challenge owner, to think about what this means, and that the purpose is to understand the challenge from many different perspectives – so good questions and an open, divergent, appreciative spirit will be required!
  - Challenge owner.
    - ▶ (15”) Brief, open and self-critical description of the challenge, context, main actors, open issues, important questions, and critical aspects. The Challenge Owners should thank all participants for their contributions, and affirm her/his commitment to the use the emerging and promising ideas to tackle the challenge after the Camp.
  - The Group
    - ▶ Asks questions for clarification of what the Challenge owner has described, and questions about the challenge-behind-the challenge, context-behind-the-context, issues-behind-the-issues, and problems-behind-the-problems.
    - ▶ This is the start of the 1<sup>st</sup> phase: “Exploring the Challenge”. From here on, there is no fixed timing for how long the discuss lasts.
  - The creative conversation develops.
    - ▶ Often, this phase moves seamlessly into ‘Exploring the Opportunities’.
    - ▶ Typically, good ideas and possible solutions will also be generated during these two phases. The facilitator – or another group member – should notes these, so they will not be lost and can be used later.
    - ▶ It may be that the Challenge Owner must leave at this moment. However, his/her representative – the Challenge Holder – will remain.
    - ▶ Once the questions move into a more general creative conversation, the Challenge owner (or Challenge holder) should continue to take part in the conversation, as a group member.
  - The facilitator
    - ▶ To capture important ideas – and to spark the process of taking notes – the facilitator will often take notes of important ideas at a flip-over.
    - ▶ At a certain point, the facilitator should remind the group that ‘taking notes’ should be part of their process (and not the responsibility of the facilitator). At this point, he/she may stop taking notes at the flip-over, but continue to take notes for him/herself on paper or digitally.

### Exploring the Opportunities

*[No specific schedule or timing for this phase]*

This is part of the group's self-organising process.

In a 2-day Camp, this may last between 2-3 hours

In a 3-day Camp, it may last as long as 4 hours (depending on the dynamic process in a particular group).

Often, promising ideas are generated – and also combined – during this phase. These ideas should be noted for later use. The group may be very enthusiastic about immediately working out some of their ideas (or combination of ideas) in detail. It is the role of the facilitator to help the group take sufficient time for exploring opportunities, before focusing on any of the ideas generated during this phase.

### Generating and Combining Ideas

*[No specific schedule or timing for this phase]*

This is part of the group's self-organising process.

*At this point, it often happens that different subgroups within the challenge-team decide to work out different ideas that address different aspects of the challenge.*

Sometimes, these different ideas will later be combined into a single integrated proposal.

Other times, they will continue as two separate proposals.

Both options are possible, and it is a decision that the group will make.

### Prototyping Promising Ideas

The facilitator reminds the group that it is time to start thinking about creating prototypes of their most promising ideas. This is a useful place to introduce the Innovation Camp Canvas.

This is a useful place to introduce it. The facilitator explains that it is not intended to fill in all the boxes in the Canvas – the Innovation Camp is not about filling in boxes – but that this is a useful tool for considering important aspects of their proposals that have not yet been discussed by the group, or where no decisions have been made.

At a certain point, the facilitator reminds the group that there will be a peer-to-peer consultation with one other group, and at what time this is planned.

The group prepares a short presentation of work-in-progress, and open questions.

Peer-to-peer consultation (mid-way through the Camp).

- Usually one hour



- There are several ways to organize this. Below is a description of one of the common formats:
  - Host group presents its ideas and questions (10 minutes), and the visiting group asks questions and gives suggestions and advice (10 minutes).
  - In principle, the host group does not engage in discussion at this stage, but notes the questions, and ‘accepts’ the comments.
  - Time for general discussion (5 minutes)
  - Then, the roles are reversed: the visiting group presents, and the host group asks questions and gives its feedback.

After this consultation, groups return to their own spaces, and discuss what they have learned during the consultation, and how this can be applied to make their prototypes/proposals stronger.

The group continues to work on their ideas and improve their prototypes/proposals.

### Thinking Forward

The facilitator reminds the group that it is time to start thinking about how to take their best ideas and prototypes forward after the camp.

The intention is to create a roadmap for what must be done in the *6 weeks* and *6 months* after the Camp. This roadmap should include:

- *What should be done.*
- *Who should be involved.*
- *What the desired effect is.*

There should also be attention to what the desired outcomes – *2 years* after the Camp – and impact – *6 years* after the camp – will be.

If the Societal Innovation Canvas has not been introduced before, this is a good time to introduce it. It provides a checklist for group members to tackle issues that have not yet adequately addressed.

Groups complete their proposals, and turn them into presentation material that is understandable to outsiders – and accessible to people who have not been at the camp.

### Final Presentations

Typically, this plenary session takes one hour.

The Challenge-Owners are part of the audience, and often senior official from the area are present as well. In some Camps, the Mayor, Regional Governor, a government Minister, a university dean, senior corporate director, director of an NGO, or senior officials from European institutions have been present for the presentations.

## Annex 1. Step by Step Cookbook for the Crew: Who Does What and When...

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Each group presents their results in turn. Some groups have had parallel subgroups, with separate proposals – both will be presented.

Depending on the number of groups and the number of presentations, the time available for each presentation will be determined by the facilitation team before the session begins.

Typically, groups have 10 minutes for their presentations. In cases where a group has two separate presentations, a few minutes extra may be granted (if time permits).

There may be some time for questions and comments by the audience.

