KOSI-LAB

Social Innovation Labs

A starting point for social innovation

Eva Wascher, Florian Hebel, Katharina Schrot, Jürgen Schultze

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- Social Research Centre, TU Dortmund University
- Wuppertal Institute
- ILS – Research Institute for Regional and Urban Development, Dortmund
- City of Dortmund, Economic Development Agency
- City of Wuppertal, Department of Civic Engagement
- Zentrum für gute Taten e.V., Wuppertal

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Contact:
Jürgen Schultze, Project leader, Tel: +49 231 8596-245, Mail: schultze@sfs-dortmund.de
Eva Wascher, Researcher, Tel: +49 231 8596-221, Mail: wascher@sfs-dortmund.de
sfs/TU Dortmund University, Evinger Platz 17, D-44339 Dortmund,
www.kosi-lab.net

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Introduction

KoSI-Lab project

This report combines studies of ecosystems for social innovation (SI) and social innovation labs as a means of starting social innovation initiatives. It is a deliverable within the project KoSI-Lab, which aims to research urban social innovation labs.

The project KoSI-Lab develops two municipal social innovation labs in the cities of Dortmund and Wuppertal, Germany. Urban social innovation labs are open institutions to support collaborative work on cities' social, ecological and economic problems. Multi-stakeholder processes convening people from politics, municipal administrations, companies and civil society play a key role in advancing new solutions to urban problems. A driving force of the two innovation labs which KoSI-Lab develops are the involved municipalities, Dortmund and Wuppertal. The project consortium of KoSI-Lab consists of three research organisations (Social Research Centre of TU Dortmund University, Wuppertal Institute and ILS – Research Institute for Regional and Urban Development), two municipal partners (City of Dortmund, Economic Development Agency and City of Wuppertal, Department of Civic Engagement) and the civil society organisation “Zentrum fur gute Taten” (a charity which coordinates volunteer work in Wuppertal).

KoSI-Lab is part of a federal research program which aims at finding innovative ways to tackle current challenges for (German) cities. Therefore, we mainly focus on social innovation initiatives related to the following topics:

- Sustainable urban development (e.g. urban land use; urban mobility concepts and infrastructures; energy efficient restoration; municipal participation; urban quality of life; civic quarter development, community centres; neighbourhood self-help organisations, e.g. urban gardening)
- Demographic change (growing elderly population, migration, integration, esp. for refugees)
- New work (school-work-transition; youth unemployment; long-term unemployment)
- Municipality (as initiator or partner in projects)

Our partners Wuppertal Institute and ILS – Research Institute for Regional and Urban Development are working on the state of the art of good practices for sustainable urban development and challenges of demographic change for German cities. Their studies are published in separate reports in German (see www.kosi-lab.net).

Executive summary

SI-labs are important intermediaries convening and facilitating cross-sector stakeholder groups to develop social innovation initiatives. The existing literature gives important hints to what needs to be taken into account in order to build successful SI-labs. For example, it has been shown that lab-participants need careful process facilitation, e.g. with respect to differing values and institutional logics as well as possible hidden agendas. This poses a challenging task on lab-facilitators, but certain competencies combined in the staff of an SI-lab will help to manage successful cross-sector collaboration. Other key features of labs include:

- Mandates - as the official order given to an SI-lab to perform a particular lab processes
- Networks – the different connections of labs within their ecosystem
- Methods – processes and tools that are applied to facilitate SI-labs
- Procedural details – e.g. duration and frequency of workshops

KoSI-Lab's assumption is that social innovation labs (SI-labs) provide a physical space and/or process in which collaboration between very different stakeholders is supported in order to develop social innovation initiatives. Different elements of an "ecosystem" for social innovation (SI-ecosystems) enable or hinder the development and diffusion of social innovation initiatives in a certain context. If we understand, which aspects within an SI-ecosystem lead to successful SI-initiatives, we can learn from that for designing SI-lab approaches to work successfully. Hence, this report analyses the practice and theory of social innovation labs as well as aspects of SI-ecosystems.

Accordingly, the first part of this report investigates aspects of social innovation-initiatives' development, introducing the concept of social innovation ecosystems. This is accompanied by a short analysis of datasets from four different SI-related research projects, which provides a closer look at different elements which enable SI-initiatives.

The second part of this report gives a short literature review about the theory and practice of SI-labs. We look at key aspects of SI-labs that have been identified in the literature. This helps us to develop a framework for our case study inquiries in order to generate a prototype model for municipal social innovation labs later in the project.

Finally, we present a list of important SI-labs around the world, which is not intended to be exhaustive, but provides an overview of the different manifestations that can be found in the landscape of (SI)-labs.

Ecosystems for Social Innovation – First Empirical Insights

We define social innovation (SI) as a new combination of "practices in areas of social action, prompted by certain actors or constellations of actors with the goal of better coping with needs and problems than is possible by using existing practices. An innovation is therefore social to the extent that it varies social action, and is socially accepted and diffused in society (be it throughout society, larger parts of it, or only in certain societal sub-areas). Depending on circumstances of social change, interests, policies and power, social ideas as well as successfully implemented social innovations may be transformed and ultimately institutionalised as regular social practice or made routine." (Howaldt et al. 2014: 9)

New social practices can show themselves in various forms such as concepts, policy instruments, new forms of cooperation, methods, processes, regulations etc. Social innovation starts with a social innovation initiative by one or more actors (invention), followed by an implementation phase, e.g. the introduction to a context of use, and by various ways of diffusion – eventually - it becomes institutionalised as a new social practice in different areas of social action (Hochgerner 2012; Howaldt et al. 2014). Historically, it can be observed that hospitals, social housing as well as our modern representative democracy have been important social innovations (Schimpf et al. 2017; Westley et al. 2017). More recently, car sharing and local currencies (e.g. "Der Chiemgauer"[1]) have evolved to social innovations.

Social innovation research is particularly interested in the circumstances which enable SI development. The "contextual characteristics in which initiatives of social innovation take place play an important role in affecting the ultimate outcomes" (Montanari 2014: 33). Innovation studies traditionally speak of "innovation systems" or "innovation milieus" to describe and frame these characteristics. Recently, the notion of ecosystems is used for analysing social innovation. The concept has been introduced to organisation studies to broaden the field of aspects which are relevant for the analysis of organisational development (Bloom and Dees 2008; Montanari 2014). A social innovation ecosystem is comprised of different actors as well as different institutional settings such as laws and regulations, cultural norms, an economic system, an administrative system etc.

[1] https://www.chiemsee-chiemgau.info/geschichten/region/made-im-chiemgau/chiemgauer

Bloom and Dees (2008) developed a model for a Social Entrepreneurship initiative's ecosystem with a differentiation of six roles of actors and four dimensions of environmental conditions. Their model applies not only for Social Entrepreneurship initiatives but can be used to explore the ecosystems of SI-initiatives in general. They distinguish between the following actors and institutional settings:

- Resource providers (actors who give direct support via funding, human capital and networking resources as well as technological support and who channel these resources as intermediaries)
- Competitors (actors who compete for the same resources and/or the same beneficiaries).
- Complementary organisations and allies (like-minded actors who support the same project goals)
- Beneficiaries and customers (actors who benefit from the SI-initiative, either direct or indirect)
- Opponents (actors who might politically oppose the SI-initiative's intended impact and/or try to undermine the SI-initiative's achievements in another way)
- Affected bystanders (actors that might not be directly affected by the SI-initiative at the moment, but might have a potential to become an ally or a competitor later)
- Politics and administrative structures (the institutional settings of regulations as well as political dynamics)
- Economics and markets (the institutional setting of the distribution of wealth and income, economic prospects and levels of entrepreneurial activity)
- Geography and infrastructure (local conditions concerning the physical terrain infrastructure, e.g. for transportation and telecommunications)
- Culture and social fabric (institutional settings of norms, traditions, social movements and demographic trends)

The ecosystem framework by Bloom and Dees (2008) is very broad in nature and takes the whole surrounding of the societal system of an SI-initiative into account. The ecosystem concept of Montanari (2014) on the other hand has a narrower focus and looks at the potential of creative territories as a breeding ground for social innovation. He highlights the importance of creative localities as a presupposition to support collaborative social dynamics and relational patterns. Though, he states that it is not enough to put creative people in one place, because this kind of "co-location does not necessarily imply the emergence of collaborative relationships. On the other hand, it is critical to invest adequate resources in sustaining the development of 'soft' infrastructures that could facilitate frequent interactions among a district's members." (Montanari 2014: 37). 'Soft infrastructures' must enable a context where people are highly connected to each other, providing the space for trust, knowledge, exchange of ideas and further cooperation. Such an area could locate libraries, businesses and Social Entrepreneurship incubators, cafes, educational institutions as well as temporary actions such as SI-related events. "When a place (a neighbourhood, a city or a region) is well acknowledged for being home to a renowned community working in SI-based activities, it will be more likely to attract

other people interested in working in related activities. As a result, policy makers will benefit from an increase in the human capital already accumulated in the area, and a 'refresh' of people and ideas." (Montanari 2014: 38). The changemaker city project developed by Ashoka Germany is a good example how cities try to create certain places for SI-initiatives.[2]

Cattacin and Zimmer (2016: 21) state "that cities have always been places of innovation, but the innovative capacity of cities differs [...]". The diversity of institutional settings in governmental legislation, social policy trends and general political culture determine important factors of the SI ecosystem. It can be shown that aspects like density of contact, trust, freedom and diversity are correlated to the innovative capacity of a region (ibid.). The involved actors contributing to strategies and dynamics of governmental decisions and the overall policy framework within which SI evolves needs to be taken into account (Cattacin and Zimmer 2016, URBACT 2015, Moulaert et al. 2007). "These city-specific settings create both opportunity structures and constraints for new ideas and concepts that are put forward by agents in alliance with like-minded persons and brokers and which develop into locally embedded social innovations." (Cattacin and Zimmer 2016: 22).

A further concept to investigate SI-ecosystems has been developed in the SI-DRIVE project[3]. Accordingly, an SI-ecosystem refers to addressed societal needs and challenges; given resources, capabilities and constraints; the process dynamics of SI development and the involved actors, networks and governance mechanisms. Social innovation initiatives can be empowered or inhibited by different types and manifestations of these key dimensions (Domanski and Kaletka 2018).

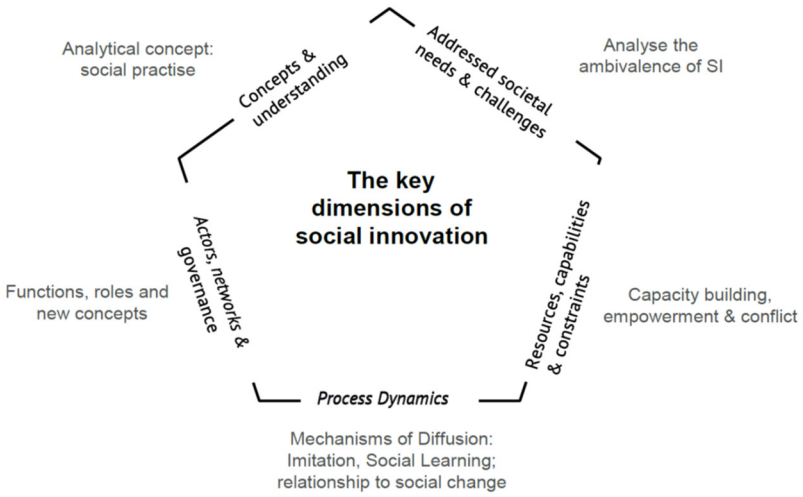


Figure 1: The key dimensions of a social innovation ecosystem (Butzin et al. 2014: 159)

[2] http://www.changemakercity.de/
[3] For a description of SI-Drive see page 12 of this report

Following this framework Boelman and Heales (2015a: 7) conclude, that ecosystems of SI are "in very different stages of development across Europe, however. In all countries, though, the ecosystem is under development and there are a number of important factors enabling the development of social innovation, including important support and impetus from the EU."

In the following section we present an analysis of some elements of social innovation ecosystems relating to our KoSI-Lab research focus, including the societal challenges of

- Sustainable urban development (e.g. urban land use; urban mobility concepts and infrastructures; energy efficient restoration; municipal participation; urban quality of life; civic quarter development, community centres; neighbourhood self-help organisations, e.g. urban gardening)
- Demographic change (e.g. growing elderly population, migration, integration, esp. for refugees)
- New work (e.g. school-work-transition; youth unemployment; long-term unemployment).

Furthermore, we are interested in the involvement of the municipality/municipal actors as initiator or partner in SI-projects. In order to identify characteristics of ecosystems of SI we analyse existing data of three large EU-funded social innovation research projects (SI-Drive, SIMPACT and CASI) as well as one regional German research project about energy transition in North Rhine-Westphalia ("Virtual Institute - VI"). SIMPACT, CASI and VI provided qualitative data which had to be structured according to our research interests. SI-DRIVE provided a quantitative dataset. Accordingly, the amount of variables to analyse as well as the level of detail is very diverse.

KoSI-Lab's assumption is that social innovation labs provide a physical space and/or process in which collaboration between very different stakeholders is supported in order to develop social innovation initiatives (new social practices). This can only be analysed if one looks deep into the founding process of social innovation initiatives to find out in which constellation and under which circumstances these social innovation initiatives have emerged. With the empirical data we used in our analysis we were not able to examine which of the SI-initiatives had been developed via a "labs-like approach". Nevertheless, concerning the ecosystem framework, we were able to draw conclusions about important actor constellations, resources, policy fields as well as other features, which make up the ecosystem of an SI-initiative.

Social Innovation: Driving Force of Social Change (SI-DRIVE)

"Social Innovation – Driving Force of Social Change", in short SI-DRIVE[4], is a research project aimed at extending knowledge about social innovation (SI) in three major directions[5]:

- Integrating theories and research methodologies to advance understanding of SI leading to a comprehensive new paradigm of innovation.
- Undertaking European and global mapping of SI, thereby addressing different social, economic, cultural, historical and religious contexts in eight major world regions.
- Ensuring relevance for policy makers and practitioners through in-depth analyses and case studies in seven policy fields, with cross European and world region comparisons, foresight and policy round tables.

The SI-DRIVE[6] project combines theoretical and practical perspectives on social innovation. Nature, characteristics and impact of social innovation have been identified in a mapping and analysis of social innovation in Europe and worldwide to get a better understanding of their potential for system changes in societies.

The SI-DRIVE methodology combines qualitative research (e.g. reporting of existing relevant social innovation theories) with a quantitative mapping of worldwide social innovation cases. In a comparative analysis, the theoretical framework has been checked against the first empirical dataset of SI-DRIVE, which is comprised of more than 1,000 social innovation cases. More than half of the cases have been identified in Europe, all other cases come from other world regions (Howaldt et al. 2016a).

To reduce the dataset to "local level SI-initiatives" corresponding to KoSI-Lab's analysis framework, a summarised dataset had been filtered. For that purpose, we used the variable "LocalTer", so that the filtered dataset only contains SI-initiatives which were already transferred to local territories (e.g. cities). The dataset for our analysis consists of 240 cases of SI-initiatives which operate on local level.

[4] This project has received funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under grant agreement no 612870.
[5] https://www.si-drive.eu/?page_id=2, last accessed 29 January 2018.
[6] http://www.sfs.tu-dortmund.de/cms/de/Projekte/si-drive.html, last accessed 21 March 2017.

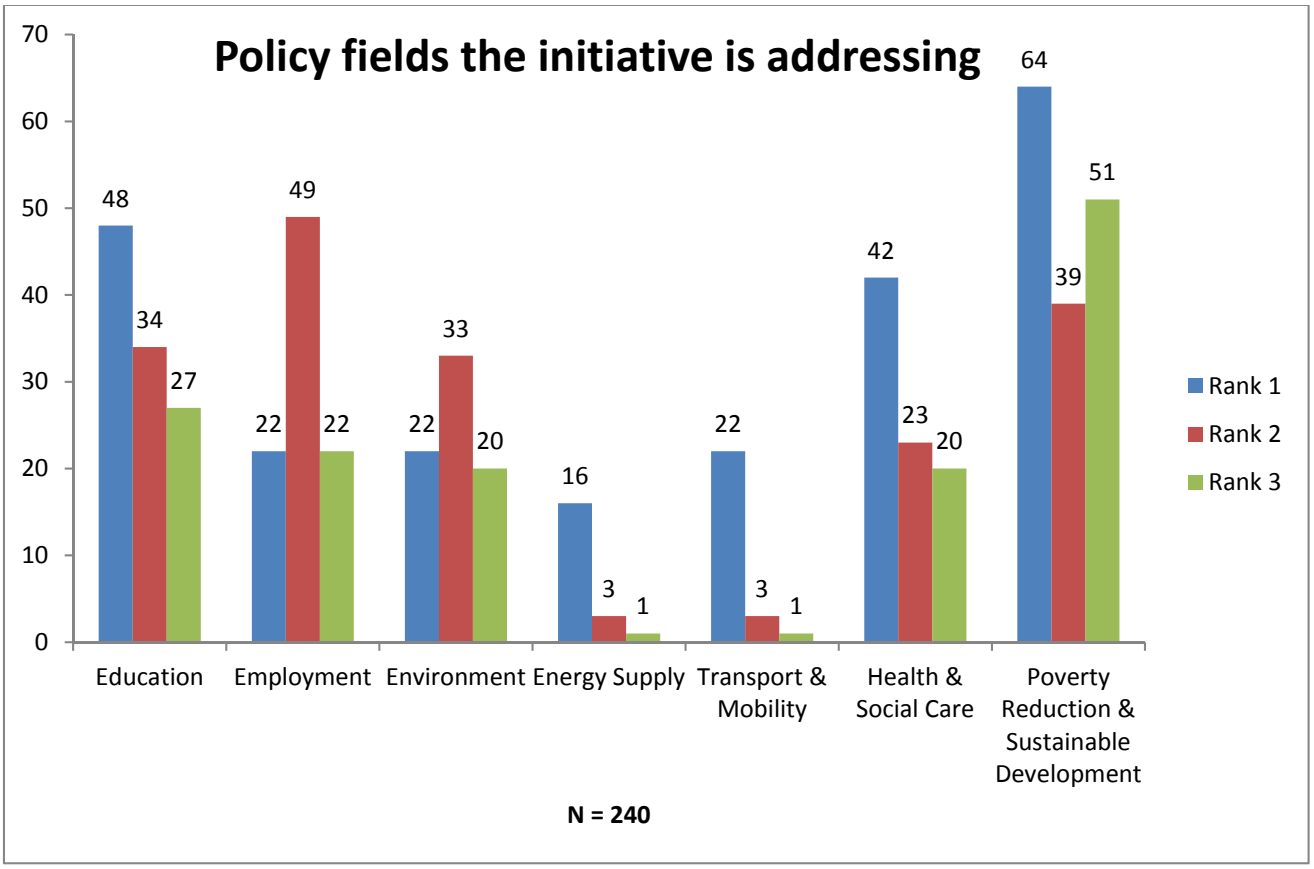


Figure 2: Policy fields the initiative is addressing

Anticipating that social innovation will most likely cover more than only one policy field, the dataset offers the possibility to rank SI-initiatives to the policy fields which are most relevant for their work. In figure 2, rank 1 means that this is the most important policy field. The graphic shows the following results:

- Most initiatives are located in the policy fields *Poverty Reduction and Sustainable Development, Health & Social Care* and *Education* as their main topic of concern.
- A lot of cases of the policy field *Employment* are focusing on *Education*, too. (ranking 1)
- *Environmental* initiatives are often integrating educational activities.
- *Transport & Mobility* initiatives are often integrating activities of the policy field *Health & Social Care*
- Many *Energy Supply* cases are related to SI-initiatives with a background in *Transport & Mobility* and *Environment*

The table in figure 3 provides a more detailed view on the various policy and practice fields to which the initiatives relate.

