CROSS **INNOVATION**
TOOLKIT

How to make cross innovation happen in your city

European Union
European Regional Development Fund

INTERREG IVC
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

What is our approach to Cross Innovation?

The objective of the project is to improve innovation policy by breaking down compartments or "silo thinking" between sectors, technologies and departments, both in industry and the public sector. We achieve this by identifying how knowledge from the creative sector can benefit other growth sectors, driving new products, services and ideas. A programme of Study Visits, Policy Clinics and Action Plans, enables project partners to circulate good thinking and contribute to a collection of best practices, shown on our website: www.cross-innovation.eu

"By the term cross innovation we understand a process by which creative industries share information, collaborate and work with other growth sectors to promote new thinking"

This Toolkit highlights processes and policy recommendations we developed throughout the project. It's a step-by-step approach between policy and practice. The Toolkit is designed to provide ideas on how to make Cross Innovation happen in cities.
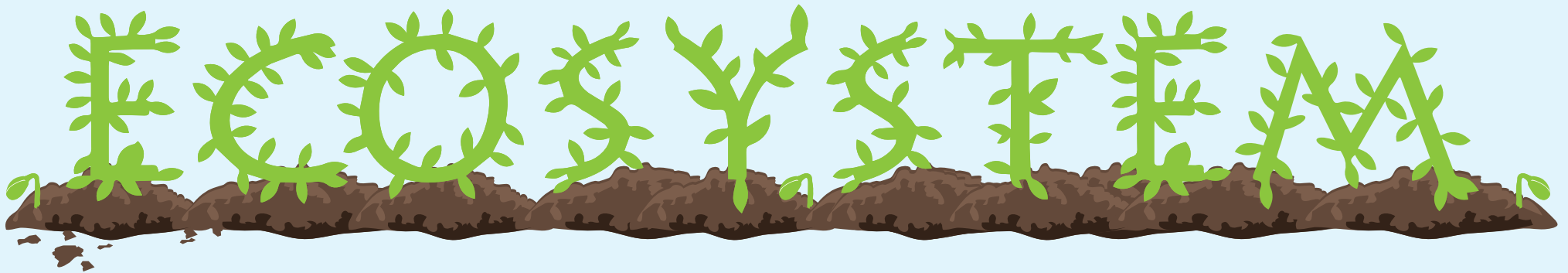
Ecosystems for Cross Innovation

Cross Innovation derives from an Ecosystem. Innovation involves cooperation. Working in isolation will not work. Establishing an ecosystem open to scientists, policy makers, creatives, citizens, entrepreneurs is key for cities to trigger new encounters and unlock innovation potential (Cross Innovation Manifesto, www.cross-innovation.eu).

With Study Visits, Good Practice experience exchanges and Policy Clinic Workshops the Cross Innovation cities have explored ways to design policies and support measures for a cross-sectoral approach towards innovation. Key "ingredients" and interfaces for successful ecosystems have been identified across the four sub-themes Brokerage, Spatial Cross-Collaboration, Culture-Based Innovation and Smart Incentives.

Harnessing the power of interconnected thinking is the way forward. Cross Innovation policies can be light touch and quick wins can be made. The very nature of Cross Innovation is to combine sectors and clusters. Policy agendas can be designed to link existing strategies and support measures. They will trigger new combinations, facilitate encounters and help policy makers and practitioners to catalyse new thinking.

Practical perspective

Approaches to facilitating spill-overs and sector collaborations

Making things visual, experimenting and prototyping is key for developing new ideas. This is true for both practitioners and policy makers. The Cross Innovation project explored several ways of doing this. With six interdisciplinary "Policy Clinic" workshops we identified key elements for cross innovation policies. The format is designed to provoke spill-overs and apply innovation tools for policy making: use creative spaces, work in diverse teams, blend policy and practice and visualise new scenarios. With this toolkit we'd like to highlight the processes we used as well as the policy recommendations we produced.