After all the presentations, the Challenge-Owners give feedback on what they have heard, and indicate what they intend to do in the next weeks to take the results of the Camp forward.

After this, visiting officials are invited to comment on what they have heard and experienced during the presentations.

At the end of the Camp, the Lead Facilitator and Camp Convener thank the participants, and close the Camp.

Typically, there is a small reception after the closing session, where participants, Camp Crew, and Challenge Owners can toast the results of their hard and co-creative work together.





## Annex 2. Examples of Innovation Camps

### A bit of history

- Co-created and developed by Aalto University in Finland and the New Club of Paris as *ACSI – the Aalto Camp for Societal Innovation*.
- Diverse Camps have been run in various countries with different formats since 2010. There have been camps for as few as 25 people and others for up to 180 people.
- The first three ACSI camps (2010 - 2012) were run for eight days in Espoo and Helsinki, Finland. Later Camps have been run for 2, 3 and 4 days.
- At the date of publication, there have been 22 Camps run using this methodology.
- The current version of the Innovation Camps methodology is an adaptation of the original ACSI process to be a suitable tool for the Entrepreneurial Discovery process for territorial innovation (i.e. S3 or RIS3) and development that regions and cities can organise autonomously.

### Some examples of Innovation Camps

*N.B. This is not a complete listing of Camps.*

#### **2012 in Helsinki (Finland)**

- Theme: Inclusive Society
- 7 Challenges, 100 people
- 8 days

#### **2013 in Malmo (Sweden)**

- Theme: Social innovation for Sustainable Urban Development
- 10 Challenges, 120 people
- 4 days

#### **2014 in Johannesburg (South Africa)**

- 3 Challenges, 30 people
- 3 days

#### **2015 in Espoo (Finland)**

- Theme: Connecting Smart Citizens in Open Innovation Practice
- 6 Challenges, 80 people
- 3 days

#### **2016 CoR-JRC collaboration begins**

#### **2016 in Amsterdam (The Netherlands)**

- Theme: Open innovation 2.0 & Europe's Urban Agenda
- 4 Challenges (1 on transferring the methodology to regions and cities), 50 people
- 3 days

#### **2016 in Bratislava (Slovakia)**

- Theme: Connections and Investments for a Collaborative Europe
- 4 Challenges (1 *on Smart Specialisation Strategy*), 50 people
- 2 days

#### **2016 in Gabrovo (Bulgaria)**

- Theme: Overcoming the Innovation Divide in Europe
- 3 Challenges, 130 people
- 2 days

## Annex 2. Examples of Innovation Camps

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### 2016 in Lapland (Finland)

- Theme: Arctic Region Innovation (*Regional Smart Specialisation Strategy*)
- 3 Challenges, 30 people
- 3 days

### 2017 in Sofia (Bulgaria)

- Theme: Developing innovative public services through Open Innovation 2.0 and citizen engagement
- 3 Challenges, 35 people
- 3 days

### 2017 in Catalonia (Mataró-Barcelona, Spain)

- Theme: Quadruple Helix Collaboration (*Regional Smart Specialisation Strategy*)
- 4 challenges (plus 1 on transferring the methodology to Catalonia), 100 people
- 2,5 days

### 2017 in Thessaloniki (Greece)

- Theme: Resilience
- 4 Challenges (1 on *Smart Specialisation Strategy*), 50 people
- 3 days

### 2017 in Brussels

- Theme: Interregional cooperation on Energy Innovation (*Smart Specialisation Strategy*)
- 3 Challenges, 50 people
- 2 days



## Annex 3. Example of a Save-The-Date Message and an Invitation letter

Save-the-date

Innovation Camp on Resilience

21-23 September 2017

Venue:

Centre for Research and Technologies Hellas  
Charilaou-Thermi Road (6th km), Thermi, Thessaloniki

organised by

**The Centre for Research & Technology Hellas (CETRH)**

and

**The European Commission's Joint Research Centre (JRC)**

and

**The European Committee of the Regions (CoR)**

supported by and under the patronage of the

**City of Thessaloniki**

### **Rationale:**

As the European Union recovers from the deepest economic crisis since the Great Depression whilst facing the challenges of a world of growing uncertainties, we have some time at the *Thessaloniki Innovation Camp on Resilience* to reflect on how to better deal with the shocks and stresses that our societies are being increasingly exposed to. We need to see more clearly how these shocks and stresses interact and sometimes reinforce each other. We need to reflect on how to improve resilience and systematically address all the risks to the safety and well-being of citizens. About three quarters of EU legislation is implemented at local and regional level. Local and regional authorities play an important role in the daily management of the challenges we are faced with.

The Thessaloniki Innovation Camp on Resilience 2017 offers participants the possibility to develop grassroots ideas together with policy makers, entrepreneurs, academics and civil society. Participation at the Innovation Camp is free of charge for all people with the desire to develop creative ideas into innovative societal solutions. The Innovation Camp will close with a plenary session for demonstration and assessment of the developed ideas. Prizes for the best ideas will be given and each participant will receive a certificate.

### Challenges:

The Innovation Camp comprises four parallel challenges. The challenges are presented by *challenge owners* having a special link to the follow up of that specific challenge. Each challenge is tackled by a dedicated team guided by a professional *facilitator*. *Participants* are invited to share their expertise by working together by forming small cross-disciplinary teams, each focusing on one of the camp's challenges. Supported by the facilitators, participants analyse different perspectives and develop concrete suggestions on how to tackle the challenge in new innovative ways. As the camp advances, participants define potential implementation activities and plan for experimenting and piloting of those activities. On the final day, an exhibition or similar showcase event is organised where the participants will present their ideas, solution or prototypes.