Policy fields	Number of initiatives
Education and Lifelong Learning	47
New learning arrangements, interactive education	10
Reduction of educational disadvantages	8
New strategies and structures for lifelong learning	7
Alternative forms of educational activities and training	5
New digital and virtual learning environments	4
Other	13
Employment	21
Job search support & matching	10
Working conditions and working environment	5
Workplace innovation & organizational innovation	4
Training & education	1
Social entrepreneurship	1
Environment and Climate Change	21
Alternative sustainable food production and distribution	7
Sustainable (strategic) consuming, sharing economy	3
Reducing waste of raw materials & recycling	3
Protection and restoring of ecosystems & biodiversity	3
Urban gardening	2
Repairing, re-use, extending life time of products	1
New forms of sustainable living	1
Socio-technical innovation addressing societal challenges	1
Energy supply	18
Energy collectives	13
Providing examples and inspiration	2
Energy services	2
Local (domestic) production of energy	1
Transport and Mobility	22
Transportation of people with reduced mobility	4
Managing multimodality	3
Fostering alternative transport modes	3
Citizen initiated public transport	3
Other	9
Health and Social Care	30
New modes of care	11
Integrated care delivery	6
E-health, m-health	3
Movement building	3
Shift in care location	2
Other	5
Poverty and Sustainable development	66
Disadvantage, vulnerability, discrimination	11
Lack of integrated support to the poor or excluded	9
Sub-standard or dangerous accommodation	8
Inadequate good quality work	6
Unemployment or under-employment	6
Inadequate financial resources	5
Un-nutritious or unhealthy food	5
Inadequate or unstable income	4

Figure 3: Policy fields

Many local SI-initiatives are not only related to more than just one policy field, but also a number of cross-cutting themes. Among the cross-cutting themes that have been identified in SI-Drive, *Empowerment* (140 cases) and *Human Resources/Knowledge* (135) as well as *Social Entrepreneurship/Economy/Enterprises* (115) are the most common on the local level, while there are only a few SI-initiatives working on *demographic change* (53 cases).

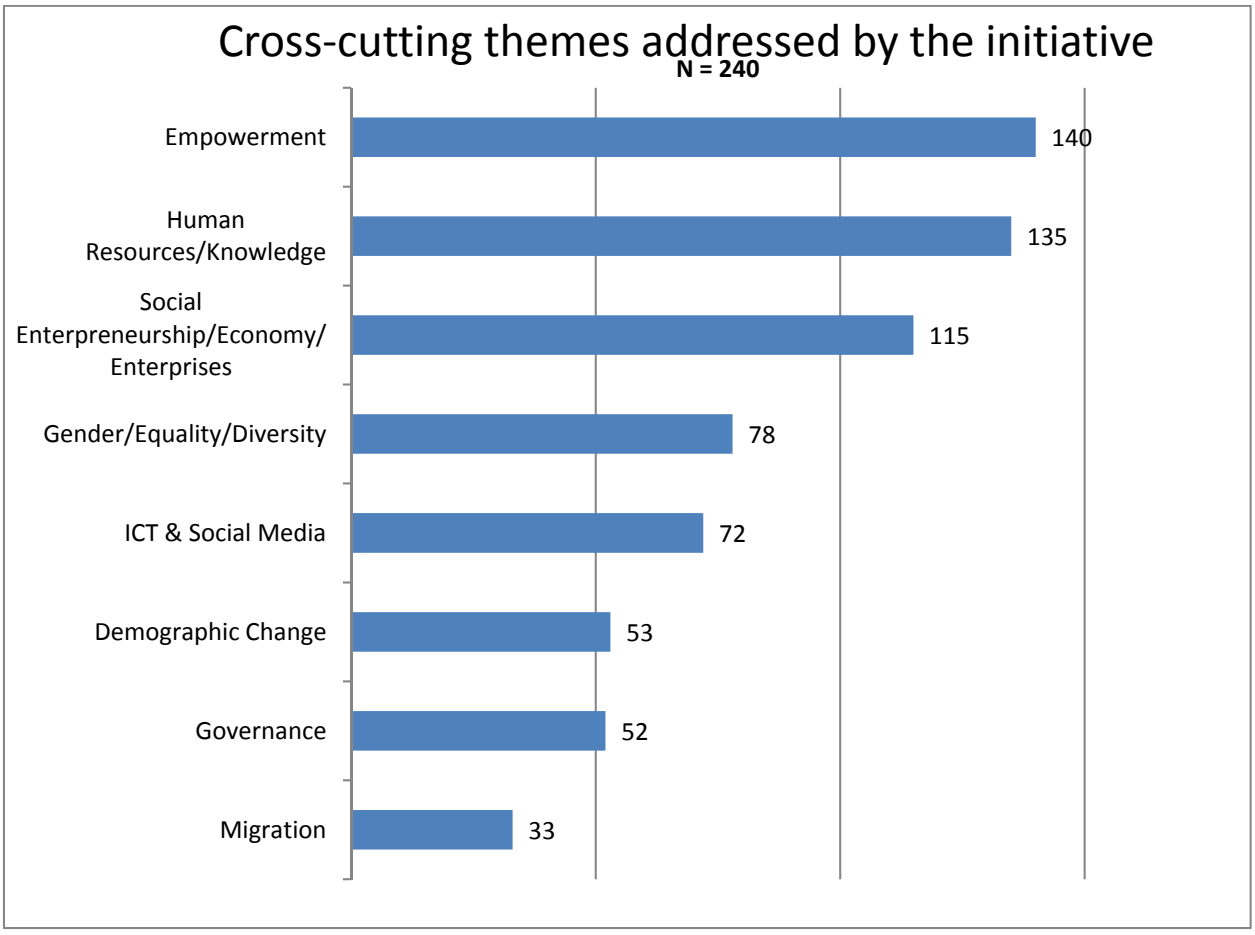


Figure 4: Cross-cutting themes addressed by the initiative

The global mapping of SI-initiatives by the SI-DRIVE project illustrates that participation of partners from all three sectors as one of the core elements of the ecosystem perspective is to be found quite often. As you can see in figure 5, all sectors (private, public, civil) are represented to a high degree – ranging from 146 to 178 (of 239) initiatives – in all the practice fields.

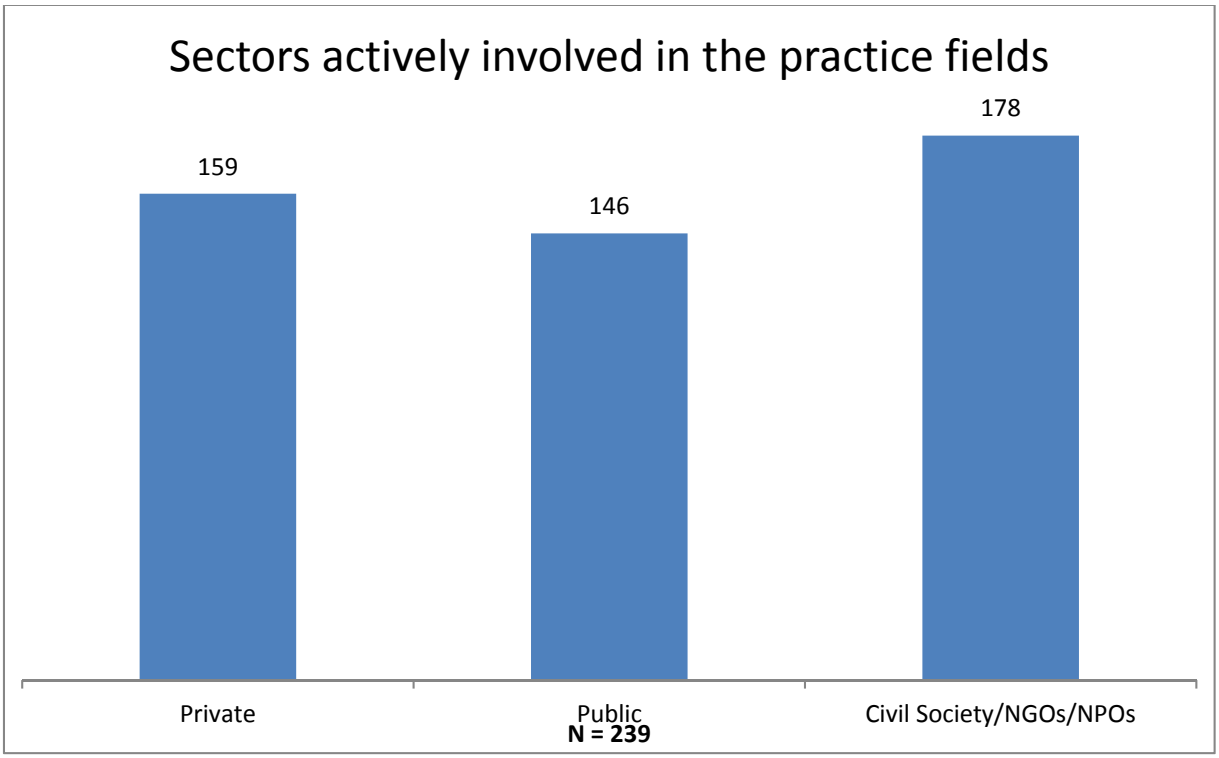


Figure 5: Sectors actively involved in the practice fields

The cross-sectoral collaboration is underlined by the fact, that 90 of 239 initiatives constitute an involvement of all three sectors. 71 of 239 initiatives are related to one sector and another 71 cases are related to two sectors. The remaining seven initiatives are missing, because information about this category had not been specified.

We found the following sector differentiation:

- All sectors are most often involved in *Poverty & Sustainable Development* and *Education*
- The *public sector* is less involved in *Energy Supply* (11) and *Environment & Climate Change* (12). This sector is more engaged in *Health & Social Care* (25) than other sectors
- The *private sector* is equally engaged in *Employment* (16), *Environment* (17), *Energy Supply* (14), *Transport & Mobility* (15) and *Health & Social Care* (14)
- *Civil Society/NGOs/NPOs* are to a greater extent involved in *Poverty & Sustainable Development* (58), but less involved in *Transport & Mobility and Employment* (8)

The societal sectors mentioned above have been further subcategorized into different forms of institutions. Figure 6 ranks these institutions according to their involvement in SI-initiatives. With 40 cases, private companies can be found most frequently in SI-partnerships, followed by initiatives from the public body with 39 cases. NPOs (36) and NGOs (31) are also participating to a high degree.

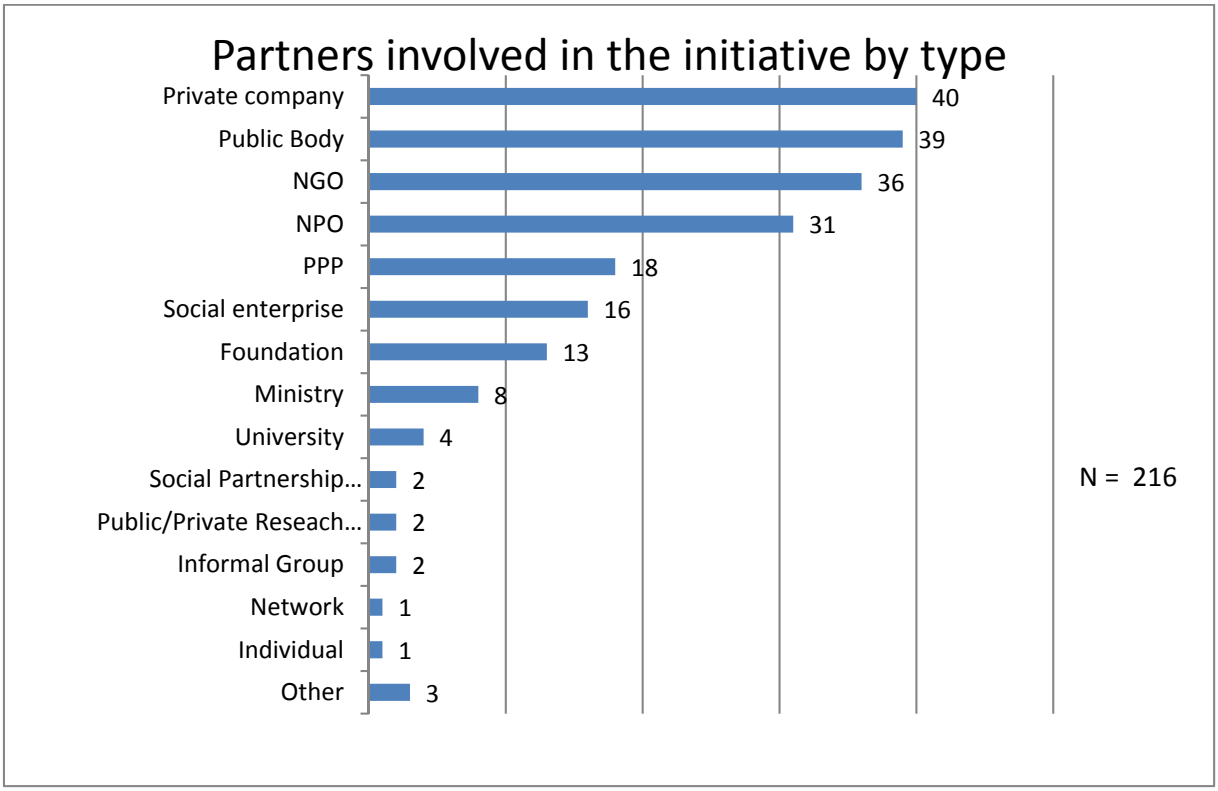


Figure 6: Partners involved in the initiative by type

Analysing different motivations for SI-initiatives, we found that two incentives are clearly the most important: The *need to respond to societal challenges* (154 of 240 cases) ranks highest. This is followed by 150 cases which are motivated by the *need to respond to a local social demand*. An *inspiring new idea or intention* (89), *a social movement* (55) or *a policy incentive* (41) have been named less often.

Concerning financial issues, the analysis illustrates that there a many different funding types in the initiatives of the SI-DRIVE dataset. The most common funding types are *partner contributions* (95 of 240 cases) and *own contributions* (90). But also *national public funding* (86) and *economic return from own products/services* (86) are typical methods to generate financial resources for the initiatives. Furthermore, local initiatives are to a lesser extent financed by *regional public funding* (72) as well as by *funding from international donors* (44) and EU *public funding* (29), which also shows the immense scope of some projects.

Another important aspect, which is also a key component of SI-initiatives, is the integration and involvement of new users.

First of all, the analysis illustrates that in the case of104 of 240 initiatives the transfer of the project (or parts of it) has been performed by new users. Figure 7 only contains these 104 cases which are now related to the individual policy fields. At this point, the three-part ranked representation of the variable *policy field* (like in Figure 2) is modified so that only the particular rank 1 is considered .The results suggest a higher share of participating users in the policy fields *Poverty Reduction and Sustainable Development* (20), *Education and Lifelong Learning* (19) and *Environment and Climate Change* (14) while less involvement of new users emerges in *Health and Social Care* (13) and *Employment* (11).

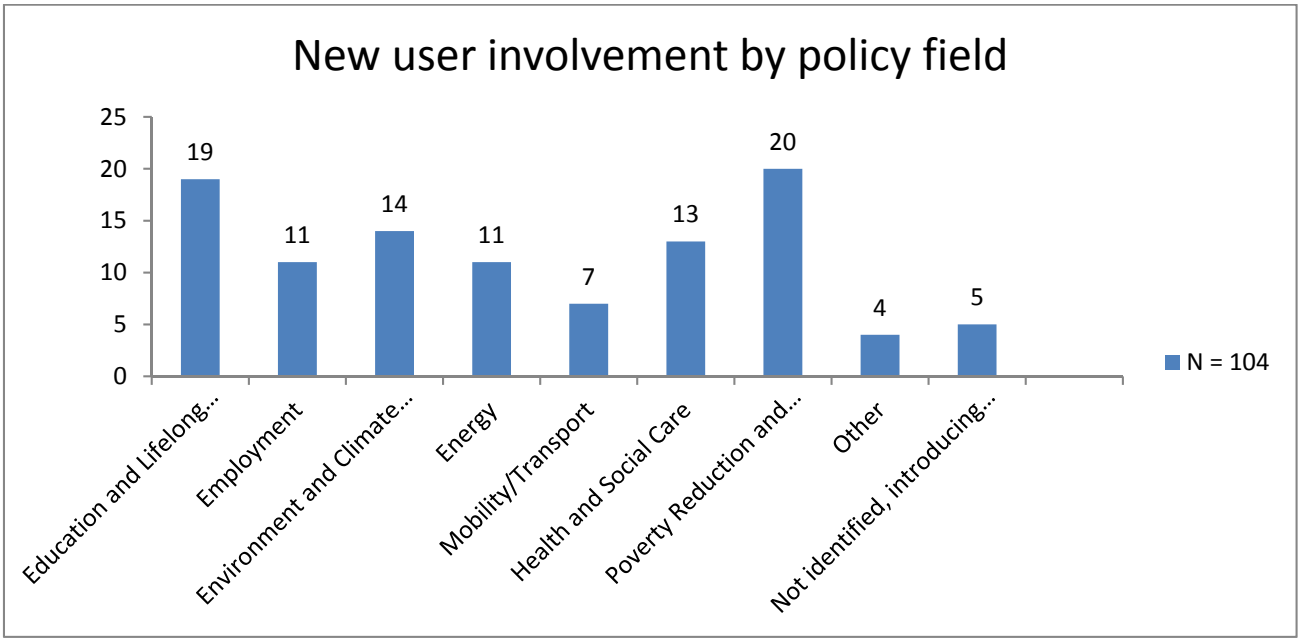


Figure 7: New user Involvement by policy field

Figure 8 also shows the integration of new users related to the world regions. User involvement is more common in Non-EU regions compared to EU regions (55 vs. 49). Within the EU, Western Europe ranks first with a share of 18 (of 49) initiatives involving new users followed by Northern Europe (14), Eastern Europe (11) and Southern Europe (6).

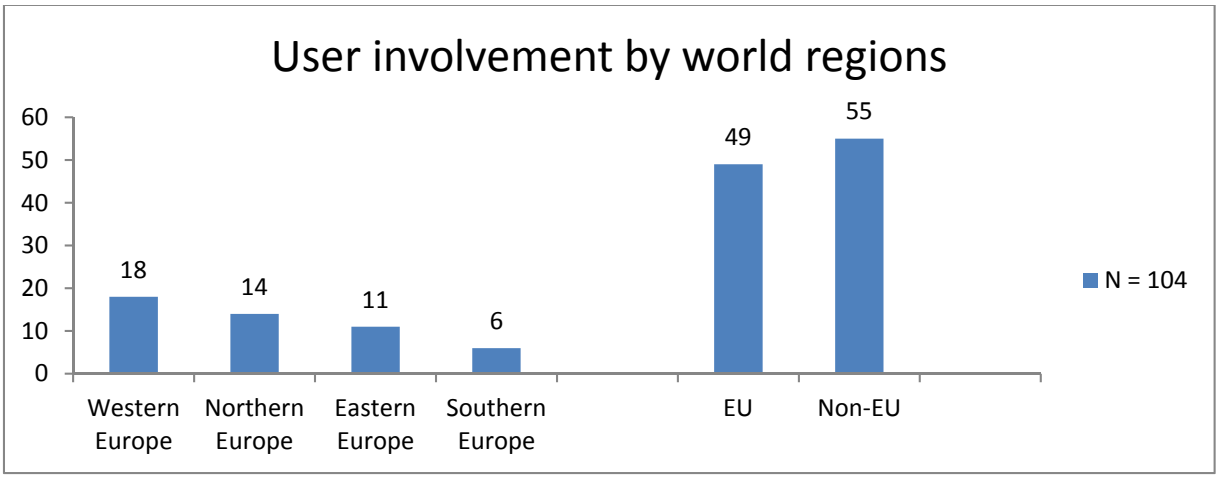


Figure 8: User involvement by world regions

Boosting the Impact of Social Innovation in Europe through Economic Underpinnings (SIMPACT)

The SIMPACT[7] project advances the understanding of the economical dimensions of social innovations by creating new concepts, models and instruments for policy makers, innovators, investors and intermediaries. The Westphalian University/ Institute for Work and Technology, who is the project co-ordinator and 10 other European co-operation partners, e.g. Social Research Centre, Dortmund, investigate how social innovations can enable the most vulnerable in society to become economic assets, integrating critical analysis of current and previous work into future-oriented methodologies, new actionable knowledge and continuous stakeholder participation[8].

For our research purpose we analysed the SIMPACT social innovation business case studies ("SIMPACT - Case Discussions of TUDO cases", Pelka 2015) which contains extensive discussion of 10 European SI projects.

Regarding the KoSI-Lab thematic approach (*sustainable urban development*, *demographic change* and *new work*), it is interesting to see that two of these three topics are most often part of the thematic orientation of the projects. The topics *demographic change* and *new work* are each presented in 6 out of 10 projects. Only two of the projects focus on *sustainable development*.