"The experience to work in diverse groups with policy makers, academics, businesses and brokers was a fruitful process. We used a canvas approach to map the different people and institutions that cross innovate in our cities. Talking as a group and visualising possibilities is essential to collaboration and to generate new ideas." Steve Harding, Birmingham City University

International perspective

Three approaches to transnational Cross-collaboration

Cross Innovation has explored innovation policies that promote spill-overs and cross-sector collaboration. We've done this in the context of the transnational network. The Mobility of SMEs across European cities is one of the fundamental aims of this work. Our research has detected three city environments companies and entrepreneurs work in (Feasibility Study Internationalisation, www.cross-innovation.eu).

PLACE BASED APPROACH

- Characteristics: Using place-based resources, quality of living, urban heritage, access to educational and university training courses.
- Focus: Existing historical ties, strengthening local networks and local production spheres.
- Policies: Culture-based interventions, space, crowd-funding.

MANUFACTURING AND INDUSTRY DRIVEN APPROACH

- Characteristics: Seeking to promote international oriented processes, building on strong regional economic services, knowledge-based and manufacturing industries.
- Focus: Two strategies, personal trajectories and individual based social ties in the CCIs; institutional platforms and economic prosperity in knowledge-based manufacturing industries.
- Policies: Brokerage and finance.

NEW COALITION APPROACH

- Characteristics: Aiming at building new coalitions among different stakeholders in order to develop institutional frames.
- Focus: Featuring sectors that are highly able to operate across sectors and offer skills and processes to explore and animate this environment.
- Policies: Brokerage and space play a significant role.

Read more: Feasibility Study on Internationalisation of Cross Innovation SMEs. A Study for Cross Innovation (INTERREG IVC) www.cross-innovation.eu

Cross Innovation established a network of brokers in each city to help SMEs connect to SMEs in the partner cities. A web platform as well as a direct face-to-face support network are the base in every city to encourage internationalisation and cross sector collaborations. Intermediary support of brokers is key for a "soft landing" in a new city and a new sector.
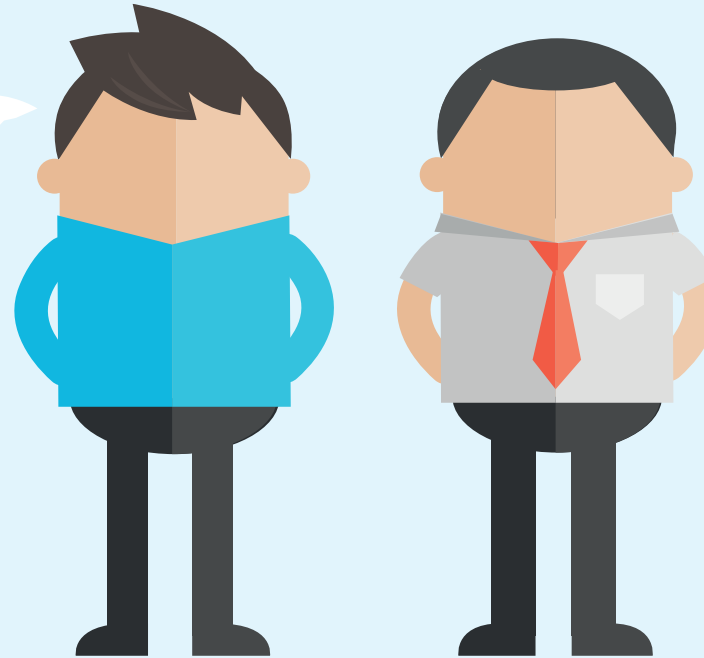
Cross Innovation Terms

Ecosystems – are a combination of the innovation stakeholders, tools and places in the city.

Study Visits – are city to city exchanges looking at best practice in Cross Innovation.

Think Pieces – are short insights into practices and how they can be implemented.

Local Implementation Groups – are regular stakeholder meetings looking at the conditions for Cross Innovation.

Cross Sector Matrix – identifies the interfaces of creative sectors and growth sectors.

Local Implementation Plans – are policies to combine existing innovation agendas.

Policy Clinics – are interdisciplinary workshops to prototype policies for Cross Innovation.

Broker Networks – are transnational contacts to connect ecosystems and SMEs in European cities.

Cross Innovation Databases – promote SMEs/practitioners that work across different sectors and catalyse innovation potential.