When registering, participants will choose one out of the four challenges:

### 1. Resilience of Energy Critical Infrastructures for European Defence

While the concept of Energy Critical Infrastructures (ECI) for the civilian sector has received sufficient attention the same is not true for the defence sector. This is understandable considering the fact that the defence sector relies to a large extent on civilian energy infrastructure leading to the further realization that identifying the Energy Critical Infrastructures for European Defence is a non-trivial task. It is clear that an objective and dynamic (evolving) definition of ECI for the defence sector will have to be devised before any required measures and policies can be put in place to mitigate disruptions in the operation of such critical defence relevant infrastructures.

### 2. Resilience in a financially volatile environment

In the current economic environment the decisive factors for improving the country's productive re-development and competitiveness are the promotion of Research and Innovation and the acceleration of the transfer of research results to applications and products. The sovereign debt crisis in the euro area however has raised questions about the stability and availability of traditional funding, as banks face pressure to sell assets and scale back their operations, especially outside their home markets. On the other hand, there is a number of smaller investors who in the absence of attractive investment option from the mainstream financial sector can be channelled toward fuelling technological and social innovations generated by the research community, start-ups and SMEs. Managing these rapid developments has posed challenges to the availability, management and smart investment of capital both in the traditional financial sector and the emerging innovation funding sector.

### 3. Resilience in migration flows

This challenge concerns the need for fast track integration with efficient and effective ways into the local and regional labour markets and the social life of the community of asylum seekers, refugees



and their families. Mapping skills and needs, matching supply and demand and providing where needed proper training or reorientation are important aspects of the challenge.

#### 4. Resilience in regional innovation ecosystems

This challenge aims to explore how to foster capabilities of local development actors to link their own strategies to wider trends in research and innovation in a regional, national and European smart specialisation strategies (S3) context. The broad approach comes from the Territorial Agenda of the European Union 2020 which states that the use of social capital, territorial assets, and the development of S3 can play a key role in strengthening local economies and in enhancing their contribution to the overall development goals.

The working language of the Innovation Camp is English.

Please save-the date. To pre-register to the event, please send an email indicating your preferred challenge to: [\[email address\]](#).

Once pre-registered you will receive updates on the programme of the Innovation Camp, background on the challenge, and info on logistics.

Best regards,

The team of the Thessaloniki Innovation Camp on Resilience.



Dear Colleagues, dear Friends,

### Invitation to the Gabrovo Innovation Camp, 1-2 October 2016

It is our pleasure to hereby invite you to participate in the **Innovation Camp in Gabrovo, Bulgaria, to be held on 1-2 October 2016 at the Municipality of Gabrovo, 3 Vazrazhdane sq., 5300 Gabrovo, Bulgaria**. The Innovation Camp is organized by the CoR member and leader of the Bulgarian delegation, **Mayor Tanya Hristova**, and supported by the **Bulgarian President, Mr Rosen Plevneliev**, a number of national ministries and European institutions. It will also feed into the CoR-supported Citizens' Dialogue to be held next to the Innovation Camp.

The Gabrovo Societal innovation camp is looking forward to gather approximately 60-70 people from around Europe from a diversity of ages, disciplines, backgrounds and cultures and has the objective to identify obstacles and find solutions, with the goal of creating entrepreneurial and civic spirit in Europe. The theme of the Gabrovo Innovation Camp 2016 will be **'Overcoming the Innovation Divide in Europe'** and its debates will be structured around the following core challenges:

- Innovation Divide in Europe,
- Smart Specialization in Education and Urban Development, and
- 21<sup>st</sup> Century Democracy.

For more information, please, consult the dedicated website <http://gabrovoinnovationcamp.eu/>.

It would be an honour if you could join us for the Gabrovo Innovation Camp. We are convinced that your contribution will be instrumental to the success of this event.

We would like to remind you that you will be responsible for your own travelling arrangements. The municipality of Gabrovo will cover the local costs like accommodation, caterings, and transport within Bulgaria.

Because of the limited number of places available, please register as soon as possible to **SEDEC Secretariat ([email address])**. Should you have any questions please contact: Ms Taina Tukiainen ([email address]).

Yours sincerely,



## Annex 4. Challenge Description Form

Challenge Name: .....

### GENERAL

Theme	
Challenge-owner and Organisation	
Contact person (if different than above)	

### Challenge-OWNER DESCRIPTION (background)

### BACKGROUND / CONTEXT of the Challenge

### DESCRIPTION OF MAIN ISSUES, OPPORTUNITIES and OBSTACLES

**Main Issues**

**Underlying Issues**

**Opportunities**

**Obstacles**

# Annex 4. Challenge Description Form

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## MAIN CHALLENGE OBJECTIVES

2 or 3 bullet point sentences describing each objective. Describe in more detail if necessary.

## Relevant Stakeholders and stakeholder organizations

## CHALLENGE GROUP MEMBERS: Potential participants at the camp

### Group members suggested by Challenge-owner

The Challenge owner should suggest participants who are responsible for / relevant to following through on the results after the Camp. We strongly recommend that *2 people* from the Challenge owner's organization take part in each Workgroup.

Name	Email	Position	Organization	Expertise
<Challenge owner>				
<Facilitator>				
<Challenge stakeholder>				
<Challenge stakeholder>				

### Other possible group members

Name	Email	Position	Organization	Expertise

## RELEVANT INFORMATION

Links to videos, reference material (books, scientific papers, annual reports, etc.), photos, organisation website, projects related to the challenge etc.