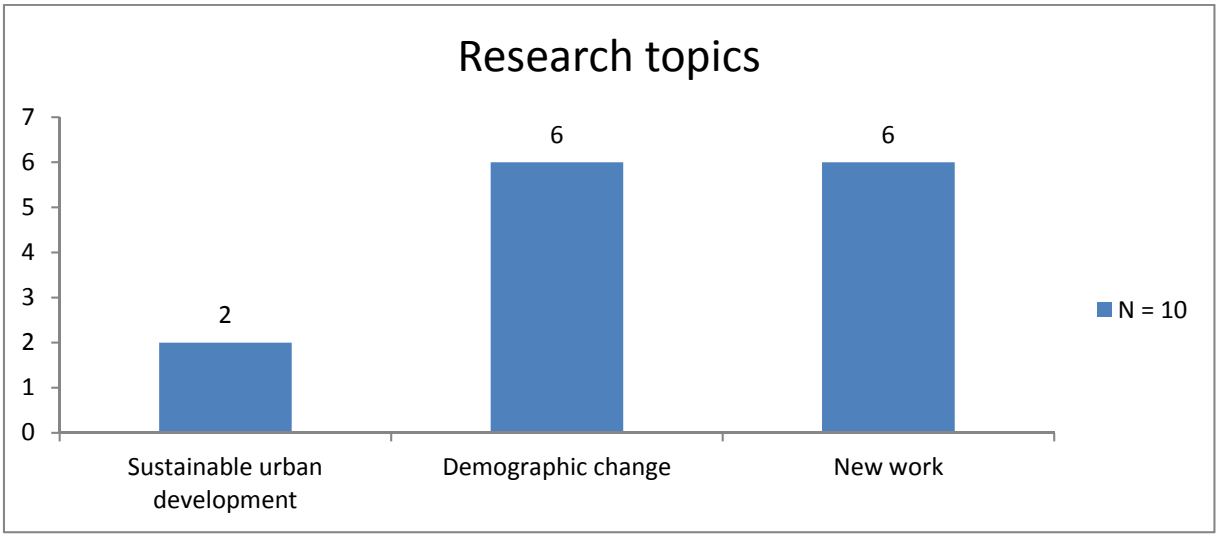


Figure 9: Research topics

As already mentioned before, SI-initiatives often relate to more than one thematic focus. The analysis shows that one of the SI business cases focusses on all three thematic topics and three projects are dealing with two of the themes. Six initiatives are dealing with one theme.

[7] The SIMPACT project receives funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under Grant Agreement No: 613411.
[8] http://www.sfs.tu-dortmund.de/cms/de/Projekte/simpact.html, last accessed 21 March 2017.

The analysis of the SIMPACT SI business cases also shows that three of these ten projects exist on municipal level. The other projects are either related to the EU or the national level. Another important aspect is that (only) two cases are locally embedded via actors and funding.

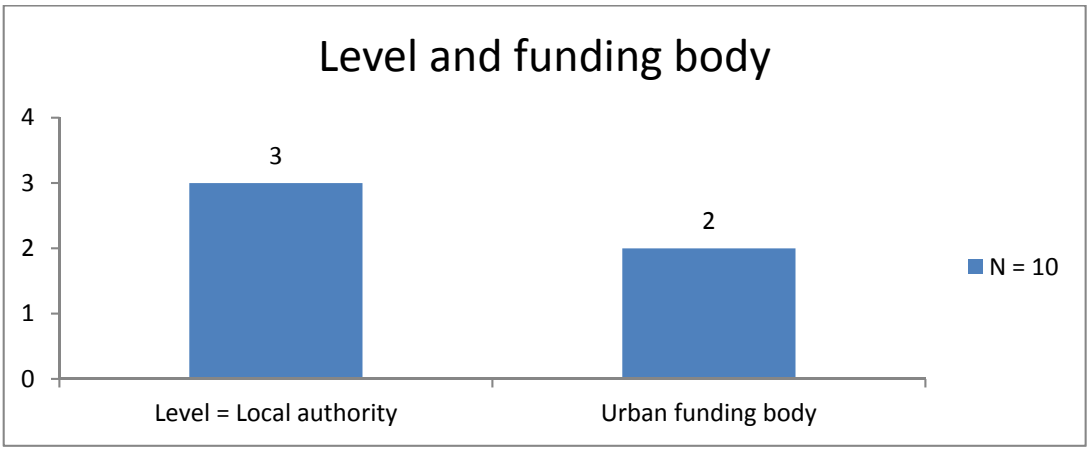


Figure 10: Level and funding body

Figure 11 shows different actor involvements in the 10 SI business cases (multiple responses are included).

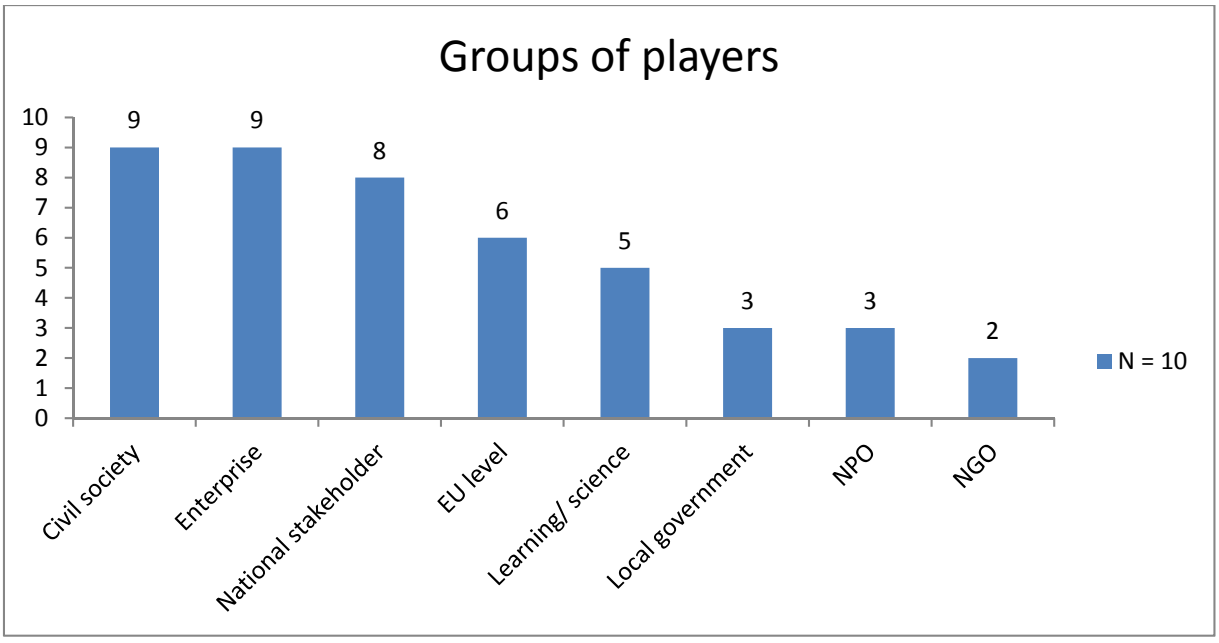


Figure 11: Groups of players

Almost all projects (9 out of 10 cases) are working with people in civil society or dealing with various (social) enterprises. Stakeholders from the national (8) and European level (6) are almost equally important. Collaborations with stakeholders from the learning/ science sector (5), the local government (3), NPOs (3) and NGOs (3) play a less important role.

Public Participation in Developing a Common Framework for Assessment and Management of Sustainable Innovation (CASI)

CASI[9] is a research project to respond to one of the grand challenges set out within the Horizon2020 strategy by the European Commission and is supported by the Science In Society Programme of FP7, Theme SiS.2013.1.2-1 "Mobilisation and Mutual Learning (MML) Action Plans: mainstreaming Science in Society actions in research".

The project ran from January 2014 until June 2017 and included 19 partner organisations from 12 countries in the European Union. It relied on an extended network of national experts in the remaining 16 countries not represented in the consortium to ensure coverage and inquiry in every EU member state.

CASI's main objective was to develop a supervisory framework concept for assessing and managing sustainable innovation. That concept should become part of political processes after the project is completed.

In achievement of the overall objective, the project work included the following five working steps:

1. Development of a working definition of sustainable innovation, which is derived from scientific literature and expert knowledge from within as well as outside of the project consortium.
2. Realisation of different group-supported survey processes with the objective of an assessment of innovation processes and a broadly effective participation.
3. Elaboration of a common understanding of best practices in sustainable innovation management.
4. Development of an assessment and management concept for sustainable innovations.
5. Development of policy recommendations on how to improve innovation management and how sustainability considerations can be incorporated, based on the findings of the assessment framework and public consultations.

The project develops a methodical concept to rate sustainable innovations by case studies and interviews and it identifies and describes sustainable innovation cases through the collaborative process of mapping. These case studies are collected in a database called CASIPEDIA, which is accessible on the CASI website (www.casi2020.eu).

For the analysis of the CASIPEDIA database with over 500 sustainable innovation initiatives mapped by the CASI project, we focused on those projects which are

[9] CASI project has received funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under grant agreement no 612113

categorised as SI-initiatives and are implemented at the local level (there is a filter option on the CASIPEDIA website). That makes a total number of 41 cases for the analysis.

KoSI-Lab project wants to create a social innovation lab where different stakeholder groups work on new strategies for three key urban challenges: *sustainable urban development*, *demographic change* and *new work*. As expected, because of its focus on sustainability, the following figure shows that the indicator which is mostly found in the initiatives within the CASIPEDIA database is the topic sustainable urban development (17). Only two initiatives have a focus on the topic of demographic change and seven initiatives are focusing on ways of implementing new work.

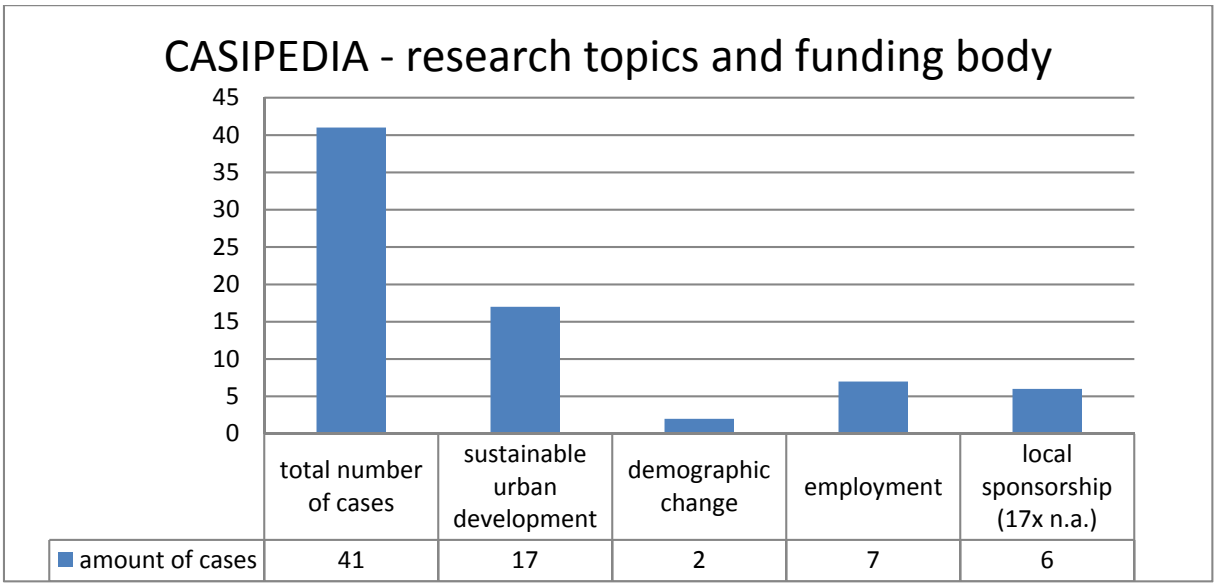


Figure 12: CASIPEDIA – research topics and funding body

The use of the last indicator of local sponsorship is not representative in this database as in nearly half of the cases (17) information about funding has not been provided.

Another important aspect to analyse is the setting of actors which are involved in the initiatives as well as the specific role they are playing. In the CASIPEDIA database the partners involved in the initiative are categorised into four types of roles: innovators, funders/sponsors of the initiative, supporters/brokers and beneficiaries.

Figure 13 illustrates partners involved in the initiatives. It is on the one hand very striking that civil society is involved in nearly all of the initiatives (38 out of 41). On the other hand, it is hardly surprising that in most cases civil society actors are displayed as beneficiaries of the initiative. The EU only shows up twice as a funder/sponsor of the SI.

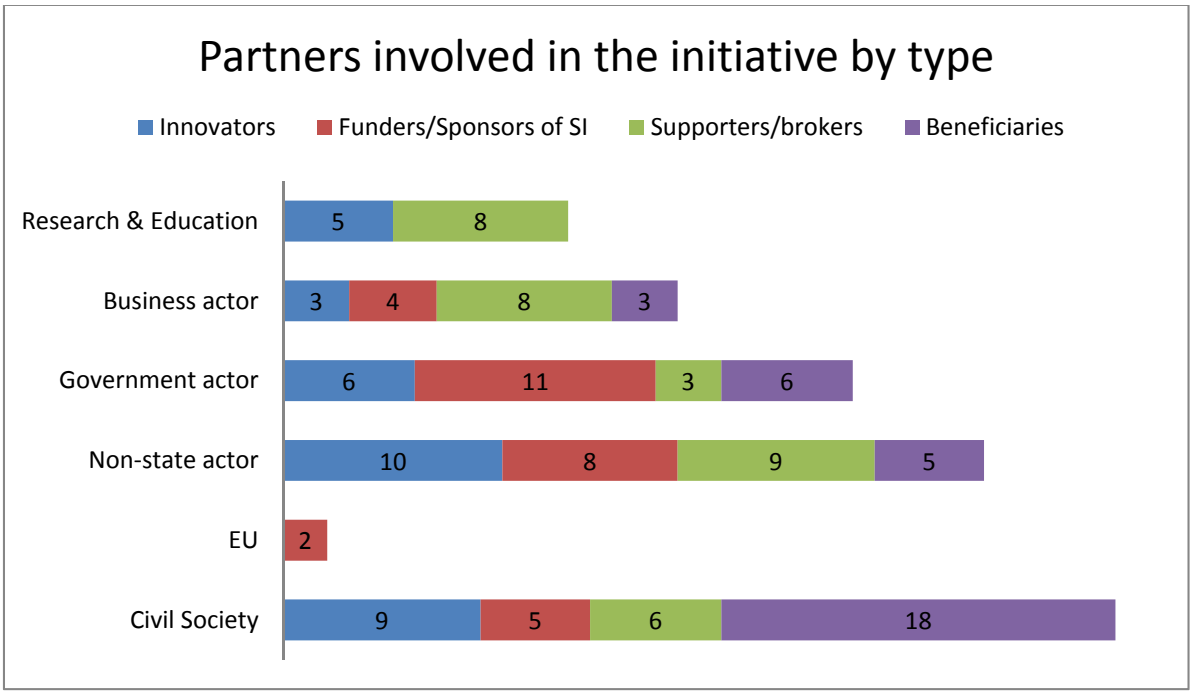


Figure 13: Partners involved in the initiative by type

Virtual Institute (VI) "Transformation- Energy Transition NRW"

The project Virtual Institute (VI) "Transformation – Energy Transition NRW" supports the sustainable reorganisation of the energy system in North-Rhine Westphalia (NRW). The research of the Virtual Institute focuses on socio-economic and cultural implications of the energy transition, taking the specific context in NRW into account. It is thus very much complementary to research on the national and European level. The project is funded by the NRW Ministry for Innovation, Science and Research in cooperation with the cluster EnergieForschung.NRW (project term 03/2015-12/2017).

The project is divided into three research clusters with a subproject each:

1. "Transforming Industrial Infrastructures" project: Energy Transition in North Rhine-Westphalia – Transforming Industrial Infrastructures. The project generates analyses on upcoming added value potentials for the industry in NRW and will develop transformation goals and strategies for specific industry sectors on that basis.
2. "Governance & Participation" project: Participation-Oriented Implementation of the Energy Transition in North Rhine-Westphalia. The project idea is based on a participation-oriented implementation of the energy transition in North Rhine-Westphalia under consideration of a multi-level perspective.
3. "Mentalities & Patterns of Behaviour" project: Mentalities and Patterns of Behaviour Concerning the Energy Transition in North Rhine Westphalia – Sustainable.Consciousness.NRW. The project analyses the influence of energy related mentalities and patterns of behaviour on the success of the energy transition. The attitude-behaviour-gap is one of the major topics.

To gain more knowledge about SI in energy transitions one work package of the VI project has been a mapping process of the 21 best practice SI cases within relevant sectors and policy fields for the energy transition, such as private households, mobility, commerce, trade and services, industry and public administration.

These best practice cases have been analysed on the basis of the criteria with relevance for KoSI-Lab: How many of them deal with problems in the field of sustainable urban development/demographic change/new work; how many of them are realised on the local level and is there a local sponsorship; it is furthermore interesting to have a look at the setting of partners involved in the initiative.

As energy transition projects necessarily relate to the use of renewable energies and other climate change issues, there is a close connection to challenges of sustainable urban development. As expected, we find that 18 out of the 21 social innovation cases of the VI database deal with the topic sustainable urban development. The other two topics that are relevant for the KoSI-Lab project are less represented in the VI best practice

cases: four out of 21 cases refer to the issue of demographic change, the topic new work is relevant in 5 cases. Overall, it is interesting that energy transition projects also relate to other policy fields such as demographic change and labour.

Further helpful indicators for exploring the success factors of social innovation initiatives for KoSI-Lab are whether the initiative takes place at the local level and whether there is a local sponsorship. Almost half of the best practice cases of the VI database are realised on the local level, as it can be seen in the following figure. Only six of the analysed cases are sponsored by the municipality.

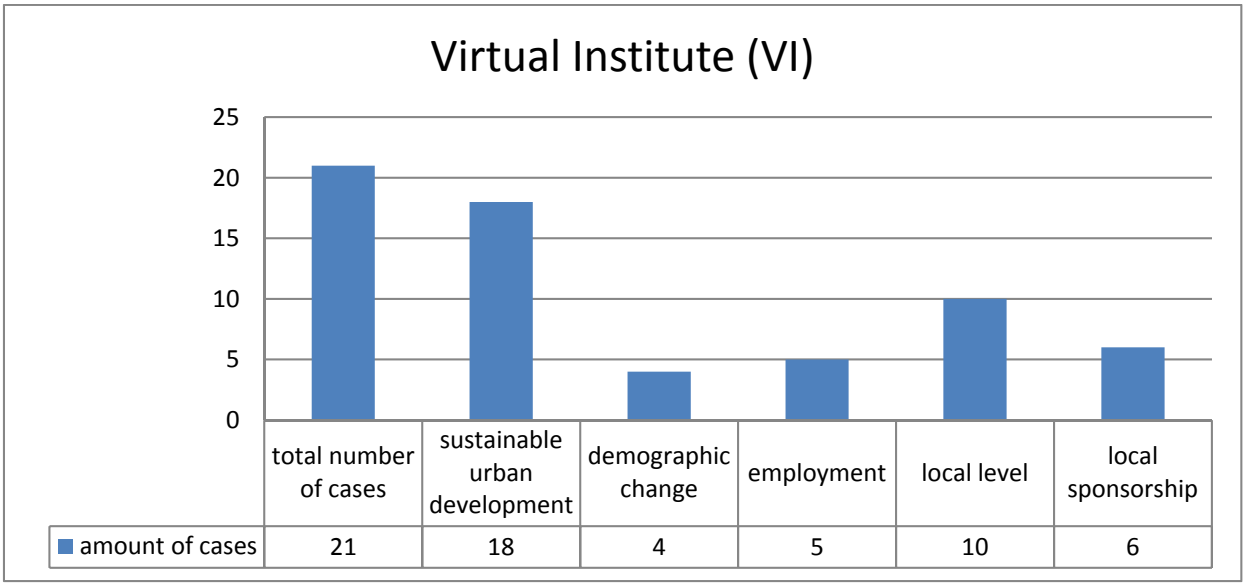


Figure 14: Virtual Institute (VI)

We find ten out of 21 cases in the database that are realised on the local level. These ten cases have also been analysed with the focus on the indicators sustainable development, demographic change, new work and local sponsorship which are important for the KoSI-Lab project.

Unsurprisingly, we find that all of the 10 local level SI-initiatives deal with the issue of sustainable urban development; two initiatives deal with the issue of demographic change and another two involve the topic new work. Six of the initiatives are also sponsored by the local municipality.