Cross Innovation Policy Ladders

The Cross Innovation Project has developed "policy ladders" to categorise and describe support measures for cross innovation. There are differences in time, place, intensity and challenges they address. Some instruments are more useful when starting the process; others can only be implemented with existing experiences and an active ecosystem. With the following "ladders" we address the four Cross Innovation sub themes – brokerage, space, culture and finance – and highlight measures and tools the cities in the project used at different stages in the development of Cross Innovation strategies. They help give an understanding of the status quo in a city or region and identify policy measures applicable when developing a local cross innovation approach.

Policy ladder for Cross Innovation Brokerage

Brokerage

Cross Innovation Agents

Events can act as places where stakeholders and practitioners from different sectors meet. They translate between different sector languages and support communication. Events act as brokers to engage stakeholders and practitioners from different sectors. Study visits help getting to know each other and facilitate first encounters.

Examples:
Local Implementation Groups –
diverse teams
Study visits
Thematic workshops
with different clusters

Cross Innovation Networks

Brokers become part of a wider network of likeminded facilitators. They connect businesses and bridge gaps between different sectors. They work as intermediaries and connect policy makers, businesses, cultural practitioners, citizens and European partners. The city organises challenge events to address urban needs and involve stakeholders.

Examples:
Network of brokers
Maker Festivals
Fab Labs
Policy Clinics

Cross Innovation Platforms

Innovation strategies in the cities are joined up. Policy recognises skills and networks of brokers. Cities support the development of brokerage skills. Challenge events become part of city planning. Physical and virtual platforms are established. Policy makers are aware of economic and social benefits of brokerage. Consultation processes become part of the city's policy agendas.

Examples:
Certificates for Brokers
Joined up Innovation strategies,
EU Smart Specialisation Strategies

Case study - Cross Innovation Broker Network

Cross Innovation introduced a network of brokers in the 11 partner cities. The brokers all work directly with businesses from the CCI or other growth sectors. They help facilitate encounters across industries locally. Throughout the project they linked with the brokers in the European partnership to organize "soft-landing" in new foreign markets. As intermediaries they bridge gaps between industries and help SMEs to internationalise and connect with partners across borders. The network of brokers developed an online database and profiled SMEs ready to cross innovate. More than 100 SMEs were successfully matched and developed new business ideas across Europe. **www.cross-innovation.eu**

Policy ladder for Cross Innovation Spaces

Space

Cross Innovation Mapping

Cities identify innovation spaces – formal and informal. They work with brokers, businesses and communities to detect new venues. Stakeholders visit each other and get to know different work environments.
Grass-roots developments for citizen innovation.

Examples:
Coworking
Labs (innovation, Maker, Fab)
Unfinished spaces

Cross Innovation Hubs

Informal spaces become part of the city's innovation landscape. Policy engages with informal spaces. Brokers link different spaces and organise events to attract audiences from different sectors. Urban curators provide tools, materials and know-how to experiment with processes. Spaces are accessible for a variety of communities and provide spaces to meet. They are designed for people to spend time and to provoke unexpected encounters.

Examples:
Serendipity spaces
Workshops for Cross Innovation

Cross Innovation Landscape

The innovation landscape evolves into an ecosystem. Hubs are being connected. Cities introduce policies to promote open spaces with flexible use for changing and dynamic environments as part of their smart agendas.

Examples:
Cross innovation networks

Case Study - FabLab Lisboa

The rehabilitation of Forno do Tijolo Market is being undertaken to include the installation of a Co-Working space and a laboratory of rapid prototyping. The new Co-Working space is going to meet a growing demand for workspaces in the city of Lisbon, with a low cost approach, economic activities with high-potential and promoting employment for major segments of the population, especially creative and young entrepreneurs.
www.fablablisboa.pt

Policy ladder for cultural Cross Innovation

Culture

Cross Innovation - People

Policy makers step outside their comfort zones and undertake study visits with colleagues from other clusters. Cities encourage stakeholders to engage with tools and topics outside their daily work. New techniques such as design thinking, open data, visualisation methods are being mapped and explored.