## Attachments (if necessary)

- Other material relevant to understand the challenge





## Annex 5. Report Format for the Results of Groups at the Camp

*Name of the Challenge:*

*Challenge Owner:*

*Facilitator:*

*Date:*

*Rapporteur:*

### **Note to the Rapporteur:**

*Please use as many visuals as possible in this report. These may include drawings, illustrations and PowerPoint presentations made by the group, and photographs of the wall-space where the group worked (including post-its and papers hung on the walls, or flip-over pages prepared by the group).*

### **Name of the Proposal**

### **Description of Proposed Actions** [Action orientation is extremely important]

### **What will this achieve? What is the societal impact?**

### **Who is Responsible?**

### **Who will be involved?** (In Society? In the Challenge team?)

## Annex 5. Report Format for the Results of Groups at the Camp

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### **Description of the best ideas**

### **1<sup>st</sup> Steps: What must happen in the next 6 weeks?**

*Who should do what?*

### **Prototyping: What must happen in the next 6 months?**

*Who should do what?*

### **Impact in 6 Years**

### **Other relevant information**

### **Suggestions for improving the effectiveness of the Camp**



## Annex 6. Description of Facilities for an Innovation Camp

### Location

- Ideally, the venue is located outside the center of the city, in a natural surrounding. This offers the possibility for walking (and even working) outdoors.
- The venue should be able to cater lunches, tea and coffee, and – depending on other arrangements made for accommodation and dinner, also provide accommodation and dinner.
- Wifi should be available at the venue.

### Working spaces

#### *Plenary space*

- Plenary space for all participants (depending on the size of the camp: 40 – 120 people).
- Ideally, this is not an auditorium with fixed seats, but an open space where seating is possible, and where it is possible to move the seats to the side of the room for more interactive activities.
- The space should have a kind of stage, and audio-visual facilities, including a screen, beamer and two cordless microphones (for making presentations).

#### *Subgroup workspaces*

- Separate workspace should be available for all work-groups – depending on the size of the camp, each suitable for workgroups of approximately 10-12 people.
- These rooms should be large enough for tables and chairs for 12 people. Several additional chairs should be available for observers or ‘visitors’. Tables and chairs should not be fixed, but able to be rearranged according to the needs of the group.

#### **Material (per workspace)**

- Small table for coffee, tea, water and cups/glasses.
- Flip-over, with enough paper.
- Coloured markers (4 colours: black, blue, red, green) – at least 2 sets per room.
- Several ballpoint pens.
- Masking tape (for hanging papers on the walls).
- Post-its (ideally A-5 size, also smaller ones).
- Scissors.
- Blank A-4 paper, blank A-3 paper.

## Annex 6. Description of Facilities for an Innovation Camp

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- Extension cords with outlets for plugging in several laptops, etc.
- Optional (*if possible*): **beamer**.

### **Catering**

- The venue should be able to supply tea/coffee/water (in the workspaces, or at a central location, several times each day).
- Lunch should be available at a central location, ideally served at the Camp venue (catering service, canteen).
- Depending on Camp logistics, it should be possible to have dinner (at least for one or two evenings) at the venue.
- It should be possible to have an informal reception the evening before the Camp begins, and at the end of the Camp.

### **Accommodation**

- Depending on Camp logistics, we should consider the possibility for accommodation at – or very near – the venue.

# Annex 7. The Innovation Camp Canvas

i2Si Societal Innovation Canvas Model		Project Name:		Participants:	
<b>Explore</b> Challenge Context Opportunities The Challenge, its owner and supporters Learning (capture insights)	<b>Ideate &amp; Design</b> Deepen Understanding What if? What could work? Who benefits? Why?		<b>Build Prototype</b> Basic concepts? Big Picture? Look and feel?		
	<b>Key message</b> Your elevator pitch with the value proposition		<b>Constraints</b> Identify limits and conditions that influence realization/delivery		
<b>Desired Outcomes / User Benefits</b> Desired outcomes & user benefits after it is successfully realized		<b>Roadmap of Activities</b> Concrete task & actions needed for creating results after the Camp			
<b>Stakeholders &amp; Resources</b> Stakeholders / 3 <sup>rd</sup> Parties Who is needed to realize the proposal? Who must buy-in? What do they need? How do they interact? Resources		<b>Risks, Assumptions &amp; the Unknown</b> ? Risks Parking Lot Our open and unanswered questions and concerns What might go wrong? Why? Assumptions		6 weeks 6 months 6 years Who? Where? Milestones? Effect?	
What assumptions is this proposal based on?		P PARKING			