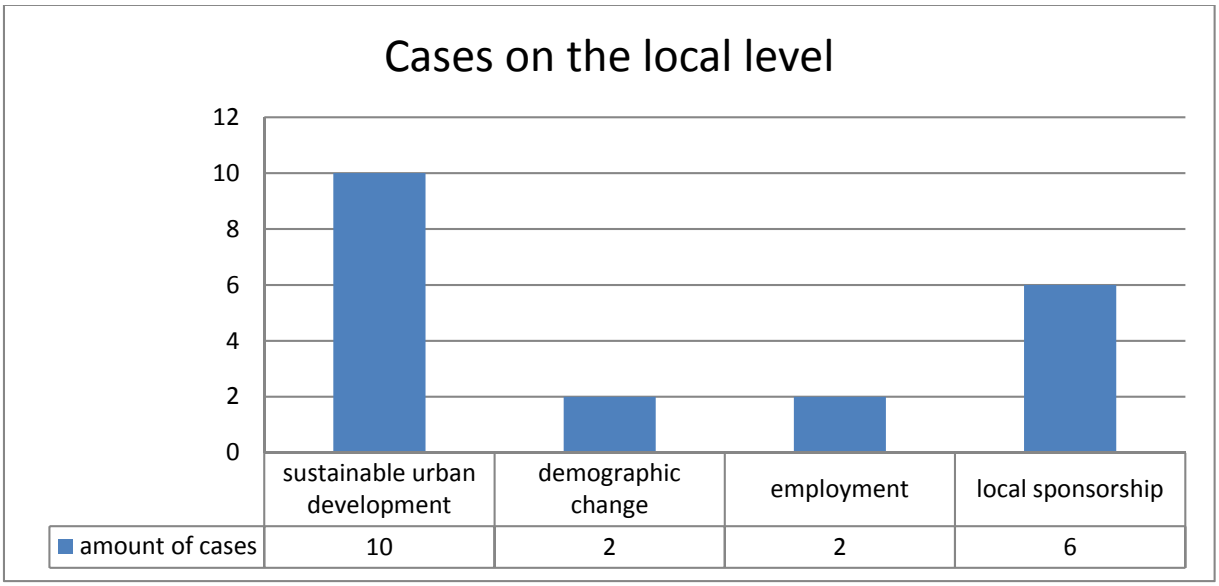


Figure 15: Cases on the local level

The last aspect that has also been analysed is types of partners involved in the initiatives and their degree of involvement.

It is surprising that in 20 of 21 initiatives, partners from business sector and from civil society are involved, as the figure below shows. State actors, local/regional administration institutions and educational and scientific institutions are involved in 17 initiatives each. The least involved partners in the initiative are NGOs (9) and EU actors (7).

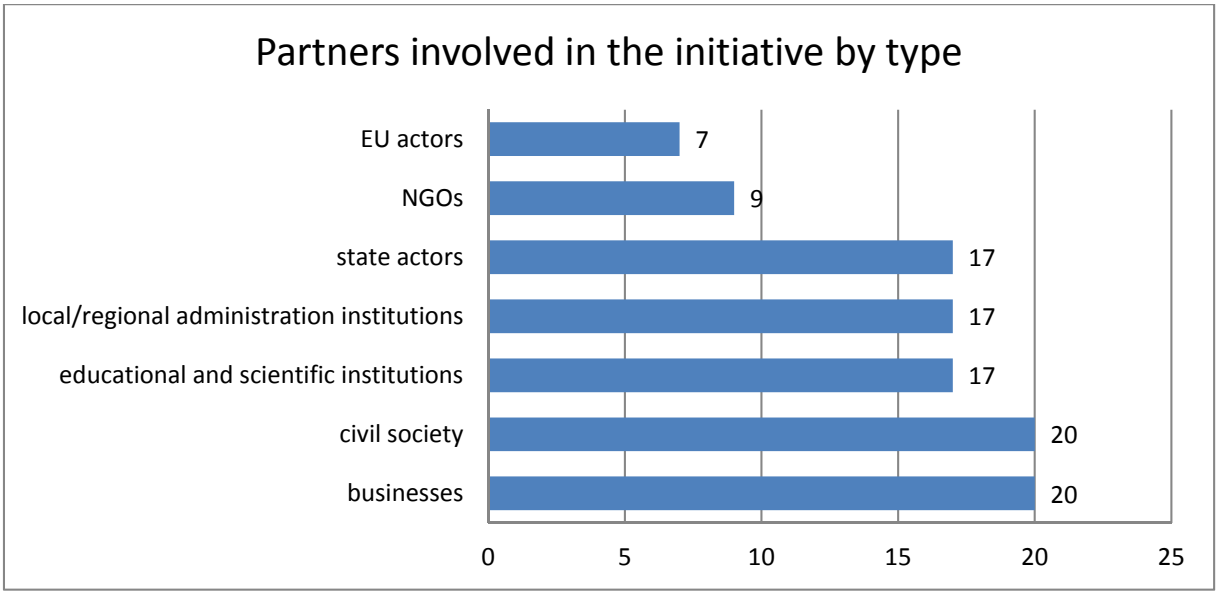


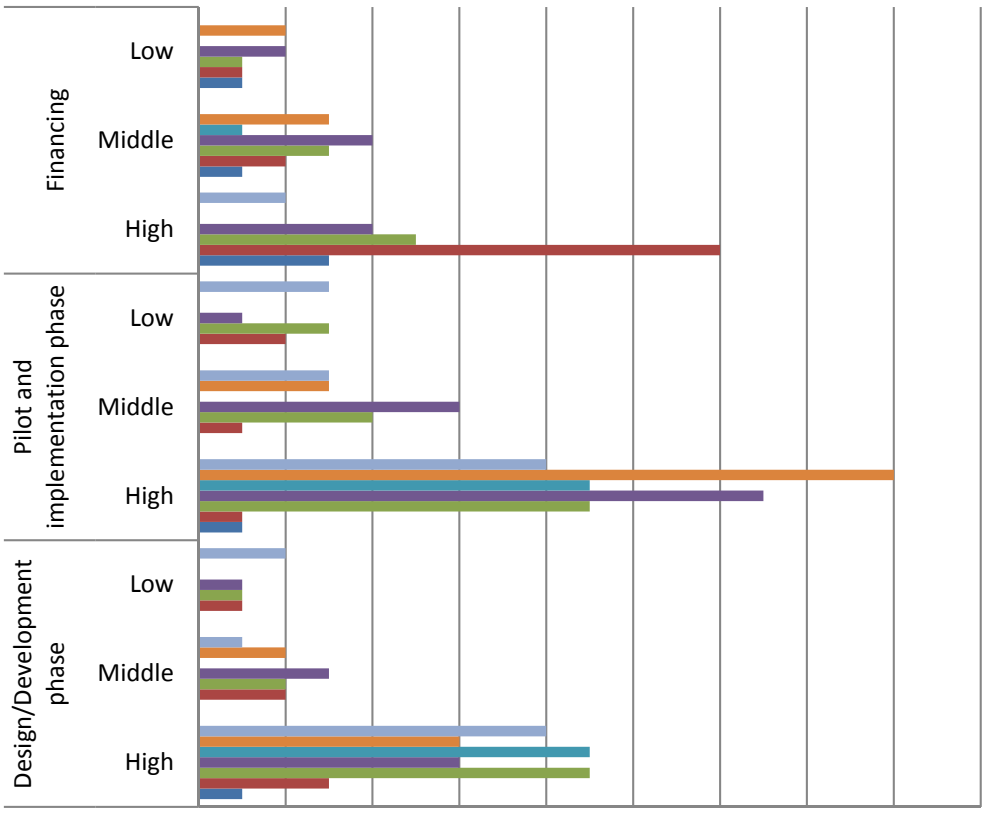
Figure 16: Partners involved in the initiative by type

In the database it is furthermore measured to which degree the partners are involved in the design/development phase and in the pilot and implementation phase as well as to what extent the partners are involved in the funding of the initiative. The degree of involvement is therefore divided into “high”, “middle” and “low”, but is not defined in more detail.

Taking a first glance at figure 17 one will notice that local/regional administration institutions and NGOs are highly involved in the design/development phase of the initiative. There is nearly no involvement of EU actors and less involvement of state actors during that stage of the initiative.

The fact that civil society is very often the target group of such social innovation initiatives is displayed in the involvement of the civil society within the pilot and implementation phase, where this group is highly or moderately involved in 19 of 21 cases. The same applies to businesses, as this group is also highly or moderately involved in the pilot and implementation phase in 19 of 21 best practice initiatives.

Financing of the social innovation initiatives is often realised by state actors with a total involvement in 15 cases, 12 of which state actors are highly involved. Actors that are hardly involved in the financing process of an initiative are educational and scientific institutions and NGOs.



	Design/Development phase			Pilot and implementation phase			Financing		
	High	Middle	Low	High	Middle	Low	High	Middle	Low
Educational and scientific institutions	8	1	2	8	3	3	2		
Civil society	6	2		16	3			3	2
NGOs	9			9				1	
Businesses	6	3	1	13	6	1	4	4	2
Local/regional administration institutions	9	2	1	9	4	3	5	3	1
State actors	3	2	1	1	1	2	12	2	1
EU actors	1			1			3	1	1

Figure 17: Degree of involvement

Summary of First Empirical Insights

KoSI-Lab's assumption is that social innovation labs provide a physical space and/or process in which collaboration between very different stakeholders is supported in order to develop social innovation initiatives (new social practices). This can only be analysed if one looks deep into the founding process of social innovation initiatives to find out in which constellation and under which circumstances these social innovation initiatives have emerged. With the empirical data we used in our analysis we were not able to examine which of the SI-initiatives had been developed via a "labs-like approach". Nevertheless, following the SI-DRIVE framework for analysing components of an ecosystem for social innovation, we can draw the following conclusions about

- Addressed societal needs and challenges
- Actors, networks and governance
- Resources, constraints and capabilities and
- Process dynamics.

Addressed societal needs and challenges
Concerning addressed societal needs and challenges we see that the KoSI-Lab research focus on social innovation for sustainable urban development, coping with demographic change and new work is congruent with many SI-initiatives' intentions studied in the above mentioned research projects. We see a high relevance of these topics in SI-initiatives, as they correspond to key challenges concerning urban development processes. Furthermore, the topics are often not dealt with in isolation and some SI-initiatives focus on all of them at once. This shows a high interconnectedness of the *topics sustainable urban development, demographic change* and new work. Sustainable urban development broadly comprises economic, ecological and social aspects such as urban land use, urban mobility concepts and infrastructures, energy efficient restoration, municipal participation, urban quality of life, civic quarter development, community centres, neighbourhood self-help organisations and urban gardening. Against this background it is not very surprising that many of the initiatives in both sustainability-related databases, CASIPEDIA as well as the VI database, deal with questions and challenges concerning sustainable urban development.

Actors, networks and governance
Concerning involved actors and networks as well as modes of governance we see the typical patterns of multi-stakeholder cooperation. Most of the SI-initiatives are developed by and involve several actors from different societal sectors (public administration, private business, civil society etc.). We also find that municipalities are often involved as designers of SI-initiatives and play a role in funding initiatives. Furthermore, different public sector levels and organisations can be involved in one SI-initiative. Beside municipal actors, EU actors, regional and/or national administrations are often partners in designing and funding SI-initiatives on local level. Accordingly, cooperation between public sector bodies, especially throughout different policy levels as well as within different municipal departments, is a strong prerequisite for successful

social innovation initiatives. Therefore, we should aim for a strong multi-stakeholder process, which is able to involve a diverse group of relevant stakeholders on the one hand and is able to acknowledge and cope with differing perspectives and interests, on the other.

Resources, constraints and capabilities

Unfortunately, we are not able to provide a detailed analysis of resources and constraints of SI-initiatives, as the analysed datasets, except for SI-DRIVE, do not include relevant information about this dimension. Nevertheless, referring to the global mapping of SI-DRIVE (Howaldt et al. 2016a) on resources, capabilities and constraints we can state that in many cases SI-initiatives develop to organisations with decent numbers of employees and also involving a considerable amount of volunteers. Furthermore, budget lines reach from under 10.000 € per year to over 1 million € for some SI-initiatives with very diverse funding schemes (e.g. own resources; contributions by partners; public, civil and private funding). For many SI-initiatives lack of funding poses the greatest challenge for development, followed by lack of personnel, knowledge gaps and sometimes legal restrictions.

Process dynamics

From the SI-Drive mapping we can learn for considering process dynamics (Howaldt et al 2016a). A successful SI-Lab process should develop a variety of possible solutions to the starting problem or challenge in order to consider the diversity of available resources, capabilities and constraints. Each possible solution needs to be evaluated against the potential of actual implementation. A good solution is - among other things – characterised by the fact that it attracts stakeholders to get involved in the implementation process and these stakeholders also provide resources for implementation, be it time, staff, finance or other kinds of support. It is important to notice that most social innovation initiatives take years to evolve and to achieve considerable impact due to complex social and institutional process dynamics.

Social Innovation Labs

There is “an increased awareness of the size of the challenges modern societies are facing and the complexity of innovation processes. Like technological innovations successful social innovations are based on a lot of presuppositions and require appropriate infrastructures and resources. Moreover, social innovations are requiring specific conditions because they aim at activating, fostering, and utilizing the innovation potential of the whole society. Therefore, new ways of developing and diffusing social innovations are necessary (e.g. design thinking, innovation labs etc.) as well as additional far reaching resources, to unlock the potential of social innovation in society and to enable participation of the relevant actors and civil society.” (Howaldt et al. 2016a: 150)

The term “social innovation lab” (SI-lab) is used to characterise a variety of different organisational forms and methods with the intention to create socially innovative initiatives (projects, processes, models, regulations etc.). We define social innovation as a new combination of “practices in areas of social action, prompted by certain actors or constellations of actors with the goal of better coping with needs and problems than is possible by using existing practices. An innovation is therefore social to the extent that it varies social action, and is socially accepted and diffused in society (be it throughout society, larger parts of it, or only in certain societal sub-areas). Depending on circumstances of social change, interests, policies and power, social ideas as well as successfully implemented social innovations may be transformed and ultimately institutionalised as regular social practice or made routine.” (Howaldt et al. 2014: 9) Following this understanding of social innovation we can subsume different configurations of labs under the term SI-lab. There is a growing amount of organisations titled centre for social innovation, forum for social innovation, design labs, change labs, public innovation labs, impact labs, impact incubator[10], impact learning labs, collective impact learning lab etc. that – with certain differences – seek to be a breeding ground for social innovation. “A lot of organizations are not formally known as a lab, but can be characterized as SI-labs for their intent, purpose and mission.” (Hassan 2014: 14)

Every social innovation starts with a socially innovative initiative, mostly resulting from cooperation between different actors working on a specific problem solution (invention). Social innovation labs offer a specific space and method to organise and possibly optimise the process to create socially innovative initiatives (Mulgan 2014; Murray et al. 2010). Therefore, SI-labs are a possible starting point for SI, as they help socially innovative inventions to develop. SI-labs help “to convene a diverse group of stakeholders and bring them to the starting line. The real innovation and impact will only come after, once interventions are being implemented. And when we learn if they work, or

[10] Incubators and accelerators are specialized in supporting SI-start-ups (Miller and Stacey 2014)

not. Despite the enormous efforts and energy put into this stage, you should realize this is just the beginning. But without a good beginning, nothing will change or you will make the wrong changes." (Westley et al. 2015: 4)

Accordingly, we see SI-labs as important intermediaries to enable social innovation initiatives, especially in local, urban contexts.

In the following section, we present a short literature review on SI-labs and describe identified key aspects. Because SI-labs are quite a recent practice phenomenon, the scientific discussion about social innovation labs is quite young as well. To this day, literature on SI-labs is predominantly practice-oriented in nature and intensive research about the functioning of labs has just begun[11].

What kind of problem is solved in SI-labs?

We believe that SI-labs are suitable for solving complex societal challenges in a certain context, by developing new social practices which handle things in a better way than what was done previously and is the common practice. As stated above, SI-labs are a means to enable the starting point for social innovation. Their main impact is on the idea and invention level rather than on the diffusion and systemic change level (Kieboom 2014). Changes on system level usually take decades to evolve and comprise more complex processes and complex dynamics than can be achieved by only one SI-lab (Geels and Schot 2007; Grin et al. 2010; Kristof 2010; Howaldt et al. 2016b; Hölsgens et al. 2016).

According to Rockefeller and Bridgespan (2014: 11) labs are "most useful for complex and adaptive problems without pre-defined solutions that require a 'systems view' and multi-stakeholder collaboration." SI-labs should be applied especially for problems where direct responsible agents are hard to identify and cross-sector collaboration is a prerequisite for finding possible solutions, because a variety of actors have a stake in the problem. Furthermore, SI-labs are suitable for solutions that need to be tested before a broad diffusion is pursued. Therefore, government agencies can use SI-labs for experimentation, before costly policy approaches are going to be implemented (Bellefontaine 2012).

SI-labs serve a multitude of topics and different contexts of societal challenges. They can be run on any scale, e.g. organisational level, local/neighbourhood/urban level, regional and national levels and even on a global level (Hassan 2014; Boelman et al. 2015b). Some SI-labs focus on social innovation in general, some are related only to public sector innovations, some have a thematic focus such as on environment, work or health and some labs are intended to create internal SI (Torjman 2012; Moulgan 2014; Kieboom 2014; Husain 2014; Puttick et al. 2014b). According to the Rockefeller/Bridgespan (2014)

[11] For a state of the art report about the community of "labs for social innovation" see Papageorgiou (2017)

study of 75 social innovation labs globally, primary focus areas of labs are public service, education and health.

Social innovation labs work on societal challenges, which always implies a political dimension. When phrasing the problem that is supposed to be solved within a lab-process one needs to identify actors who profit from the problem and actors who are disadvantaged by the problem. It is questionable whether it is possible to always constitute a well-balanced group of lab-participants where all parties that have a stake in a problem can equally contribute to the lab-challenge. Furthermore, funding structures (by private donors, public funding etc.) might also impose a political bias which might prevent an open solution process (Kieboom 2014, Wlasak 2016).

How are SI-labs operated?

According to Rockefeller/Bridgespan (2014) the majority of labs were founded during the last 5 years, which shows that SI-labs are quite a recent phenomenon. SI-labs have quite diverse ownership- and financing models. Some labs are part of big organisations, like UNICEF innovation labs (UNICEF 2012), some are state-owned like MindLab[12] Copenhagen, some follow a network-social-franchise-model like impact hubs[13] and some labs act autonomous out of a civil society action like the Center for Social Innovation Toronto[14] (Westley et al. 2012).

Puttick et al. (2014b) give an overview of 20 SI-labs that are inside, set-up and/or funded by governmental agencies. Accordingly, their budgets come often directly from public funding, e.g. through contract funding or endowments. On the other hand, SI-labs in public ownership also leverage funding from other sources (e.g. philanthropic foundations, corporate partners). Annual budgets can range from several thousand Euros to over one million Euros, though the majority of labs has less than 1 million Euros available (Puttick et al. 2014b; Rockefeller/Bridgespan 2014: 5). Development of the lab is especially cost intensive in the first year, including costs for staff (professionals involved in developing and running the lab), location (hiring and fitting a creative space), communication (raising stakeholder's awareness and increasing levels of comprehension for the "lab-idea"), project equipment (providing small budgets for individual lab-processes) and administration (controlling, IT, facility management etc.) (Civic systems lab 2016).

Responsibility for ownership, program management and funding of SI-labs can lie with one party, be totally separated from each other or be something in between. The following figure illustrates different types of relations of SI-labs towards governmental

[12] http://mind-lab.dk/en/
[13] http://www.impacthub.net/
[14] https://socialinnovation.org/

bodies according to ownership, program management and funding (Puttick et al. 2014b: 106).