Examples:
Study Visits
Cross Innovation Workshops
Likeminded Coffee Mornings/Fikkas
Challenging mindsets

Cross Innovation - Zones

Policy makers include informal meetings into their daily routines. Events and consultations are organised in an interactive way. People recognise the importance of making things together and work on practical projects. Universities design prototypes for workshops that engage practitioners from different sectors.

Examples:
Policy Clinics
MakerLabs
Arts and Design Festivals
Cross Innovation Databases

Cross Innovation – Identity

Regular staff exchanges create openness, understanding and trust amongst different stakeholders and clusters. Cross sector policy networks connect different areas of the innovation agenda.

Examples:
Cross Innovation Policy Platform
City wide challenge events

Case Study - Interactivos? Birmingham

Interactivos? Birmingham is a UK based, two week international seminar and open innovation prototyping workshop. The Interactivos? model, conceived by Medialab-Prado as a hybrid between an innovation production workshop, seminar and exhibition showcase. It is a space for reflection, research, collaboration and creation, in which proposals selected by an international open call are developed, completed and displayed. The process is open to the public from beginning to end. Regional and national based individuals connect to an international network of creative and digital professionals for collaboration and technological production.
medialab-prado.es/article/interactivosbirmingham

Policy ladder for Cross Innovation Finance

Smart finance

Cross Innovation Incentives

Cities explore and expand the number of smart incentives and existing instruments – e.g. the sharing economies, crowd funding models, accelerator models of traditional sectors.

Examples:
Innovation vouchers
Space as a resource

Cross Innovation Seeds

Cities promote cross collaborations to combine financial services and sources from different sectors. Networks of brokers support businesses and credit institutes to create understanding of services and products for risk assessments. Cities establish flexible leases to promote temporary and experimental use of space.

Examples:
Innovation Agents
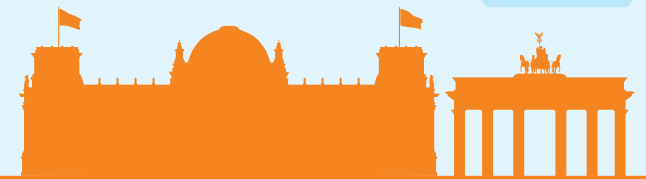*Pitching workshops*

Cross Innovation Ventures

The public sector acts as a driver for innovation. Procurement processes are developed to foster interdisciplinary tenders and collaborative partnerships. Transnational networks of brokers support SME partnerships across borders. Policies make changing "use designations" and different uses of spaces easier. Finance support structures become platforms.

Examples:
Cross Innovation Broker Networks
Venture Capital for Cross Innovation
Smart Procurement
Challenge Calls to stimulate consortia

Case Study - Design Transfer Bonus Berlin

Compared to common voucher schemes designed to bring together research institutions and companies, the Design Transfer Bonus also focuses on the potential that lies within the creative economy and design businesses. The Design Transfer Bonus engages with the knowledge intensive design industries and makes the expertise and creativity that lies within those companies more widely accessible. The scheme is a trigger for innovation and the development of new collaborative projects, products and services.

www.designtransferbonus.de

How to run a Cross Innovation Challenge Event

The Cross Innovation project has designed a practical guide on how to make cross innovation happen in cities and regions across the EU. A challenge event can be a starting point to look at cross innovation and address local or transnational issues.

Cross innovation comes to life when different sectors meet. Events create reasons to meet and facilitate unexpected encounters. Within an event different parts of the local ecosystem can be activated. This step-by-step guide highlights some of the "ingredients" used by the Cross Innovation Project to make cross innovation happen in cities and regions. A journey through policy and practice!

Explore

Build on the city's existing ecosystem. Meet new people to find out where they see cross innovation happening in your city. Go to events of other sectors and visit spaces you know. Listen carefully and find out what the needs of businesses, communities and stakeholders involved. Support an open sharing culture.

Policy tools: Study Visits, experience exchange

Build relationships

Make information you gather available to colleagues and partners. Share insights with your networks. Create informal opportunities to meet. Diarise time to meet people outside your discipline and daily routines. Look at the fringes of clusters and identify brokers that understand different sector languages.