## Annex 8. Sample Programme for a 3-day Innovation Camp

### Annex 8. Sample Programme for a 3-day Innovation Camp

*Times are approximate / activities are indicative*

Sunday (date)			
Themes			
	13.00	Facilitator meeting, possible meeting with Challenge Owners.	
	18.00	Informal get-together for participants.	
Monday (date)			
Themes			
	08.15	Registration & Coffee.	
Meet	09.00	<b>Formal opening</b> <ul style="list-style-type: none"> <li>• Welcome and overview of the Camp.</li> <li>• Camp principles and practice.</li> </ul>	
		<i>Energizer</i> Short exercise (involving movement) to get participants from cerebral to creative mode. <table border="1" style="float: right; margin-left: 20px;"> <tr> <td>Facilitators.</td> </tr> </table>	Facilitators.
Facilitators.			
Enter	10.00	<b>Working in Challenge-groups</b> Exploring the group: relevant experience (in the group + their networks). <b>EXPLORING THE CHALLENGE</b> with challenge Owners: <ul style="list-style-type: none"> <li>• Issues &amp; challenges,</li> <li>• Expectations &amp; outcomes</li> <li>• What has already been done: what works or doesn't seem to work</li> <li>• Reframing issues and challenges</li> </ul> Outputs and outcomes: What do we need by the end of the day / the week / the year.	
	12.00	Lunch	
Explore	13.30	<b>Exploring the Opportunities</b> Asking provocative questions, generating ideas. Combining insights and ideas into promising possibilities. Exploring opportunities through contact with broader network (on location, at the camp, on-line).	
	17:00	Plenary wrap-up.	
	17.30	Free time for participants. Facilitators debriefing and planning Day 2.	
	19.30	Dinner. Possible evening inter-group social activity.	
Tuesday (date)			
Themes			
	09.00	Team check-in & Energizer.	
Deepen	09.30	Revisiting key assumptions, reframed issues, powerful questions, promising ideas. Combining early insights and creating first prototypes.	
	12.30	Lunch.	
Prototype	13.15	<b>Inter-group consultation:</b> short presentations and pitching ideas to the other groups. Intergroup discussion and new insights. <b>Taking distance:</b> movement through reflection ( <i>outdoor exercise, if weather permits</i> ).	
	15.15	Groups reconvene to discuss new insights from intergroup consultation. Return to workspace to improve prototypes with new ideas and other input from inter-group consultation.	
	17:30	Plenary wrap-up.	



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	18.00	Free time for participants. Facilitators debriefing and planning Day 2.
	19.30	Dinner.
<b>Wednesday (date)</b>		
Themes		
	09.00	Team check-in & Energizer.
Renew	09.30	<b>Next Level Prototypes</b> Sharpen prototypes for testing with stakeholders and global community after the camp. Thinking in outcomes: the next 6 weeks, next 6-months, the first 2 years.
	12.00	Lunch.
	12.45	Preparing final presentations.
Test	13.45	<b>Presenting results per group</b> Questions and discussion.
Reflect	14.45	<b>Camp conclusions:</b> Thinking in follow-through. Feedback from Challenge Owners. Next steps.
	15.15	Reception.

## Annex 9: Sample Programme for a 2-day Innovation Camp

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### Annex 9: Sample Programme for a 2-day Innovation Camp

CITY – DATES

*[Name of Camp]*

LOCATION

#### Day before the Camp (date)

14:00 – 17:00	<b>Facilitators meeting to discuss Camp programme</b> <b>17:45 – 18:30</b> Challenge owners & facilitators meet to prepare day 1. <b>Arrival of participants</b>
19:00 – 21:00	<b>Welcome Cocktail (sometimes dinner)</b> <i>Casual networking gathering.</i>

#### Day 1 (date)

08:30 – 09:00	<b>Registration</b>
09:00 – 10:00	<b>Opening Plenary: Convening the Camp</b> <i>[Welcome from Camp Convener] Mrs/Mr. Name Surname, Function</i> 2 <sup>nd</sup> welcome: <b>Mrs./Mr. Name Surname, Function.</b> 3 <sup>rd</sup> welcome: <b>Mrs./Mr. Name Surname, Function.</b> <b>Introduction to Innovation Camp 2017 [Name, Lead Facilitator].</b> <ul style="list-style-type: none"> <li>· How the Camp process works.</li> <li>· Brief introduction of the challenges &amp; facilitators.</li> </ul>
	<i>Coffee and tea available in working space</i>
10:10 – 12:30	<b>Parallel working groups</b> Exploring the challenge and the opportunities, and generating first ideas. <b>Challenge 1: XXXX</b> <b>Challenge 2: XXXX</b> <b>Challenge 3: XXXX</b> <b>Challenge 4: XXXX</b>
12:30 – 13:30	<b>Lunch + coffee</b>
13:30 – 16:15	<b>Parallel working groups</b> Deepening understanding, enriching the ideas, converging ideas to create initial prototypes.
16:15 – 17:15	<b>Peer-to-peer consultation</b> Groups present their preliminary ideas to other groups, who challenge, question, and give new ideas and impulses for further development. Groups reconvene to discuss the feedback they have received.
17:15 – 17:45	<b>Wrap up Day 1</b> Reflecting on issues from Day 1 and looking ahead to Day 2.
	<b>Free time for participants</b> <b>17:45 – 18:30</b> Challenge owners & facilitators meet to prepare day 2.
20:00 – 22:00	<b>Innovation Camp (Informal) Dinner</b>





## Day 2 (date)

09:00 - 09:30	<b>Opening Plenary: Setting the frame for Day 2</b>
09:30 - 12:15	<b>Parallel Working Groups</b> Revisiting opportunities and sharpening insights. Integrating ideas into concrete proposals. Thinking ahead to plan real-world prototyping.
12:15 - 13:00	<b>Lunch + coffee</b>
13:00 - 15:45	<b>Parallel Working Groups</b> Completing the proposals as practical prototypes. Road-mapping the next 6 weeks/6 months/6 years. Mapping stakeholders & responsibilities.
15:45 - 16:30	<b>Plenary Presentation of the proposals</b> Presenting the prototypes as actionable items.
16:30 - 17:00	<b>Closing session</b> Feedback from Challenge Owners. Our ways forward: discussing next steps and plans for the coming months. Closing the Camp (Camp Convener, Local Official(s), Lead Facilitator).
17:00 - 17:45	<b>Reception</b>

## Annex 10: Challenge-Owner (or Challenge-Holder) Guidelines (an Example)

### Challenge-Owner Guidelines

[name of the Camp, for example: *Energy Innovation Camp*]

In this document, we present information about the 2017 Energy Innovation Camp and some guidelines to help Challenge Owners and their direct stakeholders get maximum benefit from the camp.