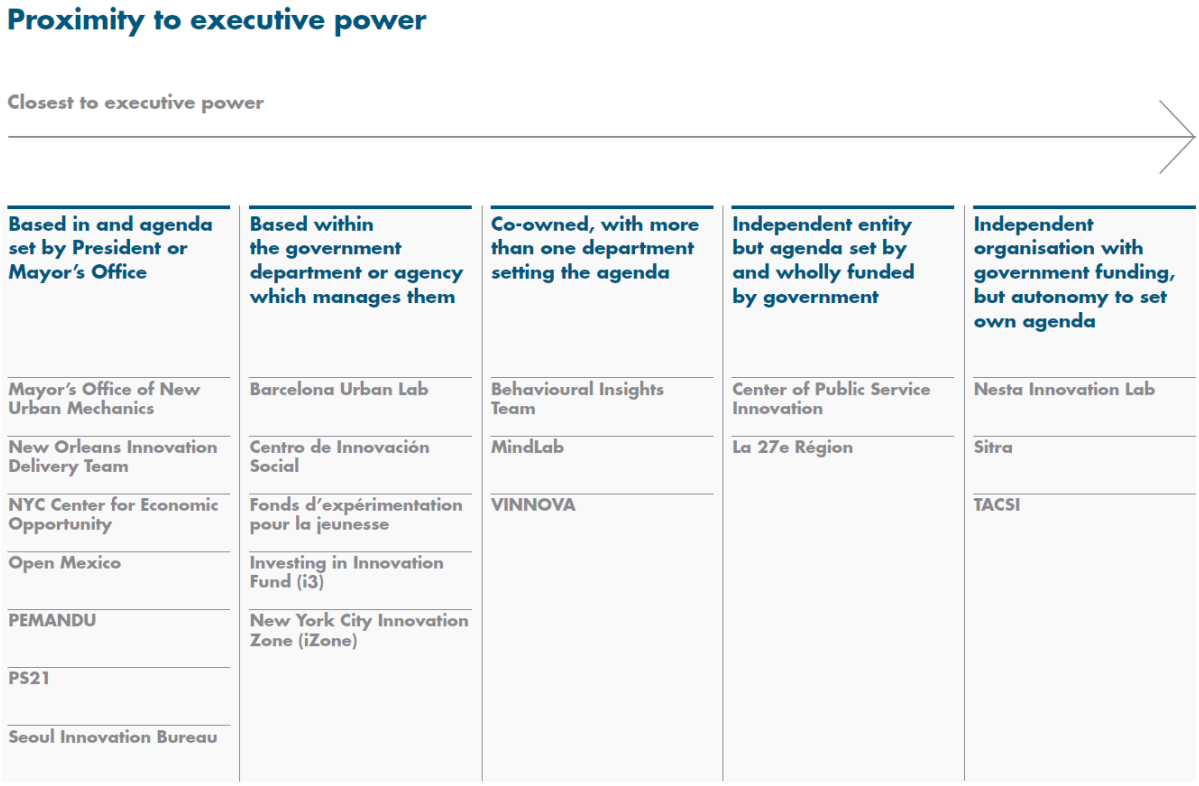


Figure 18: Proximity to executive power

Usually SI-labs have a small team which makes up the lab-secretariat. This includes a managing director, responsible for overall programme management, budget etc. as well as administrative staff and staff involved in lab-process facilitation. The size of the lab-secretariat is linked to the scope and breadth of its overall mandate. Usually the team size ranges from a couple of people up to 100 team members (Puttick et al. 2014b; Rockefeller/Bridgespan 2014). Hiring processes are often dependent on ownership and funding structure of the lab.

Besides having a qualified team, some labs emphasise "location" as an important factor for effective lab-processes. From the literature about design labs, learning labs etc. we know that processes that are supposed to yield innovation need to enable creative thinking, learning and doing (Hassan 2014). A well-fitted space might be key to attracting stakeholders and to develop new and innovative projects (Civic systems lab 2016); though not all SI-labs specifically emphasize the importance of their lab offices as being a part of their innovation system. But for some labs the "functional space" in which lab-processes are developed and conducted is very important, because it presents a location with working methods that are not known to a lot of people or at least are seldom experienced in everyday work for most lab-participants. Furthermore, the location is a place which is far from where lab-participants usually work. Therefore, generating a

"neutral" space which is new and inspiring at the same time can make an important contribution to effective lab-processes (Puttick 2014a).

Which skills do SI-lab teams require?

Social innovation labs as collaborative intermediary organisations require skilled labour to manage all the different tasks around the work of a lab. Ideally, people working in the lab have work experience in several societal sectors, or at least the mix of team members yields work experience in different sectors (public administration, private, not-for-profit etc.) and different policy fields (education, labour, health etc.). This way, the lab-secretariat itself involves practitioners with diverse perspectives on societal challenges. Furthermore, this mix of lab-secretariat team members generates a multitude of key competencies that effective lab-processes rely on (Civic systems lab 2016; BMUB 2016; Puttick 2014a, Schneidewind 2013):

- Competency in project management (e.g. competency for planning and realising innovative projects; meeting legal requirements as well as financial literacy, contracts and space use agreements)
- Competency of moderation (e.g. emerging strategy design for incorporating new knowledge and steering the overall project in real time, able to help draw collective insight, encouraging people to share ideas and participate; pedagogy expertise and methods to ensure progression of team and participants)
- Competency for mediation (conflict resolution)
- Competency for networking (being able to build connections and relationships with local organisations and businesses, funding bodies, community groups; ability to make deliberate and meaningful introductions between people)
- Competency for participation (detailed knowledge of project models and comparison with current participation approaches, inviting people to join, introducing them to the project, welcoming and inductions)
- Competency for communication (e.g. competency for empathy and change of perspective, competency for use of media; clear, positive, conversational style for newsletters and social media)
- Competency for self-organisation (e.g. confidence and self-esteem; competency for ambiguity and frustration tolerance)
- Intercultural competence (expertise on ways to ensure inclusivity across cultures, ages, economic backgrounds, physical locations)
- Competency for evaluation (designing what data to capture to inform strategy and evidence outcomes)
- Competency in research methods and interdisciplinary work (e.g. competency for critical thinking, data analytics, social research, anthropology)
- Competency in design methods and creative thinking (e.g. ability to combine ideas and knowledge in novel ways, design thinking, theory of change planning)
- Competency in information and telecommunication techniques (e.g. technology development and coding)

- Competency in entrepreneurial thinking (e.g. venture experience, project incubation process such as recombining assets and opportunities)
- Competency for systemic thinking (e.g. handling of complexity, anticipatory thinking, transformative literacy)

Amatullo (2016: 152) shows that "design attitude accounts for significant positive effects in social innovation project outcomes, as well as in team learning and process satisfaction, providing strong evidence of the value and 'return on design' in social innovation." Designers in SI-lab processes operate as social innovators and change agents. Their tasks include building of new social relationships with collaborators and end-users and facilitating processes of innovation. In order to generate effective results, they constantly have to re-conceptualise their skills and expand their toolkit of techniques. This requires a set of distinct abilities that designers need to apply during their work in SI-labs (Amatullo 2016). "Specifically, we define design attitude as a composite of distinct abilities (skills, capabilities, aptitudes) that designers apply during the process of designing; the dimensions of these abilities are: 1) ambiguity tolerance; 2) engagement with aesthetics; 3) systems thinking; 4) connecting multiple perspectives; 5) creativity; and 6) empathy" (Amatullo 2016: 97).

How to achieve cross-sector collaboration?

Over the past three decades, a growing emergence of cross-sector collaboration to cope with societal challenges has been observed (Nair 2015). Cooperation between stakeholders from different societal sectors (e.g. government, business, and civil society) has been identified as important means to address complex issues, such as economic development, health education, poverty alleviation, and environmental sustainability (Manning and Roessler 2014). Howaldt et al. (2016a: 12) state that "a constructive partnership between the sectors is a very important factor in order to reap the full potential of social innovation. Social innovations are first and foremost ensemble performances, requiring interaction between many actors. These findings indicate that cross-sectoral collaborations are of great importance, and a general dominance of the civil society cannot be detected."

There is no easy way to achieve effective cross-sector collaboration. People involved in the lab-process need to be diverse and influential in their respective field of work, coming from different societal sectors and organisations (Hassan 2014). From this it follows that people engaged in the lab-process have differing agendas and institutional logics. Therefore, these multi-stakeholder-processes require a partnership formation process in order to dismantle obstacles for collaboration. A reflexive understanding of one's own role and the role of other stakeholders in the lab-process is an important requirement for effective work. Only if participants of lab-processes "(re)iteratively align

their roles" knowledge sharing and productive cooperation will not be hampered (Borges et al. 2016: 140). This kind of ongoing realignment contributes to building trustworthy relationships.

Hassan (2014) poses the question whether collaborative work can be designed and facilitated or whether the group of lab-participants need to be aligned beforehand. Both may be true. A lab-process should start with a certain commitment by all participants to solving the lab-challenge. On the other hand, careful process facilitation is nevertheless necessary to come to effective results. The following figure illustrates the level of commitment to participation in cross-sector-collaboration (Logsdon 1991: 27). Actors that acknowledge their interest and potential "solving-capacity" for a certain societal challenge in a specific context have a stake in that problem. Furthermore, actors need to assess their "solving-capacity". Only if they come to the conclusion that they might have an important contribution to solving an issue, but won't be able to do this on their own, motivation for collaborative action is given.

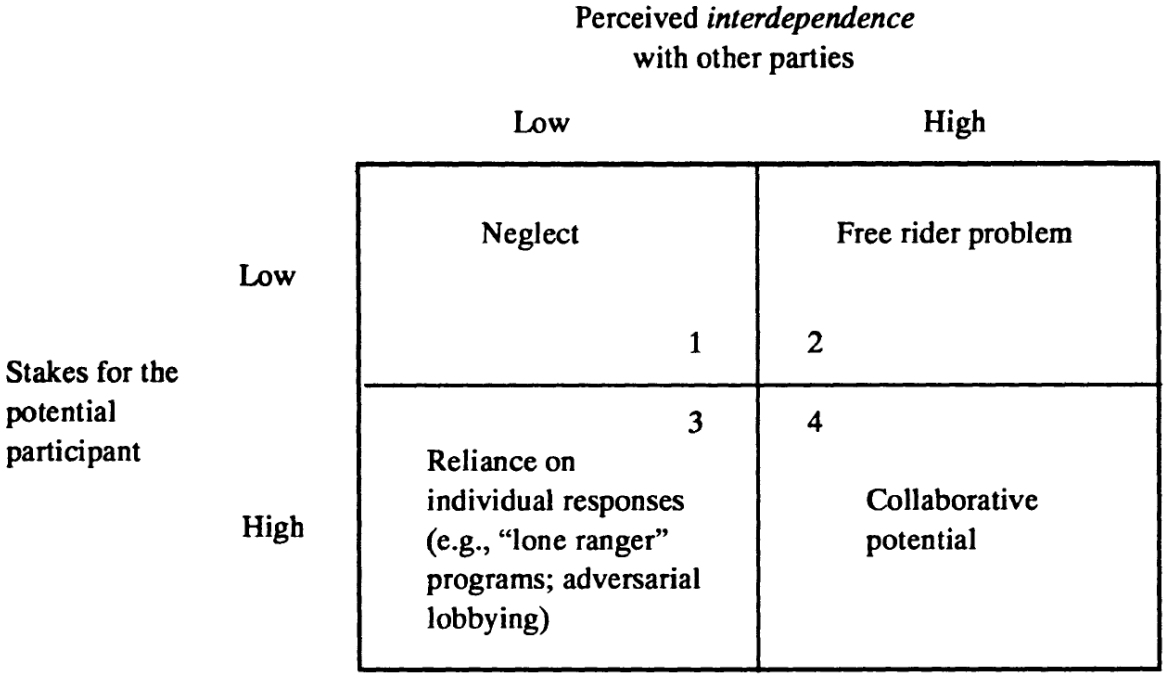


Figure 19: Essential preconditions for organizational participation in cross-sectoral social-problem-solving collaborations

The more diverse a multi-stakeholder partnership is, the more difficult it is to align values and find a common working ground (Selsky and Parker 2005). Because of lack of familiarity with potential partners, cultural and institutional distance and time-constraints it is difficult to achieve that partners become familiar with each other and develop collaborative capabilities (Manning and Roessler 2014.) As mentioned above, the lab-secretariat, as well as the lab-participants, need to be aware of power relationships. The lab-facilitator should be able to pay attention to underlying institutional dynamics,

including power, and be able to find ways to overcome obstacles which could hamper collaboration (Selsky and Parker 2005).

Accordingly, the SI-lab and the lab-facilitator have the function of a bridging agent/intermediary. Bridging agents can be defined "as individuals who promote partnership formation through interaction across organizational, geographic, and sector boundaries." (Manning and Roessler 2014: 527)
Following Gray (1989), at least six issues need to be addressed to start off a successful collaboration process with a multi-sectoral stakeholder group:

- a common definition of the problem, stemming from interdependence
- a commitment to collaborate, based on both the interests of the organization and conditions relating to trusting other potential participants
- identification of other stakeholders with which to collaborate
- acceptance of the legitimacy of the other stakeholders
- the presence of a convener to bring the parties together; and
- identification of which resources are available and which are needed for the collaboration to proceed.

Therefore, securing effective lab-processes is the duty of the lab-secretariat and the lab-facilitator. As mentioned above, process facilitation is necessary to support the multi-stakeholder group of lab-participants in their work. For example, supportive elements are helping to find methods for decision making, conflict resolution and enabling communication between team members (Hassan 2014). As collaboration processes always include conflicts, e.g. about power imbalances, lab-practitioners and funders should "develop and use methodologies to see the dominant power relationships in place and to recognize their own roles and views within power relationships." (Kieboom 2014: 36)

Concerning the problem-setting phase, a joint definition of the lab-challenge is essential, which also clarifies intentions and enables participants to view the problem from different perspectives. Furthermore, people involved in the lab process need to have ownership of the problem phrasing. This does not happen if one person or the lab-secretariat phrases the problem on their own (Hassan 2014).

The lab-secretariat or lab-facilitators need to develop a convening strategy to find suitable lab-participants. In a "diverse and influential"- approach the lab-secretariat searches for people from different organisations and sectors who are somehow involved in the problem-framing. The research and invitation process can be very long and resource consuming. Another approach is open convening where an open invitation is sent to a great number of people and interested parties are invited to "preparation-meetings" in order to form the lab-team. One of the difficulties is to form a lab-team which is on the one hand representing a diverse stakeholder group in relation to the framed problem and on the other hand, to find people who are willing to work on the lab-problem, who are like-minded and think that a real effort in engaging in the lab will lead to effective results (Hassan 2014).

Results and Impact

“It is worth restating that while workshops and labs can play a role in fomenting social change, they are not a panacea. Processes of this kind are perhaps best suited to the early stages of any deliberate attempt to create change.“ (Westley and Laban 2015: 21)

Successfully operating SI-labs generate solutions to societal challenges. These solutions are often socially innovative initiatives which can have very different forms (Rockefeller/Bridgespan 2014), such as

- New product offerings
- New ways of doing things (e.g. processes, regulations, strategies)
- New structures of resource allocation
- New organizational models

Furthermore, SI-labs generate direct impact for lab-participants with (Hassan 2014; Rockefeller/Bridgespan 2014):

- New networks: developing initiatives for long-lasting problem-solving and building high-trust relationships between members of a peer-group for a specific problem
- Capacity-building: advancing the lab-participant’s capacities to enable problem-solving
- Knowledge provision: knowledge and perspective exchange between different stakeholders

Tiesinga et al. (2014: 105 f.) characterise impact of SI-labs in a similar way and differentiate between four levels of impact:

- Impact at the level of the lab itself as a manifestation of a new social practice which changes and enables new ways how problems are solved in contrast to the “state of the art without a lab”.
- Existing SI-Labs often inspire the creation of other SI-Labs or are directly involved in the generation of spin-off labs.
- Impact on the level of new social innovation initiatives and the “innovators and change-makers” who have been empowered through the SI-Lab process.
- SI-Labs tell their stories about the ways in which they have solved challenging problems. These emerging narratives help to understand the complexity of societal problems and the work of SI-Labs and, finally, allow to see the necessity of the existence of SI-Labs.

Impact analysis for SI-labs needs to be long-term, because the results of social innovation initiatives usually take some time to generate impact. “Labs often start with iterative processes, which are characterized by trial and error practice, high levels of uncertainty and failure, and no revenue generation. This means for example to ‘not

overpromise the lab', to lower expectations, and to de-focus from expecting immediate results" (Kieboom 2014: 38). Furthermore, evaluation methods should be adjusted to the qualities of lab-processes. An option for a lab is to create own evaluation tools (Hassan 2014; Kieboom 2014).

Summary

Conclusions

In a very optimistic view Hassan (2014: 14) states that "perhaps one of the most exciting developments in the last few years is the birth of many new social labs. While each on its own is exciting enough, an ecology of labs together promises a revolution in how we address complex social challenges."

Referring to the idea of social innovation ecosystems, a diversity in SI-lab approaches may contribute to the emergence of institutionalised social innovation eventually. Kieboom (2014: 16) states that "the real value of labs lies in reports on the mix that is found in and between labs. It is important to foster this diversity, rather than seeking unity or sharpening boundaries of what is or isn't a lab. If we understand systemic innovation and we aim to do this in interaction with people (hence social innovation), then we argue that stimulating diversity, radicality and disruption could raise the potential to create the discontinuous change that we are seeking." Furthermore, social innovation labs should seek to get embedded in a local ecosystem of social innovation, because working with like-minded allies is more fruitful than struggling for change as an isolated SI-lab (Kieboom 2014).

SI-labs are important intermediaries convening and facilitating cross-sector stakeholder groups to develop social innovation initiatives. The existing literature gives important hints to what needs to be taken into account in order to build successful SI-labs. For example, it has been shown that lab-participants need careful process facilitation, e.g. with respect to differing values and institutional logics as well as possible hidden agendas. This poses a challenging task on lab-facilitators, but certain competencies combined in the staff of an SI-lab will help to manage successful cross-sector collaboration. Other key features of labs include:

- Mandates - as the official order given to an SI-lab to perform a particular lab processes
- Networks – the different connections of labs within their ecosystem
- Methods – processes and tools that are applied to facilitate SI-labs
- Procedural details – e.g. duration and frequency of workshops

KoSI-Lab's assumption is that social innovation labs provide a physical space and/or process in which collaboration between very different stakeholders is supported in order to develop social innovation initiatives (new social practices). This can only be analysed if one looks deep into the founding process of social innovation initiatives to find out in which constellation and under which circumstances these social innovation initiatives have emerged. With the empirical data we used in our analysis we were not able to examine which of the SI-initiatives had been developed via a "labs-like approach".

Nevertheless, following the SI-DRIVE framework for analysing components of an ecosystem for social innovation, we can draw the following conclusions from our empirical investigations.

Concerning addressed societal needs and challenges we see that the KoSI-Lab research focus on social innovation for sustainable urban development, coping with demographic change and new work is congruent with many SI-initiatives' intentions studied in the above mentioned research projects. We see a high relevance of these topics in SI-initiatives, as they correspond to key challenges concerning urban development processes. Furthermore, the topics are often not dealt with in isolation and some SI-initiatives focus on all of them at once. This shows a high interconnectedness of topics and emphasises the importance of understanding problems in their complexity and involving different perspectives. Therefore, discourses about complex adaptive systems theory, systems thinking etc. are highly relevant for constructing SI-labs (Westley and Laban 2015).

Concerning involved actors and networks as well as modes of governance we see the typical patterns of multi-stakeholder cooperation. Most of the SI-initiatives are developed by and involve several actors from different societal sectors (public administration, private business, civil society etc.). We also find that municipalities are often involved as designers of SI-initiatives and play a role in the funding of initiatives. Furthermore, different public sector levels and organisations can be involved in one SI-initiative. Beside municipal actors, EU actors, regional and/or national administrations are often partners in designing and funding SI-initiatives on local level. Accordingly, cooperation between public sector bodies, especially throughout different policy levels as well as within different municipal departments, is a strong prerequisite for successful social innovation initiatives. Therefore, we should aim for a strong multi-stakeholder process, which is able to involve a diverse group of relevant stakeholders on the one hand and is able to acknowledge and cope with differing perspectives and interests, on the other.

Referring to the global mapping of SI-DRIVE on resources, capabilities, constraints and process dynamics we can state that in many cases SI-initiatives develop to organisations with decent numbers of employees and also involving a considerable amount of volunteers (Howaldt et al. 2016a). For many SI-initiatives lack of funding poses the greatest challenge for development, followed by lack of personnel, knowledge gaps and sometimes legal restrictions. This emphasises the importance of looking at the potential of SI-initiatives for long-term development to become a (broadly diffused) social innovation. Ideas developed in SI-labs have to anticipate opposition and constraints as well as potential enabling factors in their complex implementation strategies (Westley and Laban 2015).

A successful SI-Lab process should develop a variety of possible solutions to the starting problem or challenge in order to consider the diversity of available resources, capabilities and constraints in a certain context. Each possible solution needs to be evaluated

against the potential of actual implementation. A good solution is - among other things – characterised by the fact that it attracts stakeholders to get involved in the implementation process and these stakeholders also provide resources for implementation, be it time, staff, finance or other kinds of support.

It is important to note that most social innovation initiatives take years to evolve and achieve considerable impact. There might be some "quick wins" shortly after the SI-Lab process has finished, but usually, due to complex social and institutional process dynamics, impact will need time and resources to evolve (Westley and Laban 2015).

Case study framework

In order to develop "municipal social innovation labs" we want to learn about important aspects of lab developments from existing SI-labs. Therefore, we will conduct several international case studies with an in-depth research on key aspects of SI-labs, which we have identified from SI-labs theory and practice as well as SI-ecosystems in this report. This includes looking at involved actors' motivations for founding the lab, actor constellations, resources, mission statements, deviations in the lab development from its original strategy, methods used and competencies of the lab team.