Policy tools: Think pieces

Openness
Experience exchange
Informal

Diary

Dictionary

Sharing culture
Trust
Translation
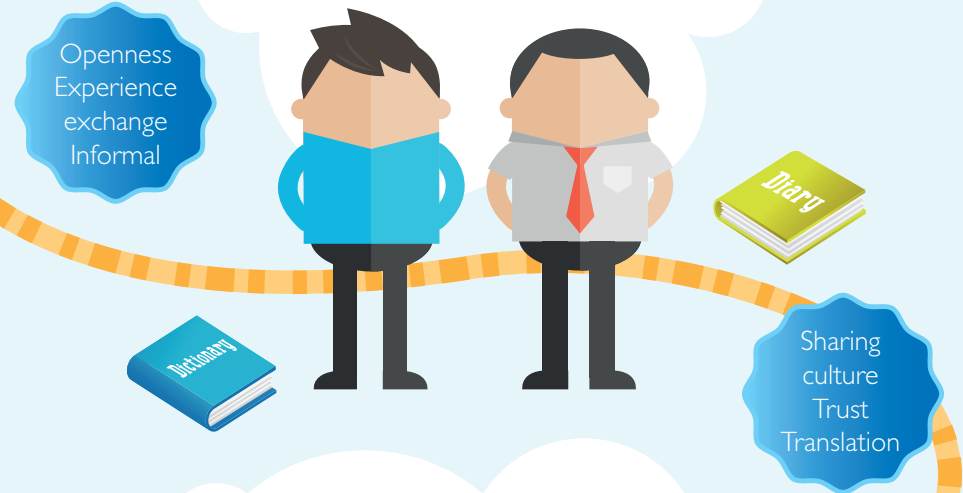
Pick format and tools

Tools and methods are important! Design a format that gives people the opportunity to engage with each other and experiment with different tools and techniques. Mapping exercises, visualisation, sticky notes, colours, sketching, technology, data.

Policy tools: Network of brokers, Good Practice Examples, Policy Clinics, Case Studies.

Experiment
Try-out
Engage
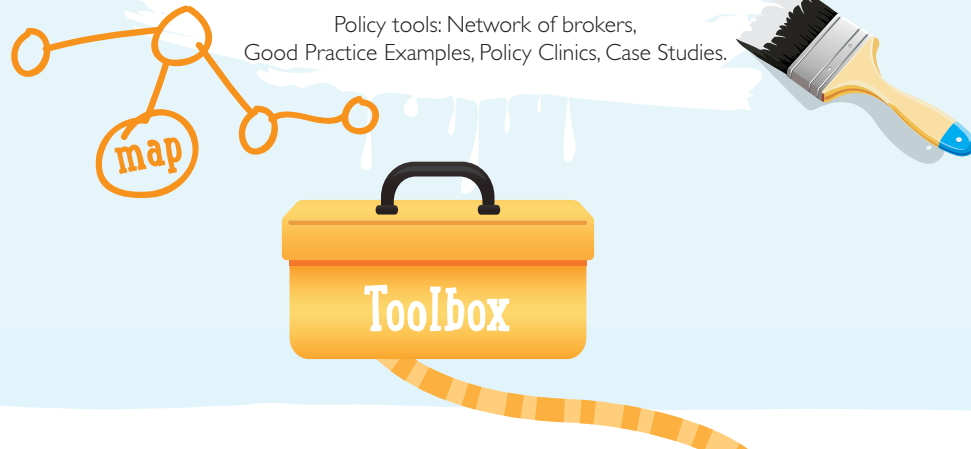
Define a challenge

Ask SMEs and communities what their needs are, see what the citywide challenges are. Pick one that potentially has an owner. Ask your experts to present their projects to a whole new audience. Take the time and risk to get opinions from other areas.

Policy tools: Local Implementation Groups, Cross Innovation Matrix

map

Toolbox

Pick a space

Atmosphere Freedom Serendipity

Go to "epicentre" of the city's ecosystem where Cross Innovation is already taking place. Take people out of their comfort zones. At the same time create a risk free and accessible environment that invites them to explore.