### Innovation Camp Format

The Innovation Camp format consists of 4 periods:

1. *Preparation*: from June until October 2017;
  - Participants can orient themselves to the issues and the context of the challenge
2. *Camp in Brussels: the 2-day camp from 11-12<sup>th</sup> October*;
  - Groups of diverse participants actively address challenges, in order to rethink and reframe the issues and problems, and come up with promising new perspectives for building solutions.
  - The outputs of the 2-day Camp are new perspectives for thinking about and addressing the challenge, and plans for testing and improving these ideas in practice.
3. *Prototyping period: 6 weeks in October and November*;
  - Challenge Owners test the best ideas and promising solutions (the Camp output) in real-life situations with direct stakeholders; ideas and promising solutions are tested and improved in an iterative innovation process.
4. *Follow-through: 6 months from November 2017 to April 2018*
  - *Challenge*-Owners develop the improved ideas further in interaction with direct stakeholders and potential end-users during the next 6 months.

### Characteristics of a good Challenge

- The Challenge has an organisation and/or group with responsibility for resolving it, and a responsible person who acts as Challenger Owner.
- The Challenge Owner has a clear interest in the potential societal outcomes and impact.
- The issues behind the Challenge are complex: there is no clear 'solution' to a well-defined 'problem'. For this reason, the expected outcome is more than *one* solution to *one* problem.
- The Challenge is in an emerging phase – or is ready for reframing/redefining – with various possible paths for moving forward.



- The Challenge has broader societal implications and is not focused on one specific target group.

### Characteristics of a good Camp result

In the Camp, groups work to develop new perspectives for thinking about and addressing the Challenge, and plans for testing and improving these ideas in practice.

Promising ideas can be both inside and outside 'the box'. What was once seen as crazy or impossible once, may be possible tomorrow.

We are looking for new perspectives that have not been considered before, or else have been dismissed because they seemed impossible, impractical or irrelevant at the time.

Facilitations should encourage participants to develop results that are:

- *Sustainable*: they are designed to have a lasting effect, not just as a quick-fix or one-time temporary solution.
- *Scalable*: they are designed to work not only here, in this case, but also can be scaled to other similar situations elsewhere.
- *Societal*: they have a broader, systemic effect in society.
- *Feasible*: they are capable of being implemented.

At the Camp, we encourage participants to think about all of the following:

- *Outputs* – the results of the Camp, after 2 days.
- *Outcomes* (after 2 years) – what we see in the real world after 18-24 months, once the Camp results have been improved and implemented.
- *Impact* (after 6 years) – what has changed in the real world after 5-6 year.

### What the Challenge Owner can expect as the result of an innovation Camp

The Camp is about creating deeper understanding of the issues and problems underlying societal challenges.

This means exploring and understanding the context of societal challenges in such a way that a richer understanding of the issues can emerge, and lead to new insights about how to move forward. It asks people not to accept things as given, not to follow dominant logics, not to accept assumptions or take things for granted. It is about asking questions, and not accepting the early or easy answers.

An Innovation Camp creates conditions in which participants – and Challenge Owner – can frame and reframe challenges, issues and problems in the light of other points of view and different perspectives.

Once the reframing process has started, and promising ideas have emerged, the rapid prototyping process can turn these into prototypes for possible action. These prototypes can then be tested, improved, retested, and once again make better – in direct interaction with their intended users.

## Annex 10: Challenge-Owner (or Challenge-Holder) Guidelines (an Example)

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Participants are stimulated to think beyond *output* – the results of the camp after 2 days and 6 weeks –

- to *outcomes* – improved quality of work (and life) that can be experienced in practice after 1-2 years – and
- to societal *impact* after 5 or 10 years.

*An Innovation Camps does not deliver solutions to complicated or complex issues in a 2-day camp.*

It *does* build better understanding of how these issues work in their societal context – and how they may more effectively be addressed.

Reframing problems, enriching understanding, fast prototyping, thinking in outcomes, preparing for action: these are key Camp processes that define what Challenge Owners and participants can expect from the Camp.

### **The role of the Challenge Owner at the Camp**

The Challenge Owner should be committed to:

- Participating in all phases of the Innovation Camp work process
- Provide a brief description of the Challenge at least 4 weeks before the Camp
- Provide sufficient background documentation about the context of the challenge at least 2 weeks before the start of the camp
- Designate a *Challenge Holder* to be present throughout the Innovation Camp
- Work on the follow-through: be prepared to test good ideas, new perspectives and promising solutions developed at the Camp during the following 6 weeks and 6 months

### **Participants from the Challenge context**

At least one *Challenge Holder* (from the same organization as the Challenge Owner, or else from another relevant organization) should take part in the camp.

- Up to 3 direct stakeholders from the Challenge context may take part in the challenge-group.
- The rest of the challenge-group will consist of a diverse group of participants from other places (and other countries), all of whom have some personal expertise in dealing with aspects of the challenge. This diversity guarantees that many different perspectives can be brought to bear on the issues.
- Direct stakeholders could be members of the organization bringing the challenge in, or else politicians, civil servants, citizens, business people, and members of NGO's who are related to the context.