The Lab as an organisation
Concerning the foundation phase of a lab it is interesting to see which actors initiated the lab in the first place and which actor constellations played a role. Furthermore, it is necessary to find out which central ideas, motivations and interests different actors had in mind and how these could be aligned in order to form a common conception of what the SI-Lab should be like. Following this, the model of SI-Lab "ownership" will be described and the way in which milestones in the strategy and mission development have been formulated. Concerning enablers and barriers it is important to analyse key success factors as well as aspects that have been hindering the foundation process. Accordingly, we will analyse which resources were available, e.g. concerning the financing structure, staff and other support mechanisms. Looking at the early stage phase of the lab it is important to investigate the different programmes and projects that have been launched in the beginning of the SI-Lab's work. Furthermore, possible deviations from the initial lab model and concept in the ongoing lab development will be analysed, including changes in central motivations, most important success factors and barriers as well as resources. Concerning the growth stage & future development of the lab we will have a look at current conditions for the operation of the lab and aspects that might likely determine the future prospect of the lab.

The Lab as a process
Labs have different approaches for deciding which issues they want to work on. It is important to differentiate between these different approaches, where on the one hand

the founder would decide on the relevant topic and on the other hand, where issues are identified by public participation processes, or something in between. It is also interesting to see which types of problems are chosen for SI-Lab processes, e.g. concerning the level (local, municipal, regional level etc.) and policy field (education, health, urban development, employment etc.). Furthermore, each lab has a set of diverse methods that can be applied to the challenges. It is important to know how the method-mix of each lab developed and how lab teams decide upon which methods will be applied to which case. Besides methods, a follow-up process and evaluation is part of most lab-processes. We will investigate different types of impact analysis that SI-Labs apply and analyse success factors and barriers of the projects that have been carried out by labs.

People and networks

Last but not least the lab-team members are a crucial part of the lab. Therefore, it is important to have a look at the different qualifications, professions and competencies that lab-teams assemble. Moreover, the interconnectedness of the lab with its surrounding environment, including municipality and government as well as civil society, citizens, academia, business and the connection to other labs is a key aspect of its institutionalisation and impact.

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Annex: Social Innovation Lab Profiles

The following list of social innovation labs is exploratory in nature and not intended to be exhaustive. It is comprised of a multitude of labs with very different characteristics. All data comes from desktop research which included mainly information given on the organisations' websites.

To categorise the labs we used the differentiation developed in the study of Rockefeller Foundation/ The Bridgespan Group (2014) and added a fifth category called "lab-networks":

1. Labs advancing funder goals; Serve specific clients like foundations, development agencies, or other organizations in their efforts to address complex social problems; e.g., Stanford ChangeLabs, InSTEDD
2. Public labs; Serve the public sector and are either enabled by or form part of a government; e.g., MindLab (Denmark), Public Policy Lab (New York), Behavioral Insight Team (UK)
3. Organisation-internal labs; Serve the organization they are embedded within; e.g., UNICEF Innovation Labs, World Bank Innovation Labs, BRAC Innovation Lab
4. Autonomous social labs; Standalone labs built to address a problem; these are multi-year or permanent labs; e.g., Sustainable Food Lab, Electricity Innovation Lab
5. Lab-networks/franchise model; network of labs sharing the same organising principles and mission; e.g. ImpactHub network

Name	Betahaus
Short description	betahaus| is a coworking space for individuals who want to choose and share their ideas of work.
Website	http://www.betahaus.com/berlin/
Location	Berlin (+Hamburg, Barcelona, Sofia)
Financing	workspace rent
Legal form/Form of enterprise	GmbH
Initiator/Coordination	originally founded by six students
Organisational facilitator/Person	
Offer/Services	Coworking (colorful space of desks, rooms, people) Wide range of learning formats Events Academy (KursOffer)
Objectives	foster entrepreneurship, creativity, rapid prototyping and innovative product development
Methods	designed to constantly meet the requirements that independent, creative professionals have for their work station collaboration - will help to accomplish goals and develop business opportunities
Target group	betahaus is for people who want to work on their own projects while exchanging knowledge, ideas, and inspiration with others. Community consists of entrepreneurs, startups, corporate teams, freelancers, and creatives
Term	since 2009 (Berlin)
Rockefeller category[15]	4
Contact	Prinzessinnenstraße 19-20, 10969, Kreuzberg, Berlin +49 (0) 30-609809270 contact@betahaus.de

[15] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	BonnLAB
Short description	BonnLAB is the first city lab in Bonn.It is place for experimentation, exchange, networking, and also a place of action and organisation
Website	https://bonnlab.net/
Location	Bonn, Germany
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	Johanna-Maria Schäfer
Organisational facilitator/Person	in cooperation with the Initiative PROJECTSbonn
Offer/Services	Participatory involvement in the urban development process A place from citizens for citizens
Objectives	A place of inspiration for new projects but also gives motivation for the implementation of already existing projects. Important: cooperation and synergy effects Networking of people who are digitally active with those who are inexperienced with digital media
Methods	Joint conferences, co-working, regulars' table, innovative events and new formats, discussions
Target group	citizens of the city Bonn
Term	founded in March 2016
Rockefeller category[16]	4
Contact	Zingsheimstraße 2, 53225 Bonn projects.bonn@gmail.com +49 151 64403423

[16] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Centre for Social Innovation
Short description	Members of the Centre for Social Innovation work across sectors to create a better world. We accelerate their success and amplify their impact through the power of coworking, community and collaboration. Together, we're building a movement for people & planet because we know that it's up to us.
Website	https://socialinnovation.org/
Location	Toronto, Kanada (3 buildings in Toronto; NYC; London)
Financing	Membership rates, workspace rent sponsoring
Legal form/Form of enterprise	
Initiator/Coordination	
Organisational facilitator/Person	Tonya Surman CEO
Offer/Services	One of the very first coworking spaces in the world provide the social mission sector with spaces that are whimsical, energising and functional, designed for efficiency, serendipity and happiness meeting and event spaces supports the members with spaces, knowledge, tools, resources and connections they need to grow their impact
Objectives	From acceleration services for members, to thought leadership, to open sourcing our time-tested ideas and models, we're all about supporting, growing and amplifying impact. tackle social and environmental challenges, share learnings so other organisations and communities can borrow and adapt
Methods	Creation of incredible workplaces and animation of a community of change makers, curation for diversity and inclusivity and fostering the right environment for social innovations to flourish acceleration programmes (designed to get people to impact quicker, better and smarter)
Target group	The CSI Community is home to 1000 nonprofits, charities and social ventures in Toronto alone innovators, entrepreneurs, intrapreneurs, community builders, artists, activists, dreamers and pragmatists working across sectors from farming to finance
Term	since 2004
Rockefeller category[17]	4
Contact	CSI Spadina Phone 416.979.3939 ext. 1 Fax 416.979.3936 215 Spadina Ave, Toronto, Ontario, M5T 2C7 CSI Annex Phone 416-979-3939 ext. 2 Fax 416-572-3736 720 Bathurst Street, Toronto, Ontario , M5S 2R4 CSI Regent Park Phone 416.979.3939 ext. 3 Fax 647.348.1773 585 Dundas Street East, 3rd floor, Toronto, Ontario, M5A 2B7

[17] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	City of the Future LIVING LAB
Short description	A lab where tomorrow's technologies and services are conceived, designed, developed and evaluated with users' active participation. In such a fertile setting, research is brought out of traditional laboratory contexts and populates an ecosystem that grows and evolves day after day, offering future-looking experiences.
Website	http://www.cityofthefuturelab.org/
Location	Mailand, Italien
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	We can personalize our Co-Creation process to fit your needs, and we can adapt our process over time. Contact us to find out more about our team, our process and our work! 16 different fields of expertise, from biomedical engineering to psychology and political sciences.
Objectives	strives to explore and push the boundaries of the Smart City concept through the ideation and implementation of smart services in order to examine the dynamics between users, services and touchpoints, a methodology within a Living Lab framework was developed and the City of the Future Living Lab was set up
Methods	City of the Future Living Lab believes that it is essential for the end user to participate to the creative phases of technological innovation in order to deploy services that can contribute tangibly to promote healthier and more eco-sustainable individual and collective lifestyles. This process is called Co-Creation. This collaborative approach to technology and service innovation goes hand in hand with what is called User-driven Open Innovation, or the process of innovation that is channeled directly from the user experience and that is open to the exchange of interdisciplinary knowledge between scientific communities, SMEs, large companies and institutions. Co-Creation process can be broken down into 4 phases: Co-design, Implementation, Experimentation, Evaluation
Target group	SME or Large Company, research actors, academia actors, users
Term	
Rockefeller category[18]	4
Contact	e-Services for Life and Health San Raffaele Scientific Institute DIBIT 2, 5th Floor Via Olgettina 60, 20132 – Milano, IT Phone: +39 02 2643 2919 Fax: +39 02 2643 2640 Information: contacts@cityofthefuturelab.org Secretary: segreteria@eservices4life.org

[18] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Colabor
Short description	Social change towards a socially fair and ecologically sustainable world needs pioneers – people who, in diverse ways, stand up for new life and work models. COLABOR creates room for those pioneers – as a working place, a central hub and platform for NGOs, businesses, freelancer and consultants, who are giving new impetus for social change
Website	http://www.colabor-koeln.de/
Location	Cologne, Germany
Financing	work space and event space rent
Legal form/Form of enterprise	COLABOR | Raum für Nachhaltigkeit GbR
Initiator/Coordination	Martin Herrndorf Miriam Pflüger Katharina Schwartz
Organisational facilitator/Person	Corporate partners are GLS Bank and Greenpeace Energy plus a number of partners, friends and supporters Member at the association of sustainable companies "dasselbe in grün e.V."
Offer/Services	Shared community office and co-working space Network/Exchange Services in the field of sustainability Dialogue with important actors from the eco-social spectrum Further development of eco-social ideas for sustainable concepts and projects Organising contact to appropriate suppliers, investors and customers in the field of sustainability
Objectives	Change of society towards a socially just and ecologically sustainable world
Methods	Assistance in the implementation and further development of ideas and projects Information events and dialogue on the subject of sustainability
Target group	Startups People with innovative ideas that need support in the implementation process
Term	since November 2012
Rockefeller category[19]	4
Contact	Martin Herrndorf martin@colabor-koeln.de Miriam Pflüger miriam@colabor-koeln.de Katharina Schwartz katharina@colabor-koeln.de

[19] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	CSR Hub NRW
Short description	The range of information of the CSR Hub NRW covers the economic, ecologic and social dimension of corporate social responsibility. This is the only way to harness all advantages of sustainable corporate management. Young businesses and startups get the chance to early integrate aspects of responsible management into their business models. The later they start with integrating these aspects, the more complex it can get. No matter if it is employee motivation, definition of unique selling points or the identification and management of potential risks – CSR measures are part of the zeitgeist and can be useful for their products and services to become more attractive
Website	http://www.csrhub-nrw.de/corporate-social-responsibility/
Location	Wuppertal, Germany
Financing	funded by the European Regional Development Fund
Legal form/Form of enterprise	
Initiator/Coordination	Collaborating Centre on Sustainable Consumption and Production gGmbH (CSCP)
Organisational facilitator/Person	
Offer/Services	Free CSR workshops (e.g. about marketing and communication, supply chain management, human resources) Community Range of information material about CSR
Objectives	Support of young businesses that have the potential to move up to future SME Sensitisation for the subject CSR
Methods	Exchange between startups and already established SME CSR Hub also provides know-how for investors and business angels to also sensitize potential donors for the subject CSR
Target group	startups and potential investors
Term	
Rockefeller category[20]	3
Contact	Patrick Bottermann patrick.bottermann@scp-centre.org Thomas Wagner thomas.wagner@scp-centre.org

[20] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	DIGILAB Brennerei 4.0
Short description	DIGILAB Brennerei 4.0 is the central place for supporting businesses in initiating and implementing digitalisation measures, optimising the own business processes, developing new business models and creating the human and technological framework.
Website	http://brennerei-lab.de/
Location	Bremen, Germany
Financing	
Legal form/Form of enterprise	Part of WFB Wirtschaftsförderung Bremen GmbH
Initiator/Coordination	Bremen economic development office in cooperation with the Chair in Small Businesses & Entrepreneurship (LEMEX) at the Bremen University
Organisational facilitator/Person	
Offer/Services	Offer to students from all disciplines: possible practice-orientated professionalisation during the studies. Practice-orientated solutions for issues that are important to the economic cooperation partners and that arise from the challenges in connection to digitalisation are developed in close interdisciplinary collaboration between students, businesses and experts
Objectives	Transfer of technology and knowledge, development and optimisation of processes
Methods	Three event formats: innovation forum, innovation workshop and the innovation projects of DIGILAB 4.0 Innovation forum: public event for about 20 – 100 participants, generates new impulses for businesses concerning new technologies, markets, trends and funding opportunities Innovation workshop: individual and praxis-orientated approach of specific issues and problems, respectively five to ten company representatives develop together with experts a solution approach for company-relevant issues
Target group	students from all disciplines; businesses
Term	first lab 2013
Rockefeller category[21]	2
Contact	DIGILAB Brennerei 4.0 Osterstrasse 28 – 29 D-28199 Bremen T +49 (0) 421 69 69 89 913 F +49 (0) 421 69 69 89 910 info@brennerei-lab.de Projektleitung: Andrea Kuhfuß andrea.kuhfuß@wfb-bremen.de

[21] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	foresightlab
Short description	Foresightlab is a place of learning and laboratory to explore ways of developing ideas, concepts and solutions for a foresighted future organisation. Relevant projects and processes in the context of innovation and foresight will be developed together with businesses and institutions.
Website	www.foresightlab.de
Location	Düsseldorf, Germany
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	Implementation of foresight projects as well as studies about trends and scenarios Development and support of foresight processes in businesses and public institutions Design and moderation of workshops and events Scientific advice concerning curating exhibitions Lectures about important future topics
Objectives	The focus is on fundamental upheavals that result from the digital transformation, the changes in labor and production and the new architecture of value added chains The connection between anticipation and foresight Tracking of weak signals and upheavals Inspiration through knowledge Release innovations Application of networked thinking Try out through acting Despite competition cooperation should be made possible Changes should be achieved through participation Promote transparence and communication through open innovation processes
Methods	Place of learning and laboratory to explore ways of developing ideas, concepts and solutions Development of projects and processes in the context of innovation and foresight (supervision and support) New stage for value creation that in varying partnerships realises customer specific projects
Target group	Businesses
Term	
Rockefeller category[22]	3
Contact	Klaus Burmeister

[22] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Future City Lab_Stuttgart: Reallabor für Nachhaltige Mobilitätsstruktur
Short description	How will people in the region of Stuttgart be mobile in the future? What are their visions, ideas and concrete contributions for the development of a sustainable mobility structure? The lab creates a platform for new formats and new partnerships for the promotion of a sustainable culture of movement and for a quality of life in the city and region of Stuttgart that is orientated towards an extended notion of welfare. Through the common process of knowledge acquisition, generation of research data, implementation of real experiments and the scenario development of a sustainable mobility structure, citizens become co-researchers and researchers become more involved in local sociopolitical issues.
Website	http://www.r-n-m.net/
Location	Stuttgart, Germany
Financing	Funded by Baden-Württemberg Ministry of Science, Research and the Arts and Federal Environment Agency
Legal form/Form of enterprise	
Initiator/Coordination	Institute of Landscape Planning and Ecology of Stuttgart University
Organisational facilitator/Person	
Offer/Services	Development of a sustainable mobility structure
Objectives	Promotion of the societal change process towards the sustainable mobility structure, trough strengthening of the awareness for transformation, self-initiative and civic participation. Central research questions: What are the factors for a self-intensifying co-evolution of sustainable mobility practices in Stuttgart? How can those factors be promoted, referring to different target groups?
Methods	Digitally interlinked tools New experimental and experiential spaces of a sustainable mobility culture in the city are created through an innovative mobility offer, self-experiments, interventions and events Participatory discussion and workshop process
Target group	Collaboration between citizens and students
Term	January 2015 - December 2017
Rockefeller category[23]	3
Contact	Universität Stuttgart Fakultät Architektur & Stadtplanung Keplerstr. 11, 8. Stock, R 8.36 D – 70174 Stuttgart Tel. +49 (0) 711 685 84141 Fax +49 (0) 711 685 83381 info@r-n-m.net

[23] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	GarageLab e.V.
Short description	GarageLab e.V. interconnects digital production, craft and electronics in the heart of Düsseldorf. Since foundation in 2011 the non-profit work focuses on real things. The proof of the pudding is in the eating.
Website	http://garage-lab.de/fablab/
Location	Düsseldorf, Germany
Financing	membership rates, donations
Legal form/Form of enterprise	association (eingetragener Verein, e.V.)
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	Open workshop with high-tech tools such as 3D printers, microcontrollers or classical tools for wood and metal working Repaircafé
Objectives	Provide the widest possible offer of digital production technologies and classical methods. Promotion of hybrid development and works
Methods	Do it yourself instead of just consuming Repair or improve everyday products Make knowledge available for all members and also for the public: by workshops, courses, and communication Develop and realise new, creative, crazy, useful or just funny things
Target group	Technically interested and creative people
Term	founded 2011
Rockefeller category[24]	4
Contact	GarageLab e.V. – Das FabLab in Düsseldorf Bilker Allee 217 Hinterhof 40215 Düsseldorf verein@garage-lab.de

[24] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Helsinki Design Lab
Short description	Helsinki Design Lab helps government leaders see the "architecture of problems." We assist decision-makers to view challenges from a big-picture perspective, and provide guidance toward more complete solutions that consider all aspects of a problem. Our mission is to advance this way of working—we call it strategic design.
Website	http://helsinkidesignlab.org/
Location	Helsinki, Finland
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	Initiative by Sitra, The Finnish Innovation Fund
Organisational facilitator/Person	
Offer/Services	
Objectives	
Methods	By offering an integrated approach to defining problems and developing solutions, strategic design is an essential capability for governments that aim to meet the challenges of tomorrow. Helsinki Design Lab accelerates the integration of design and government by establishing strategic design as a core discipline in supporting governmental decision making and service delivery.
Target group	
Term	2009 - 2013 beendet
Rockefeller category[25]	3
Contact	

[25] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Impact Hub Munich
Short description	Joint experiments about the future. Work in many diverse directions that come together in one place – one lively community, varied events and professional working space. Munich's space for a community that works entrepreneurially and oriented towards the common good.
Website	http://munich.impacthub.net/
Location	Munich, Germany
Financing	"Franchise system" rent for co-working spaces
Legal form/Form of enterprise	Impact Hub Munich GmbH
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	Work space with co-creation space Offering diverse funding programmes Events Members are allowed to travel between selected hubs to work there or attend events
Objectives	
Methods	
Target group	"Maker", Businesses, Startups
Term	
Rockefeller category[26]	5
Contact	Impact Hub Munich Gotzinger Straße 8 81371 München +49 (0)89 72 99 73 47 munich@impacthub.net

[26] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Impact Hub Ruhrgebiet (Initiative)
Short description	Impact Hub Ruhrgebiet is part of a global network of innovative places for collaboration. Businesses, entrepreneurs and institutions elaborate together entrepreneurial solutions for challenges of today and for a sustainable economy for the society of tomorrow. The Impact Hub therefore creates a vibrant space for a mixture of locally rooted and globally networked co-working space and also serves as event venue, start-up center and place for a community that consists of freelancers as well as founders, established businesses and makers. This makes the Impact Hub Ruhrgebiet to an ecosystem for innovation in the region.
Website	http://bochum.impacthub.net/
Location	Ruhr area, Germany
Financing	“Franchise system", rent for co-working spaces
Legal form/Form of enterprise	“franchise system”
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	As a co-working space, event venue and startup center, Impact Hub Ruhrgebiet wants to create a community that consists of freelancers as well as founders, established businesses and makers
Objectives	Bring together those people who actively shape the future of economy, labor and society Make the Ruhr area more attractive for founders, startups and businesses Support of founding ideas and new partnerships
Methods	Supporting each other and learning from each other and through the network Think&do tank: development of an extraordinary platform for collaboration and inspiration Global network: interconnection of the region and with the global Impact Hub network Intelligent model: maximal usability of an inspiring work space through a modular membership model with flexible hot desking with a unique network access as optimal package solution Creative projects: development of programmes for and together with partners Committed team: has unique contacts, a complementary skill set, and is motivated to set things in motion
Target group	"maker", businesses, startups
Term	Impact Hub candidate
Rockefeller category[27]	5
Contact	Benedikt Brester, benedikt.brester@impacthub.net Janna Prager, janna.prager@impacthub.net Ulrike Trenz, ulrike.trenz@impacthub.net