Policy tool: Network of Brokers, Experts, Ecosystem, Open Spaces.
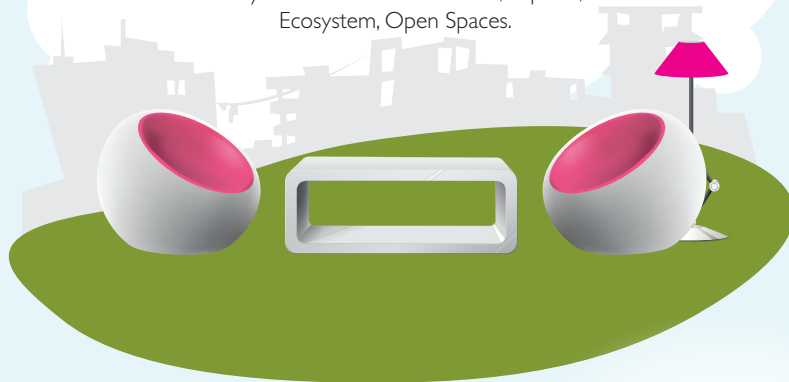
Build diverse Teams

Define roles and describe "jobs". Involve policy makers, SMEs and academics, plus international partners. Challenges to work together can be cross-sector and transnational as well as industry specific. Be aware of differences in company sizes, working patterns and project management, particularly between CCI and other growth sectors. Involve a facilitator to run the event.

Policy tools: Broker, Good Practice Examples, Case Studies
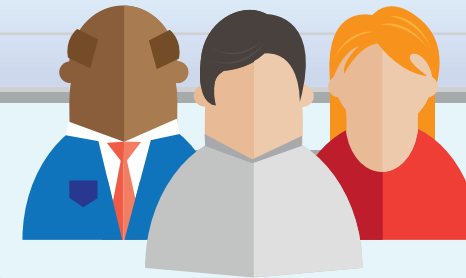
Contrast Interactivity Innovation

Prototype policies

Bring the groups together in a 1-2 day workshop. Start thinking with good practice examples. Take the city as a repository. Map important stakeholders and resources. Ideate ways of supporting cross innovation. Brainstorm and visualize ideas how to make it happen. Prototype and pitch draft models and policies.

Policy tools: Policy Clinics, EU Platforms for design driven innovation.