- Other stakeholders in the Challenge context are welcome to take part in the Camp. They can participate as members of groups addressing other challenges. In this way, they gain deeper understanding of how to address similar issues in an innovative way, they enhance the overall integration of themes, and help build a possible synthesis of impulses for realizing systemic change after the Camp.

### *Before the Camp*

To make the most of the camp, the Challenge Owner should:

- Complete the Challenge Description Form, which explains:
  - The challenge itself (and sufficient background information);
  - The context of the challenge (local characteristics, main stakeholders, anticipated problems);
  - Some insights gained from what has already been tried, what was successful or wasn't (and why);
  - Some links to more documentation (written reports, presentations, relevant video clips etc).
- Indicate what kind of expertise is essential – and what kind of people are needed – to have in the challenge-group, in order to reach a sustainable result.
- Indicate a few names of relevant potential participants for the challenge-group: people who could contribute greatly to reaching a sustainable result.

### *During the Camp*

- Ideally, the Challenge Owner should take part in the entire Camp.
- If this is not possible, his/her direct representative – we call this person the *Challenge Holder* – should take part.
- The Challenge Owner – or Challenge Holder – should present a brief introduction to the Challenge on the first day, when first meeting with the group addressing the Challenge. This introduction should be short – about 10-15 minutes – and describe the Challenge, the context in which the challenge occurs, the main questions which the Challenge Owner wants to group to address. Insights from ongoing attempts to resolve the Challenge are also welcome. The introduction should also indicate what the Challenge Owner is hoping for as a result of the Camp.
- He/she should be ready to accept diverse ways that the group wants to reframe the challenge, issues, and problems.
- He/she has an open mind and is ready to take part in the group discussions as *one of the group*, not it's leader.
- He/she is willing to ready to learn from and support the group's insights and new perspectives.
- He/she should be open to surprises, and be able to have fun working at the Camp!

## Annex 10: Challenge-Owner (or Challenge-Holder) Guidelines (an Example)

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- The Challenge Owner should be present at the final presentation of the results, even if he/she cannot attend the entire Camp.

### *During the 6-week prototyping period (6 weeks in October and November)*

- To take the results of the camp – interesting ideas, promising perspectives, possible solutions – and test them in real life situations;
- Ideally, to communicate at defined moments with other group members, who are working on similar issues in their own workplaces, about the prototyping experience; in this way using this collective/distributed intelligence to improve the prototypes and continue to test these in practice.

### *During the 6-month improvement period (6 months from November 2017 to April 2018)*

- Further improve the prototypes based, ideally on the collective experience of group members.
- Communicate with group participants and the central partner organization of the Camp about work-in-progress, tentative results and learning about the innovation process.

### *After the follow-through process – in the period after April 2018*

- Communicate with group participants and the central partner organization of the Camp about ongoing experiences and results.



## Annex 11: What You Can Expect as Participant

At the Camp, participants work in dedicated challenge groups to address a specific Challenge, brought to the Camp by a Challenge Owner.

The Innovation Camp asks participants to focus on exploring the Challenge – as described by the Challenge Owner – in order to discover new perspectives and ways to address the major issues, ideally in ways that the Challenge Owner has not considered or done before.

The group then works out promising ideas for tackling the issues and problems, and produces a proposal for testing their best ideas in practice, with important stakeholders, after the Camp.

Because the follow-through after the face-to-face camping – the testing and improving of initial ideas with actual stakeholders – is an essential part of the Camp process, participants are asked to think about the proposals they make and their possible effect in three ways:

- Output – the results at the end of the Camp.
- Outcome – the effect that can be seen/felt in societal, approximately 1 to 2 years after the proposals have been implemented.
- Impact – the long-term influence experienced in society after the proposals have been implemented (after approximately 5-6 years).

### *The Innovation Camp process*

The Camp process is characterized by self-organization in a lightly facilitated framework.

The Camp programme consists of a 5-phase process, followed as a loosely-structured programme which is attuned to the dynamic of the group.

Each day there are a few fixed moments – the plenary start, the lunch, the plenary finish – the remainder of the time is structured differently in each group, in negotiation with the facilitator and according to the needs of group members.

In this way, the amount of time spent on each phase may vary for each group.

The Innovation Camp process:

1. Exploring the Challenge.
2. Exploring the Opportunities.
3. Generating and Combining Ideas.
4. Creating Initial Prototypes.
5. Thinking Forward.

## Annex 11: What You Can Expect as Participant

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*Work in an Innovation Camp is based on the following activities:*

- Beginning at the beginning of change.
- Unlocking the potential of people.
- Developing mindset for change.
- Holding powerful trans-disciplinary conversations.
- Asking powerful questions.
- Reframing problems as possibilities.
- Leveraging networks and resources
- Exploring promising opportunities.
- Prototyping powerful ideas.
- Accepting uncertainty as a resource.
- Providing energizing work environments.
- Building capacity and confidence for breaking routines and rules.

*Good Innovation Camp participants are characterized by*

- Interest in understanding what it takes to change society
- Open and entrepreneurial spirit
- Curiosity and readiness to learn from others
- Creative frame of mind

**We expect the following commitment from the participants:**

*Preparing for the Camp*

- After reading the Challenge-description, the participants can prepare for the camp by considering similar challenges in their own working environment, their country/city, and their professional network, collecting information about how these challenges are being met, and contact information about relevant stakeholders.