[27] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Impact Hubs
Short description	An innovation lab. A business Incubator. A social enterprise community center. Impact Hub offers you a unique ecosystem of resources, inspiration, and collaboration opportunities to grow the positive impact of your work. Joining our diverse community of members and collaborators will inspire, connect, and enable you to develop your best work every step of the way.
Website	https://www.impacthub.net/
Location	86 Open Impact Hubs (z.B. Dubai, Johannesburg, Tel Aviv, Kuala Lumpur, Tokyo, Berlin, Istanbul, Madrid, Prague, Vienna, Zurich, Caracas, Sao Paolo, Los Angeles, NYC, Seattle, Washington D.C.
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	events programmes: developing and supporting the success of our members worldwide community: like-minded peers, partners, and supporters; online member social network spaces: foster collaboration and creativity for individuals, groups and events
Objectives	
Methods	each Hub provides three distinct elements: vibrant community of passionate and entrepreneurial people; source of inspiration providing meaningful content through thought-provoking events, innovation labs, learning spaces, incubation programmes, and fascilitated conversations; physical space that offers a flexible and highly functional infrastructure to work, meet, learn and connect
Target group	
Term	
Rockefeller category[28]	5
Contact	

[28] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Innovationloop Västerbotten
Short description	The Innovation Loop is a process and an ecosystem for innovation initiated, designed and implemented in the county of Västerbotten in Northern Sweden. It is aiming at creating the best possible atmosphere and support for idea-generation and innovation with implemented services/products on the public – private market. The Loop is a dynamic innovation-cycle, based on co-creation, multi-perspective reflection and open innovation. The annual cycle comprises a creative structure with meeting-places and workshops aiming at online services, smart products, and companies as well as spinning off citizen-driven processes for the future society.
Website	http://innovationsloopen.se/
Location	Västerbotten, Schweden
Financing	financed by Interreg through the European Regional Development Fund (ERDF)
Legal form/Form of enterprise	
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	Innovation Loop has a selected main focus and main theme that changes every year, the focus 2013 was "Talent for Growth" has developed into a replicable platform currently open up cross-disciplinary collaboration strengthen the regions self image and brings the region together promotes the idea that every individual can and will contribute promote the region as a creative hot-spot fostering development of innovative co-creative societies in Europe through the engagement of citizens, public sector actors, enterprises and actors in research/innovation development of new Euopean action-driven innovation networks, creating opportunities for growth, involving enterprises, young entrepreneurs, incubators, universities and innovation centres supporting open data, open innovation, business model innovation, public-private innovation and social innovation
Objectives	create the best possible atmosphere and excellent opportunities for ideas and innovation to flourish wants to engage every sector of society and give them the opportunity to be the change they want to see in the world
Methods	One year cycle the main important events are: - Planning: choosing the hottest topical issue to engaging the right collaboratoring parties, setting up and offering attractive scenes and vnues for each event and at the same time communicating every step on the way - Introduction of the theme: in Junuary each year's theme is introduced, presented and debated by citizens and experts in a yearly conference held in Stockholm - Forming of teams: one of the biggest tasks for the Innovation Loop is to attract devoted, passionate participants and form excellent teams that will explore, innovate and take ownership for their respective projects - Idea workshops: provides time and atmosphere to reflect and create. four events will be hold between March and April, in different areas of expertise, from which the best ideas will get sent forward to the Do-tank on the main event, held in Lycksele in June - Development workshop/Public Innovation Do-tank: big event, where every participant of the innovation loop gather and join forces, 48 hours of creating and developing prototypes based on the best ideas from the idea workshops, eight groups will present a prototype at the end of the seminar

	- Business workshop/Afterburners: in fall the participants and teams get connected with actors from investment organisations, accelerators and venture capitalists, to keep the momentum, taking the developed prototypes to the market
Target group	every sector of society: students, politicians, scientists, seniors, entrpreneurs
Term	
Rockefeller category[29]	2
Contact	Torbjorn Johanson, Concept-/business developer, Innovation Impact torbjorn.johansson@innovation-impact.se Thomas Hartman, Region Västerbotten thomas.hartman@regionvasterbotten.se

[29] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	ISSOlab
Short description	ISSOlab is the creative center of the ISSO Institute and home to the alternative startups and sustainability scene in the region Koblenz/Middle Rhine. It is a meeting point for environmental initiatives and creative artists with management experts, designers and other makers. ISSOlab supports people and teams who want to use their work to create an added value for society or environment. In our lab we will shape a new culture of collaboration and collectively experiment on future solutions. Koblenz is our home but there are no spatial limits to our work. Therefore we cooperate with supra-regional startup teams and develop formats to support them.
Website	http://www.issolab.de/
Location	Koblenz, Germany
Financing	rent for the working spaces Görlitz Foundation
Legal form/Form of enterprise	
Initiator/Coordination	ISSO - Institute for Social & Sustainable Oikonomics (cooperation of the Koblenz institutions of higher education in charitable sponsorship of the Görlitz foundation)
Organisational facilitator/Person	
Offer/Services	Space and support for a co-working community Identification and promotion of startups from the social or ecological sector (programmes) Workshops, seminars, lectures, etc.
Objectives	Support of future solution approaches Promotion of social added values
Methods	A special focus, that determines the support, lies on the social and ecological usability and on the commercial viability of a project
Target group	"Maker", Startups
Term	
Rockefeller category[30]	1
Contact	ISSO|lab im Dreikönigenhaus Kornpfortstr. 15 56068 Koblenz +49 261 20 43 91 11 info@isso.de

[30] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Klimaquartier Arrenberg
Short description	A whole district in Wuppertal plans to become CO2-neutral until 2030. The idea is based on the model "VillaMedia", an old slaughterhouse, which today hosts more than 15 businesses from the media and energy sector, the "Innovation center NRW", and was turned into an event location. The building complex, which is about 4.000 square meters big, already produces more energy than it consumes – that energy surplus is used for electric cars and innovative power stores. The district is a "field test" for societal change and transformation.
Website	http://www.klimaquartier-arrenberg.de/
Location	Wuppertal, Germany
Financing	"Aufbruch am Arrenberg e.V." is supported by many private persons. 29% of the association memberships and 7% of the membership fees result from private memberships
Legal form/Form of enterprise	Aufbruch am Arrenberg e.V.
Initiator/Coordination	Jörg Heynkes
Organisational facilitator/Person	Jörg Heynkes (vice president of Bergische Chamber of Industry and Commerce, entrepreneur, holder of "VillaMedia Gastronomie GmbH") Cooperation partner: VillaMedia WSW Wuppertaler Stadtwerke AG Proviel gGmbH „Behindert na und" Firmengruppe Küpper IB Inter
Offer/Services	Sub-projects: "Essbarer Arrenberg" (food sharing, urban farming, restaurant day), "Mobiler Arrenberg" (climate-neutral energy supply), "Die Arrenbergfarm" (aquaponic farm, farm, brewery, distillery), "Die Farmbox" (multifunctional pilot and demonstration unit for communication and information about the whole project)
Objectives	It is the first time in the history of Germany or even in the history of Europe that there is the attempt to transform a whole quarter of a city so that citizens and businesses shape their everyday life in a climate-neutral way
Methods	Pilot project in Simonsstraße (building complex with approx. 25 buildings, 113 residential units and approx. 10 commercial units) Practical demonstration for the feasibility of the climate-friendly modification of the energy supply and for a sustainable mobility offer
Target group	citizens of the quarter Arrenberg
Term	Association since 2008, project idea 2014
Rockefeller category[31]	4
Contact	Jörg Heynkes in der VillaMedia Mail: j.heynkes@gmail.com Fon: 0171 4117603 für den gemeinnützigen Verein „Aufbruch am Arrenberg e.V." Simonsstraße 49 42117 Wuppertal http://www.aufbruch-am-arrenberg.de

[31] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Kontaktstelle für Forschungs- und Technologietransfer - Gesellschaftliche Innovationen
Short description	The "Kontaktstelle für Forschungs- und Technologietransfer (KFT)" initiates and maintains contacts between the Ludwig-Maximilians-Universität Munich (LMU) and its economic and social environment. For this purpose KFT offers extensive services.
Website	http://www.uni-muenchen.de/forschung/service/wiss_transfer/index.html
Location	Munich, Germany
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	Offer for LMU staff and students: mediation of cooperation projects, individual advice and support in implementing innovation ideas Offer for external economic and social actors: access to LMU research groups, access to the latest scientific findings
Objectives	Developing contacts to social interest groups and development of transfer offerings
Methods	Seminars and workshops to foster innovative thinking and action Network events
Target group	members of LMU; social and economic actors
Term	
Rockefeller category[32]	3
Contact	Dr. Frank-W. Strathmann strathmann@lmu.de

[32] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Kraków Living Lab
Short description	a platform for testing products and services in the conditions they are actually used, that is within the city tissue composed of streets, squares, parks, municipal transport, etc., especially in areas related to the smart city.
Website	http://www.kpt.krakow.pl/en/technology-park/livinglab/
Location	Krakau, Polen
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	This is a joint project of the Kraków Technology Park (KTP) and the Municipal Office of Kraków initiated in 2013 thanks to the accession to the European Network of Living Labs (ENOLL).
Organisational facilitator/Person	
Offer/Services	Offering living lab service, we let enterprises work on products and services together with their future clients, that is to co-create them. We do this in cooperation with the Municipality of Kraków, institutions of higher education, and other partners. Businesses submit products and services for testing and optimisation to receive professional support at the stage of conducting tests and evaluating their results.
Objectives	maximum reduction of the distance between technology developer and its final/end users
Methods	The testing process follows a structured, iterative method from concept, via prototype, to the implementation proper. In the living lab model, the end user is a codesigner rather than only the recipient of the solution.
Target group	local businesses and start-ups large companies
Term	seit 2013
Rockefeller category[33]	2
Contact	Agnieszka Włodarczyk 12 345 32 12 awlodarczyk@kpt.krakow.pl

[33] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Lab4Living
Short description	Lab4Living is an exciting collaboration between the Art and Design and Health and Social Care Research Centres at Sheffield Hallam University and the users, consumers or customers. This creative partnership brings together research expertise spanning the fields of health, rehabilitation, design, engineering, ergonomics and user led design.
Website	http://www.lab4living.org.uk/
Location	Sheffield, UK
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	Prof. Gail Mountain Prof. Paul Chamberlain
Organisational facilitator/Person	
Offer/Services	Our work moves into the realms of total quality of life; facilitating the functional whilst also addressing issues of identity, individuality and spirituality and enhancing aspirational qualities such as pleasure and leisure. There are five main themes to our research in Lab4Living. The overarching focus is putting the 'human' at the heart of 'human centred research'. Our themes are: 'Identity, dignity and emotion', 'Living spaces', 'Sensory tools', 'Communication and mapping' and 'Designing with people; methodologies'
Objectives	The aim is to develop environments and propose creative strategies for future living in which people of all ages and abilities 'not merely survive' but are enabled and empowered to live with dignity, independence and fulfilment.
Methods	approach adopts a holistic, human-centred approach rather than focussing solely on medical or social care provision. The Lab4Living team is a multidisciplinary team whose expertise spans the fields of Human Computer Interface design, Mechanical Engineering, Biomechanical Engineering, Occupational Therapy, Physiotherapy, Industrial Design, Furniture Design, Fashion Design, Fine Art and Media Art.
Target group	Lab4Living is a partnership between researchers in health and design, between practitioners and designers and, most importantly between individuals who use products and services and the designers of these.
Term	created in 2007
Rockefeller category[34]	3
Contact	Lab4Living@Lab4Living.org.uk

[34] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Laboratorio para la ciudad
Short description	The Laboratorio para la Ciudad (Laboratory for the City) is Mexico City's new experimental office for civic innovation and urban creativity, the first city government department of its kind in Latin America. The Lab is a space for rethinking, reimagining, and reinventing the way citizens and government can work together towards a more open, more livable and more imaginative city.
Website	http://labcd.mx/labforthecity/
Location	Mexico City
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	
Organisational facilitator/Person	Mayor Miguel Ángel Mancera Espinosa approached the director to create an experimental area within the new city government
Offer/Services	experimental area within the new city government that could reimagine the way government and civil society could collaborate, by implmenting public policy and projects that promote citizen ingenuity and talent
Objectives	How do we reconnect cities and citizens through government itself? Provide better equipment to deal with the challenges due to urban shift for city governments and other traditional institutions dealing with urban issues The Lab's civic innovation experiments seek to improve government services and make government more open, more responsive, more receptive to citizen participation and feedback. We want to see government as an attractor of talent, a space of opportunity, a motor for innovation and civic entrepreneurship.
Methods	constantly seeking new proposals and provocations around the problems and opportunities of the city through collaborative efforts, both within government and through civil society we rely on small-scale interventions, prototypes, soft infrastructure and social capital. We believe that by sowing seeds we can still reap big rewards, that if our experiments prove successful at a micro-scale they can be adopted by the city at a larger scale, either at the policy level or as citizen driven initiatives. A focused, intimate perspective can be a good way to address and shed light on big, complex, serious issues such as social innovation, sustainability, economic development, infrastructure, participation, public space, common good, etc. At the same time, we are able to push strategic conversations across the silos of different ministries, creating joint action and narratives
Target group	The Lab is conformed by a young, multidisciplinary team, mostly without prior government experience. We're an unusual bunch: architects, technologists, editors, art historians, political scientists, journalists, urban planners, filmmakers, sociologists, designers, urban psychologists
Term	since 2012/2013
Rockefeller category[35]	2
Contact	Tlaxcoaque #8 Piso 2 06090, Centro México DF, México laboratorio@labcd.mx

[35] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	LaDU Zentrum für Social Intrapreneurship
Short description	LaDu, Center for social intrapreneurship, is an opportunity for businesses to foster and develop innovative social services. It focuses on the networking of entrepreneurially thinking employees of business enterprises and non-statutory welfare businesses.
Website	http://www.mission-leben.de/das-sind-wir/ladu.html
Location	Darmstadt,Germany
Financing	
Legal form/Form of enterprise	Mission Leben gGmbH
Initiator/Coordination	Mission Leben gGmbH
Organisational facilitator/Person	
Offer/Services	Development and qualification of employees to entrepreneurially thinking intrapreneurs Focus on social issues Business gets a fully elaborated business model (startup) and motivated employees, who, at best, open up the borders between an employee and an entrepreneur
Objectives	Business model that is ready for implementation (within the organisation or as own foundation)
Methods	Businesses delegate employees with their idea of a social service In workshops and field experiments employees are nurtured, guided and developed to social entrepreneurs following a specific method
Target group	Entrepreneurial employees of economy companies and other companies of the free welfare
Term	
Rockefeller category[36]	3
Contact	Mission Leben gGmbH Schöfferstraße 12 D-64295 Darmstadt Tel: 0 61 51 – 40 90-0 Sascha Mukherjee s.mukherjee@mission-leben.de

[36] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Maastricht-LAB
Short description	Maastricht-LAB started in 2012 and implemented 8 projects for experimentation and learning in order to deal with complex urban challenges. Maastricht-LAB aims to develop a joint strategy with urban stakeholders for dealing with the seemingly intractable issue of vacant property in the city, and wants to shift its current approach from civil participation to governmental participation.
Website	http://www.maastrichtlab.nl/en/
Location	Maastricht, Niederlande
Financing	supported by Municipality of Maastricht, Creative Industries Fund NL, Platform 31 and the Cultural Heritage Agency
Legal form/Form of enterprise	
Initiator/Coordination	municipality of Maastricht
Organisational facilitator/Person	
Offer/Services	Established the network Citymakers Maastricht: an open network where thinkers and doers come together to share their resources, time and knowledge for projects and activities related to Maastricht-LAB. Citymakers can be asked for advice by project initiators. Maastricht-LAB regularly organises thematic meetings for the Citymakers. Organisation of inspiring events and activities, to keep stimulating the public debate regarding new urban development
Objectives	to give an impulse to urban (re-)development in Maastricht because existing structures and instruments for urban challenges do not suffice in the current social-economic context turning concrete ideas into innovative projects
Methods	working with various partners on innovative projects does not initiate its own projects but collaborates with individuals and organisations on projects related to the topic new urban development Since 2014: acts in the role of advisor, intermediary or partner
Target group	Partners in and outside Maastricht, students people who have a different approach towards the city, and can contribute to Maastricht's future development by turning concrete ideas into innovative projects
Term	2012 - 2014 real-life urban laboratory seit 2014 co-creative development platform
Rockefeller category[37]	2
Contact	E: info@maastrichtlab.nl F: facebook.com/maastrichtlab T: twitter.com/maastrichtlab T: +31(0)43-350 45 98

[37] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	MaRS Solutions Lab
Short description	The MaRS Solutions Lab is a public and social innovation lab. We help tackle complex social and economic challenges that require systems change.
Website	www.marsdd.com
Location	Toronto, Kanada
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	MaRS Solutions Lab was created in the spring of 2013 through a generous gift honouring the remarkable contributions of Dr. John Evans, Chair Emeritus and co-founder of MaRS Discovery District. The lab is part of a global movement
Organisational facilitator/Person	
Offer/Services	help to understand challenges from citizens' perspectives, convene stakeholders from across society to develop, prototype and scale new solutions and build capacity for social change by working with governments to create new policies, redesign public services and create learning communities currently working on 4 challenges: Future of Health, Future of Food, Future of Work and Learning, Future of Government
Objectives	improve the lives of people and strengthen the resilience of society solve complex social and economic challenges bring together stakeholders from across society help governments to modernize their policies, institutions to find new insights and work collaboratively equip people and organisations with tools and techniques to create change
Methods	"Periodic Table for Systems Change" is process and strategy to address complex societal challenges. Incorporating the scientific method from hypothesis to market, the three streams of work - Solutions, Policy and Capacity - complement one another to create system change
Target group	brings together governments, foundations, corporations, non-governmental organisations, academia and the greater community to help unravel complex problems from the citizen's perspective
Term	since spring 2013
Rockefeller category[38]	3
Contact	Reception T 416.673.8100 marsdiscoverydistrict@marsdd.com MaRS Discovery District 101 College Street, Toronto, ON M5G 1L7

[38] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Midpoint Center for Social Innovation
Short description	The MCSI is an interface between government, education, entrepreneurs, and citizens that distributes and embeds Social Innovation into the social fabric. The MCSI features mentorship and advice, information provision, knowledge brokerage, and knowledge sharing.
Website	http://www.midpointcsi.nl/ (only available in Dutch)
Location	Tilburg, Niederlande
Financing	The membership in the MCSI costs 120 euro for one year. It is also possible to rent a co-workplace for 125 euro in a month (75 Euro for students or starters). The prices are stated without VAT. Beside these revenues, the initiator of the program as well as the other partners may also provide resources to run the center.
Legal form/Form of enterprise	Cooperative.
Initiator/Coordination	The MSCI is the physical implementation of the initiative "Powered by Social Innovation", which is part of the program "Midpoint Brabant". The program however is an initiative of "Regio Hart van Brabant", which is a cooperation between 9 municipals in the middle of the province of North Brabant. Seven Organisations are considered as partners of the MSCI: SHFT, Het Pon, Midpoint Brabant, MVO013, NHTV, Leefbarheid Brabant and Incubate.
Organisational facilitator/Person	
Offer/Services	The MSCI provides a workplace for its target group, called "Het Tussenstation" and located in the near of the railway in Tilburg. It includes e.g. free WiFi, free Coffee and Tea as well as possibilities to host events for big crowds as well as press conferences.
Objectives	To build up a thriving learning network for the region, which enables the development of social innovations.
Methods	Beside the equipment provided in"Het Tussenstation", the function of the MSCI as an broker of contacts to other professionals is quiet important. Through these contacts, which wouldn't be available to entrepreneurs normally, ideas can be exchanged and problems can be seen in a new way. This leads to social innovation.
Target group	Entrepreneurial people, who want to contribute to both economic and societal progress in the region.
Term	since 2014
Rockefeller category[39]	4
Contact	Besterdring 235 (voormalig UWV-gebouw) 5014 HK Tilburg Bianca Kemper E: bianca@midpointcsi.nl M: 06-18885810

[39] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs

Name	MINDLAB
Short description	MindLab is a cross-governmental innovation unit which involves citizens and businesses in creating new solutions for society. We are also a physical space – a neutral zone for inspiring creativity, innovation and collaboration.
Website	http://mind-lab.dk/en/om-mindlab/
Location	Kopenhagen, Dänemark
Financing	owned by the Ministry of Business and Growth
Legal form/Form of enterprise	
Initiator/Coordination	Ministry of Business and Growth
Organisational facilitator/Person	
Offer/Services	
Objectives	helping the group of owners key decision-makers and employees view their efforts from the outside-in, to see them from a citizen's perspective.
Methods	
Target group	Owners: Danish Ministry of Employment, the Danish Ministry of Education, the Danish Ministry of Business and Growth and Odense Municipality Collaborative Partnerships, Research Partnerships
Term	
Rockefeller category[40]	2
Contact	MindLab / Ministry of Business and Growth Slotsholmsgade 10-12 DK-1216 Copenhagen K info@mind-lab.dk Phone number: +45 91 337 187 info@mind-lab.dk