idea

Implement new ideas

Promote ideas and prototypes among the policy community in the city. Work with partners and the underlying relationships built up. Give participants the opportunity to share their experiences. Emphasise cross innovation networks built throughout the process to promote the new thinking. Translate outcomes into policy tools and embed them in local innovation strategies.
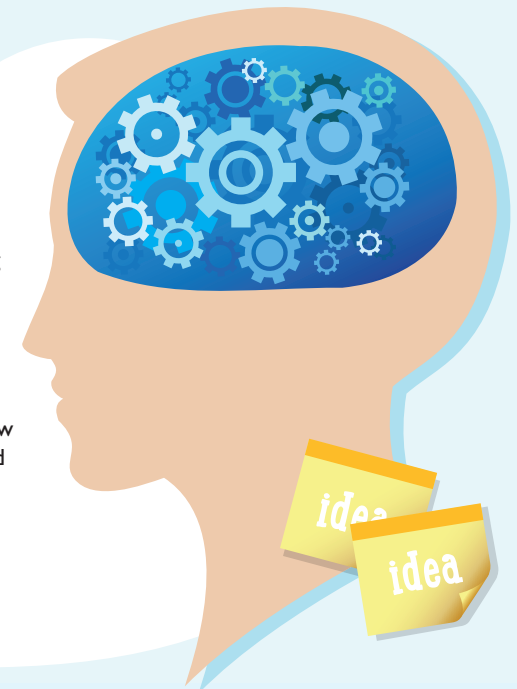
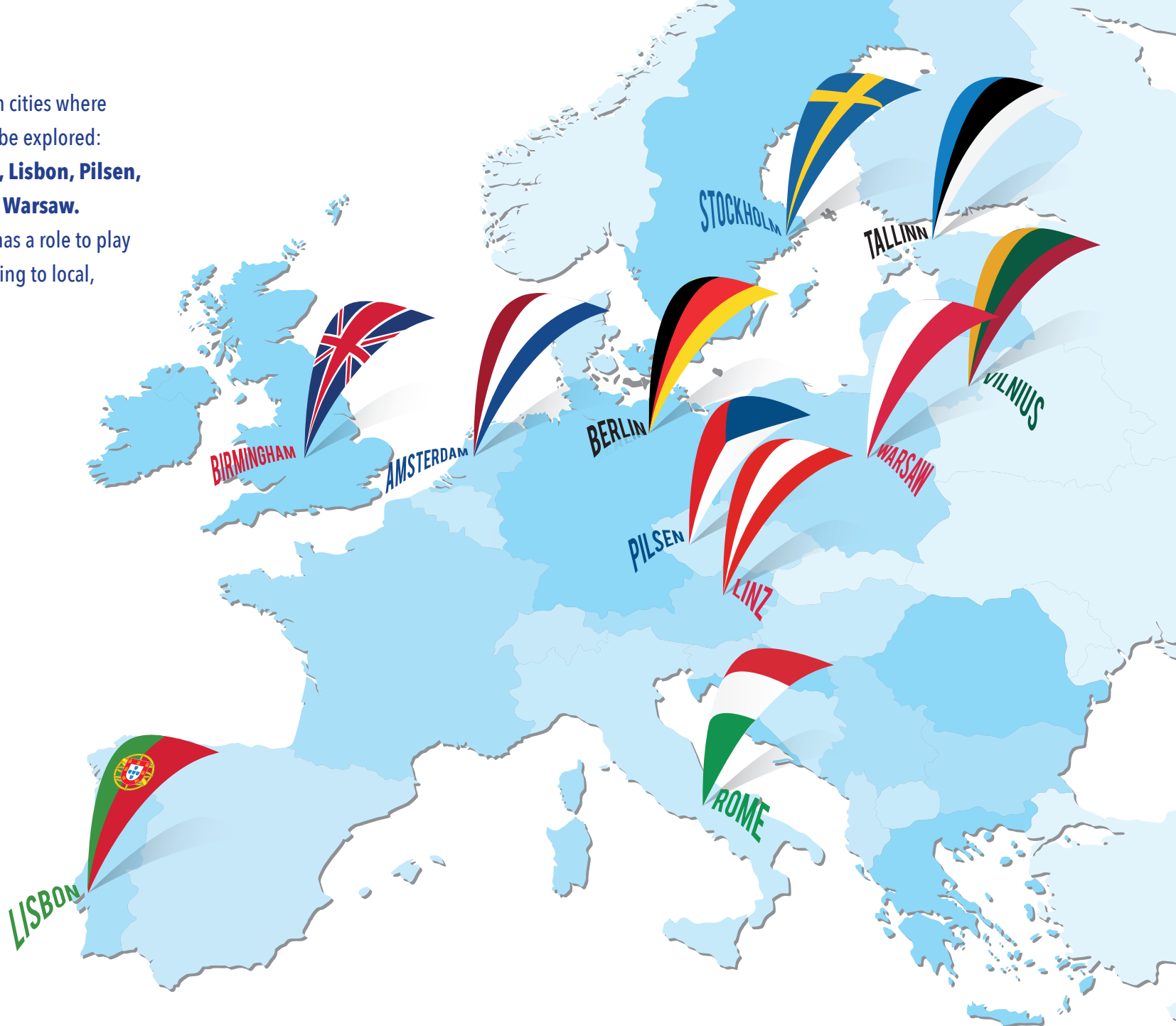Policy tools: Local Implementation Plans.

New Thinking Unexpected Innovation

The project partners comprise 11 European cities where ideas and realities of cross innovation can be explored: **Amsterdam, Berlin, Birmingham, Linz, Lisbon, Pilsen, Rome, Stockholm, Tallinn, Vilnius and Warsaw.** In considering cross innovation, each city has a role to play in promoting good practices and contributing to local, regional and European policy agendas.

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REGIONS OF EUROPE SHARING SOLUTIONS

European Union
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STOCKHOLM

TALLINN

BERLIN

BIRMINGHAM

AMSTERDAM

VILNIUS

WARSAW

PILSEN

LINZ

ROME

LISBON

Want to know more about this project? go to www.cross-innovation.eu