*During the Camp*

- On the first day of the camp, they give a brief presentation of their ideas about the challenge, and references from how he/she expects to contribute to the group
- Participants are available for the entire camp
- Participants are expected to have an open mind, contribute their ideas, expertise, creativity; and be willing to support other participants in a collective learning process
- Have fun!





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### *After the Camp*

- Continue to contribute to the Challenge Owner's learning process, and the learning process of their group
- Work actively towards realizing promising ideas and prototypes – wherever relevant – in their own working environment.

### Annex 12. Example of Information for Participants

#### AMSTERDAM INNOVATION CAMP 20-22 May 2016

##### **Information for Participants of the Amsterdam Innovation Camp**

The Amsterdam Innovation Camp is an instrument for addressing societal challenges in an open innovation context. It uses an entrepreneurial discovery process for developing breakthrough ideas and insights, and work towards producing real-world impact. Participants work with content experts, direct stakeholders and an international community of open innovation practitioners to discover promising ideas and design the follow-through process to move them forward in active prototyping after the Camp.

This Camp will focus on real world challenges brought by the European Commission's DG Connect, Amsterdam University of Applied Sciences, and the European Committee of the Regions:

1. e-Platforms as business model innovation enablers.
2. How to measure and model the impact of open innovation 2.0.
3. Role of creativity & design in industry.
4. Societal Innovation Camps for regional challenges.
5. Citizen Dialogue and Engagement.

The AMSTERDAM INNOVATION CAMP is an entrepreneurial discovery process, and during the three-day Camp, participants from diverse countries and disciplines work together to discover and leverage in-and-out-of-the-box opportunities for creating breakthroughs. Focus on the need for concrete outcomes and societal impact after the Camp builds forward momentum. It is a lightly facilitated process of collaborative solution seeking, and *the way forward* after the Camp is an essential part of the camp process.

The work process is designed to support self-organising groups working in a creative, open environment.

##### **Venues**

**FabCity:** Javakade 201, 1019 SZ Amsterdam (Friday 20<sup>th</sup> May).

FabCity is a 'Campus for Urban Innovations', a temporary campus open between 1 April until 26 June in the city's Eastern Harbour District. Here students, professionals, and artists are developing the site into a sustainable urban area, where they work, create, explore and present their solutions for current urban issues.





**Wibaut Building:** Amstel Campus, Wibautstraat 3, 1091 GH Amsterdam (Saturday and Sunday 21-22<sup>nd</sup> May).

This newly renovated Amsterdam University of Applied Sciences building is located at the beginning of Amsterdam's Knowledge Mile, the 'smartest street in the Netherlands', where several universities and diverse knowledge institutes work to **connect the knowledge, creativity and technology of tomorrow to address the present-day urban challenges.**



Recently renovated with an open and spacious home for the Faculty Economics and Management. It is named for Floor Wibaut (1859-1936) an Amsterdam Alderman in the 1920's who had a major impact on urban development and public housing.

## CAMP TIMETABLE

(See programme details in a separate attachment)

### The Evening Before: May 19<sup>th</sup>

*Venue: Café Fest (Courtyard at the Wibaut Building).*

18.00 – 19.30 Informal reception for international participants

### Day 1: May 20<sup>th</sup>

*Venue: FabCity*

09:30 Plenary Opening

10.15 Group work begins

LUNCH: ca. 12.30

Group work ends around 17.30

### Day 2: May 21<sup>st</sup>

*Venue: Wibaut Building*

09.00 Plenary start

09.15 Group work

11.00 Intergroup Presentations

LUNCH: ca. 12.30

Group work ends around 17.00

## Annex 12. Example of Information for Participants

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### **Day 3: May 22<sup>nd</sup>**

*Venue: Wibaut Building*

09.00 Plenary start

09.15 Group work

LUNCH: ca. 12.00

13.00 Final Presentations

16.00 End of the Amsterdam Innovation Camp

18.00 Start OI 2.0 Conference Get-together

### TRANSPORTATION

All venues are easily accessible by public transportation. Information about these routes will be provided in later versions of this information bulletin.

### CLOTHING

The dress code at the Amsterdam Innovation Camp is informal.

### FOOD & DRINK

Lunches, coffee and tea will be provided by ACSI.

Please let us know as soon as possible if you have special dietary restrictions.

### **Our Webpage**

<https://ec.europa.eu/digital-single-market/en/news/amsterdam-action-camp>.

### **ACSI – the Aalto Camp for Societal Innovation**

This ACSI Camp – AALTO CAMP FOR SOCIETAL INNOVATION – uses the principles and concepts co-developed by Finland's Aalto University and the New Club of Paris. ACSI has run in diverse formats in Europe, Africa and Asia since 2010.

ACSI is an international innovation instrument, and past camps have integrated participants from more than 30 countries in actively addressing societal innovation issues. In this way ACSI builds on a global network of more than 600 people with ACSI experience.

ACSI was co-developed by the New Club of Paris and Finland's Aalto University. Since 2010 it has been run eight times, in different forms, in Finland, Sweden, and South Africa. Shorter ACSI-style sessions have also been run in Germany and Japan. Past ACSI challenges have addressed issues such as low



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carbon urban planning, realizing regional test-beds and demonstrators, renewing citizen-government engagement, and enhancing the innovativeness and inclusiveness of society. The process has been used to create breakthroughs in understanding complex issues and stuck situations, stimulate cross-border collaboration, explore opportunities for open innovation and help eliminate the obstacles that block it.

**More information about ACSI is available on request.**



Year of Publication: 2017