[40] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	MIT Community Innovators Lab
Short description	CoLab supports the development and use of knowledge from excluded communities to deepen civic engagement, improve community practice, inform policy, mobilize community assets, and generate shared wealth. We believe that community knowledge can drive powerful innovation and can help make markets an arena for supporting social justice.
Website	https://colab.mit.edu/
Location	Cambridge, MA, USA
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	translates its vision and mission into knowledge-creation, practice, teaching, service, and professional education - steps of the approach: connecting to their values, active listening and observation, identifying their contribution, collaborative learning, knowledge sharing and theory building
Objectives	Support of communities working on equitable, democratic, and sustainable development in the US and globally
Methods	connection of MIT faculty, staff, and students with civic leaders and residents to co-create innovative solutions to complex challenges of urban sustainability -providing a space for students, faculty, and community partners to improve local and regional practice through inquiry, dialogue, collaboration, and reflection -generating new and relevant knowledge about urban sustainability and co-crafting theories of community engagement, development, and social change -preparing new cadres of planners with the commitment, skills, and agency to lead innovation across sectors and address systemic failures
Target group	civic leaders and residents
Term	
Rockefeller category[41]	3
Contact	Community Innovators Lab Department of Urban Studies and Planning Massachusetts Institute of Technology Building/Room 9-238 77 Massachusetts Avenue Cambridge, MA 02139 Phone: 617-253-3216 Fax: 617-258-6515 Email: colab-info@mit.edu

[41] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Nesta Innovation Lab
Short description	Nesta Innovation Lab works with individuals and organisations to generate, develop and test radical new ideas to address social problems. Through developing and applying leading edge innovation practices and methods, it supports innovators in the public, private and social sectors, and links innovative projects to advocacy and policy change to transform whole systems.
Website	http://www.theiteams.org/case-studies/nesta-innovation-lab-0 http://www.nesta.org.uk/innovation-lab
Location	London, Großbritannien
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	Grant funds: supporting a portfolio of innovations that work towards a common goal Challenge prizes: applying open innovation to social problems Practical programmes: cohorts of organisations supported through a structured innovation process to develop and implement innovations that address a shared goal
Objectives	
Methods	The ability to iterate between micro experiments and macro policy conditions, practical demonstrations and advocacy, has become increasingly important as they tackle more complex challenges.
Target group	
Term	
Rockefeller category[42]	3
Contact	

[42] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Niemandsland e.V.
Short description	The Niemandsland is a project workshop. There are several buildings on the association area, which we are running collectively so that people can meet each other and work on their projects. The Niemandsland is accessible every day for members and guests. There are regular shared meals, courses, workshops and lectures.
Website	https://niemandsland.org/blog/
Location	Dusseldorf
Financing	membership fees
Legal form/Form of enterprise	Registered association
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	Possibility of co-working places to work on different projects. Projects: timber workshop, bicycle workshop, permaculture, for-free-shop
Objectives	Social and ecological change in self-management
Methods	courses, workshops, lectures
Target group	members of the registered association
Term	since 1987
Rockefeller category[43]	4
Contact	Niemandsland e.V. Heerstraße 19 40227 Düsseldorf 0211 239 38 11 0 info@niemandsland.org

[43] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	OK Lab Köln
Short description	The OK Lab Cologne is a regional group of designers, developers, journalists and others who are meeting regularly to work on useful applications around open data.
Website	http://codefor.de/koeln/
Location	Cologne (additional labs in NRW in Munster, Dusseldorf, Bonn, Wuppertal, Lower Rhine, Ruhr area)
Financing	sponsored by Open Knowledge Foundation Deutschland, Code for America, BMBF, Google
Legal form/Form of enterprise	Open Knowledge Foundation e.V. (registered association)
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	Working together to develop useful applications and visualisations around open data and digital tools for citizens. Explore how data and software can help to improve cities and neighborhoods.
Objectives	Codes are written for services and existing data are prepared so that they can be used by everyone.
Methods	Every week teams from all over Germany are meeting for their projects
Target group	Code for Germany is a broadly positioned network of software developers, designers, politicians, administrators and people who are interested in open data. You can get involved on many levels: either by visiting a nearby OK lab, by setting up one or by supporting certain projects from afar.
Term	
Rockefeller category[44]	4
Contact	Open Knowledge Foundation Deutschland e.V. Singerstr. 109 10179 Berlin Deutschland info@codefor.de +49 30 57703666-0 Fax: +49 30 57703666-9 Projektleitung: Julia Kloiber | julia.kloiber@okfn.org

[44] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Public Policy Lab
Short description	The Public Policy Lab is a nonpartisan, nonprofit organisation committed to the more effective delivery of public services to the American people. We engage in research and advocacy at the intersection of policy and user-centered design. Our programmes explore design methods that maximize public engagement and ease, and we encourage their adoption as a form of policy best practice.
Website	http://publicpolicylab.org/
Location	New York City
Financing	
Legal form/Form of enterprise	501(c)(3) non-for-profit organisation
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	programmes include and research and technical-assistance projects with public partners and events and publications intended to generate relationships and encourage information-sharing between policymakers and designers We provide resources to the public sector in three ways: We offer direct technical assistance to federal and New York City agencies. We provide research that shows how service design benefits both agencies and citizens. We create opportunities for policymakers to share information with public-sector peers and designers.
Objectives	helps Americans build better lives by improving the design and delivery of public services principal goal is to assist government in delivering better public services with each partner, our goal is to develop and test a pragmatic plan to improve some aspect of public service provision, respecting a partner's resource and staffing requirements
Methods	engage in research at the intersection of policy and user-centred design identify best practices from the design professions that can bring value to the public sector examine how policy goals and public services can be assessed through the experience of their users directly engage with government leaders and designers in projects to improve service delivery support our public-sector partners with helpful case studies, best-practice guidance, and metrics
Target group	policy makers, public-sector partners
Term	
Rockefeller category[45]	4
Contact	

[45] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Social Impact Lab Duisburg
Short description	The Social Impact Labs in Berlin, Hamburg, Frankfurt, Leipzig and Potsdam have grown: since autumn 2015 we have been offering working places, network, shared services, coaching & consulting for social startups in Duisburg. Our new lab will be the hotspot for social entrepreneurship in the region. We want to produce changes and support those who want to transform our society in a positive way.
Website	http://duisburg.socialimpactlab.eu/
Location	Duisburg
Financing	"Franchise system", Rents for co-Working places and event locations
Legal form/Form of enterprise	Social Impact gGmbH
Initiator/Coordination	Social Impact Lab Duisburg is a joint initiative of the Prof. Otto Beisheim Stiftung, the Franz Haniel & Cie. GmbH, the KfW Stiftung and the Social Impact gGmbH.
Organisational facilitator/Person	Partner: Prof. Otto Beisheim Stiftung, Haniel, KfW Stiftung
Offer/Services	We support founder in the startup- and formation phase with various scholarship programmes including work places in the co-working space. Here you can find out more about our different programmes. Our new Lab is the hotspot for Social Entrepreneurship in the region. We want to produce changes and support those who want to transform our society in a positive way. We are offering co-working-spaces, event locations, network, Shared Services, coaching & consulting for Social Entrepreneurs and social startups.
Objectives	Promotion and support of social startups
Methods	Co-Working Space, Coaching, (foundation-)consulting in different programmes, workshops und network
Target group	Social Startups, young founder
Term	since autumn 2015
Rockefeller category[46]	5
Contact	Franz-Haniel-Platz 6-8 47119 Duisburg Tel. +49 (0) 203 395 102 40 duisburg@socialimpactlab.eu

[46] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Social Impact Labs
Short description	The Social Impact Labs are a platform for Social Entrepreneurs, Freelancer and compoanies around the topic Social Entrepreneurship. They provide physical space for work, networking and exchange. Here you can find: Consulting & qualification offers, Shared Services, Networking, events and co-Working Space
Website	http://socialimpact.eu/lab
Location	Duisburg, Berlin, Hamburg, Frankfurt, Leipzig, Potsdam
Financing	
Legal form/Form of enterprise	
Initiator/Coordination	the non-profit Social Impact GmbH
Organisational facilitator/Person	
Offer/Services	provide physical space for work, networking and exchange. Focus is on Social Startups (to solve the social challenges with their entrepreneurial ideas) Labs offer co-working space, programmes, networking and events
Objectives	
Methods	foundation consulting (several programmes are offered) Scholarship, which includes professional consulting, coaching, workshops und Co-Working spaces up to 8 months
Target group	Social Startups
Term	since 2011
Rockefeller category[47]	5
Contact	info@socialimpact.eu

[47] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Social Innovation Lab Kent (SILK)
Short description	The Social Innovation Lab Kent (SILK) is a small team based within Kent County Council set up in 2007 to 'do policy differently'. Our early projects led to the development of a human-centred methodology and toolkit which draws on tools from social science, community development, business and design. By working in a participatory way across sectors and disciplines, the SILK approach is able to address seemingly intractable and complex problems. It can be applied to strategy, service design and sustainable community projects.
Website	http://socialinnovation.typepad.com/silk/
Location	Kent, UK
Financing	Government?
Legal form/Form of enterprise	
Initiator/Coordination	set up through a partnership between a design agency Engine Service Design and Kent County Council
Organisational facilitator/Person	Joe Heapy (director of Engine Service Design)
Offer/Services	the community of Kent is the lab, two hot desks within a Kent County Council office bringing together new groups of people new collaborations give new perspectives, assumptions and stereotypes are challenged, new solutions are found
Objectives	to do policy differently to reconnect policy and decision makers with peoples' day to day lives
Methods	believe that the best solutions come from the poeple who are closest to the issue; those with lived experience, families, friends, volunteers, and front line workers, we ensure to involve them at all stages of our projects methodology provides creative and innovative ways to approach projects, and enables a collective ownership and responsibility for project design, delivery and outcomes methodology covers three main areas: Strategic and Policy, Service Re-design, and Creating Sustainable Communities Projects are broken down into four phases: Initiate, Create, Test and Define every project starts by talking to people who are closest to the issues
Target group	Kent residents, those with lived experience, professionals working in the particular field etc.
Term	since 2007
Rockefeller category[48]	2
Contact	Room 2.65 Sessions House, County Hall, Maidstone, Kent, ME14 1XQ Email: silk.team@kent.gov.uk Phone: 03000 417037 or 03000 417038

[48] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	SpinLab - The HHL Accelerator
Short description	SpinLab – The HHL Accelerator supports the growth of entrepreneurial and innovative teams who want to scale up their businesses. Located within Leipzig's creative and inspiring Leipzig's Cotton Mill (Leipziger Baumwollspinnerei), we provide access to infrastructure (co-working office space and technology), coaching and mentoring, as well as to our international network of successful business founders, established market players and leading investors.
Website	http://www.spinlab.co/
Location	Leipzig
Financing	The SpinLab is financed exclusively by contributions from investors and by the use of established companies
Legal form/Form of enterprise	SpinLab Accelerator GmbH
Initiator/Coordination	founded by the HHL Leipzig Grduate School of Management and the Leipziger Baumwollspinnerei
Organisational facilitator/Person	Innovation partners: Porsche Leipzig, Postbank Premium partners: CMS Hasche Sigle, Deutsche Bank, Dell, Doberman Digital Ventures, DZ Bank, ERGO, Grazia Equity, Heinz DÜRR Invest, High-Tech Gründerfonds, KPMG, MBG Sachsen, Madsack Mediengruppe, Quarton I
Offer/Services	In addition to the access to the necessary infrastructure (co-working office), founder and innovation teams receive an extensive coaching and consulting programme as well as experienced mentors (mentoring), contacts with the excellent HHL-founder and investor network (networking), support services from service providers and opportunities to the international exchange of experiences (the programme is designed for a maximum of 6 months and can be used free of charge or without participation; subsequent there is a possibility to use premises on the Spinnerei ground for the further growth of the company Core features: Coaching & Mentoring, Financing & Venture Capital, Network & Events, Co-Working, Technology Access & Deals, Internationalization, Recruiting Together with HHL Leipzig Graduate School of Management we offer established companies the possibility to develop new business models with the support of students, academic staff and external experts within the so-called Innovation Lab. This enables companies to get new insights and to get ideas out of the box and not limited within company borders. After identifying promising business concepts, these mixed teams can further develop them in "SpinLab - The HHL Accelerator". Incumbents can afterwards decide how to integrate these new business concepts into their existing business as a project team, spin-off or as an independent startup.
Objectives	It is neither a pure university incubator, nor a concern-based accelerator, but combines elements of both approaches in a unique concept. Especially and new in Germany is the concept that this platform is not only to be used by start-ups but also by established companies in close cooperation with HHL. SpinLab wants to improve the foundation culture in the city of Leipzig sustainably.
Methods	The HHL and the Leipziger Baumwollspinnerei do not require and partizipations from the startups and providem them with Infrastructure and support for the entire period free of charge open business-plan-seminars Core features: Coaching & Mentoring, Financing & Venture Capital, Network & Events, Co-Working, Technology Access & Deals, Internationalization, Recruiting Innovation Lab (for established businesses)

Target group	Is not only open to HHL students, but also to interdisciplinary teams from all over Germany established companies (to develop new business models with the support of students, academic statt and external experts within the so-called Innovation Lab)
Term	since the beginningof 2015
Rockefeller category[49]	3
Contact	Halle 14, 2nd floor Spinnereistrasse 7 04179 Leipzig Telephone: +49 341 355785-70 Fax: +49 341 355785-99 Email: info@spinlab.co

[49] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	StadtLABOR Graz
Short description	...is a research and innovation platform for questions about urban quality of life. We are interested in the manifold technical, planning, economic and social challenges of the sustainable, future-oriented city. We are convinced, that a city with the highest quality of life needs, in addition to technological advance, social innovations as well as joint learning and identification processes. As the StadtLABOR we are delibaretely creating opportunities for ideas and lateral thinking.
Website	http://www.stadtlaborgraz.at/
Location	Graz, Österreich
Financing	
Legal form/Form of enterprise	non-profit scientific association
Initiator/Coordination	
Organisational facilitator/Person	
Offer/Services	Development of projects in an urban environment and joint implementation with clients and cooperation partners
Objectives	To bring the conceptual approaches and innovations of "smart" cities to the ground and to increase (together with the affected people) the quality of life in quarters, districts and city regions
Methods	interdisciplinar, open, creative and critical discourse between stakeholder from business, public administration, science and research as well as citizens and the civil society. Conception and implementation of district and quarters management cooperative branding („city district branding“) Support and monitoring of urban identify processes (i.a. impulse / intermediate usage concepts) Monitoring evaluation of urban (district) develpopment projects with the aim of the greatest possible balance of interests between the involved stakeholder groups Stakeholder integration // design and Implementation of participation processes to involve affected citizens and other stakeholder groups. Cooperative procect development in the area of innovation, research and development (incl. consulting and implementation of national and European funding projects) Strategic and process consulting for municipal administrations, real estate developers and investors System integration of different urban technologies with different services Potential analyzes for integrating renewable energies into urban energy systems Target group-oriented information, PR, awareness-raising and training in cooperation with professional educational institutions Conferences, seminars, workshops, networking events
Target group	stakeholder from business, public administration, science and research as well as citizens and the civil society
Term	
Rockefeller category[50]	4
Contact	Reininghausstraße 11a, 8020 Graz E-Mail: office[at]stadtlaborgraz.at Festnetz: +43316 22 89 46 Fax: +43316 22 89 46 15

[50] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Urban Lab Nürnberg
Short description	The Urban Lab was born out of the reason that a city should be designed and revived by its inhabitants. We create space for commitment and self-development and create new places where people can meet, exchange and experiment.
Website	https://urbanlab42.wordpress.com/
Location	Nuremberg
Financing	through partners? (assumption, no further information on the website)
Legal form/Form of enterprise	gUG (haftungsbeschränkt)
Initiator/Coordination	
Organisational facilitator/Person	Collaboration with: Datev, Sparkasse Nürnberg, N-Ergie, City of Nuremberg, anstiftung.ertomis, Verbund Offener Werkstätten, Nationale Stadtentwicklungspolitik des Bundes
Offer/Services	Implementation of workshops and actions and the consultation and networking of stakeholders in the city. Offer of student workshops in which curriculum contents from MINT subjects are deepened and brought into a close-to-life context.
Objectives	Empowering of citizens to take the development of their own city into their own hands Creation of new creative places in the city, where learning is intuitive and ideas arise and grow Networking of institutions that want to do good with needs in the city: companies with schools - foundations with people in need - municipalities with citizens
Methods	Implementation of workshops and actions and the consultation and networking of stakeholders in the city. Supporting the founding of FabLabs Local residents should take responsibility for the development of the neighborhood We are always listening to problems and where future challenges await us – For this purpose we are developing suitable projects that offer added value for all stakeholders as well as for our city.
Target group	citizens of Nuremberg Institutions, that want to do good
Term	since the end of 2014/beginning of 2015
Rockefeller category[51]	4
Contact	Muggenhofer Str. 141 Nürnberg (momentan Umzug?) sandra@urbanlab-nuernberg.de Chris Herrmann 0176 32 661 747

[51] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Utopiastadt
Short description	As a "Utopiastadt", the station building and the surrounding area will become a central point of entry for creative urban development from the broad range of citizenship, culture and creative industries and therefore a city lab for utopias. In this unique, historical building, a local and, at the same time, supra-regional culture and creative quarters is created as a laboratory in which utopias, visionary ideas and basic social considerations are concretised and realised.
Website	www.utopiastadt.eu
Location	Wuppertal
Financing	development association "Utopiastadt e.V." donations (material) Co-Working space, catering
Legal form/Form of enterprise	gGmbH
Initiator/Coordination	clownfish Network agency
Organisational facilitator/Person	development association since 2014
Offer/Services	Provides workshops and know-how for "Ingeneure ohne Grenzen", recycle and upcycle initiatives, builds its own free bicycle rental and now houses about 100 active utopians
Objectives	Due to the lack of money in the municipalities, the cultural sphere of society is becoming more and more curtailed and short-term economic interests are the main focus. Therefore: support for creatives and thus innovation potential of the entire company
Methods	Old station building "Mirke" in Elberfeld as a central point of contact for the creative urban development. Coworking Space is open to everyone
Target group	citizens of Wuppertal, coworkers, initiatives
Term	
Rockefeller category[52]	4
Contact	info@utopiastadt.eu

[52] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs

Name	Thinkfarm
Short description	The Thinkfarm is an office community where we work, share and learn with one another in solidarity and self-organisation. Here is the place where people from different disciplines meet to shape social change. For us, it is the ideal breeding ground for meaningful action, towards a socially suitable and environmentally sustainable society.
Website	https://berlin.thinkfarm.de/
Location	Berlin
Financing	From the bginning the Thinkfarm Is carried jointly self-organized, a suitable legal form is just established.
Legal form/Form of enterprise	From the beginning the Thinkfarm is carried jointly self-organized, a suitable legal form is just established.
Initiator/Coordination	Founded by the initiative of the network "Wachstumswende und der nachhaltigen Medienagentur sinnwerkstatt"
Organisational facilitator/Person	
Offer/Services	Bundling collective synergies and initiating own projects In addition, we are available for external inquiries and are happy to support non-profit organisations or institutions and welfare-oriented organisations in the realisation of their projects / events, provided that we share their visions - be it creative, educational or organisational. We live a process culture with which all partners feel comfortable: as economical, fair and ecological as possible.
Objectives	To promote socioecological change, to exemplify it to themself and to exploit collective synergies.
Methods	Another special feature is the community orientation and organisation of the community office: The model is designed to enable friendly relationships of trust and coexistence. Joint cooking with "saved" food is just as much a part of it as regular meetings to get to konw each other or the two-week plenum. With the transition >> lab within the ThinkFarm, the scientists are devoted to their own space in order to explore and mediate new approaches in the field of transition and to experience them in close exchange with the actors in practice.
Target group	In the joint office with approx. 55 desk places, initiatives, companies, self-employed persons and academics are networked
Term	since 2013
Rockefeller category[53]	4
Contact	Thinkfarm Berlin Oranienstraße 183 Im Oranienhof Aufgang C, 3. OG 10999 Berlin mitmachen@thinkfarm.de 030 577 04 47 11

[53] 1: Labs advancing funder goals; 2: Public labs; 3: Internal labs; 4: Autonomous social labs; 5: Network labs