

# Séminaire [CID] : Créativité , Innovation , Décision

## Upper Rhine & creativity : management and policy issues

- The Upper Rhine as a tri-national metropolitan region
- Some definitions and context elements
- Organisational creativity as a management issue
- Creativity, regional innovation culture and local policy
- Possible tools : ideas labs, creative parks and events

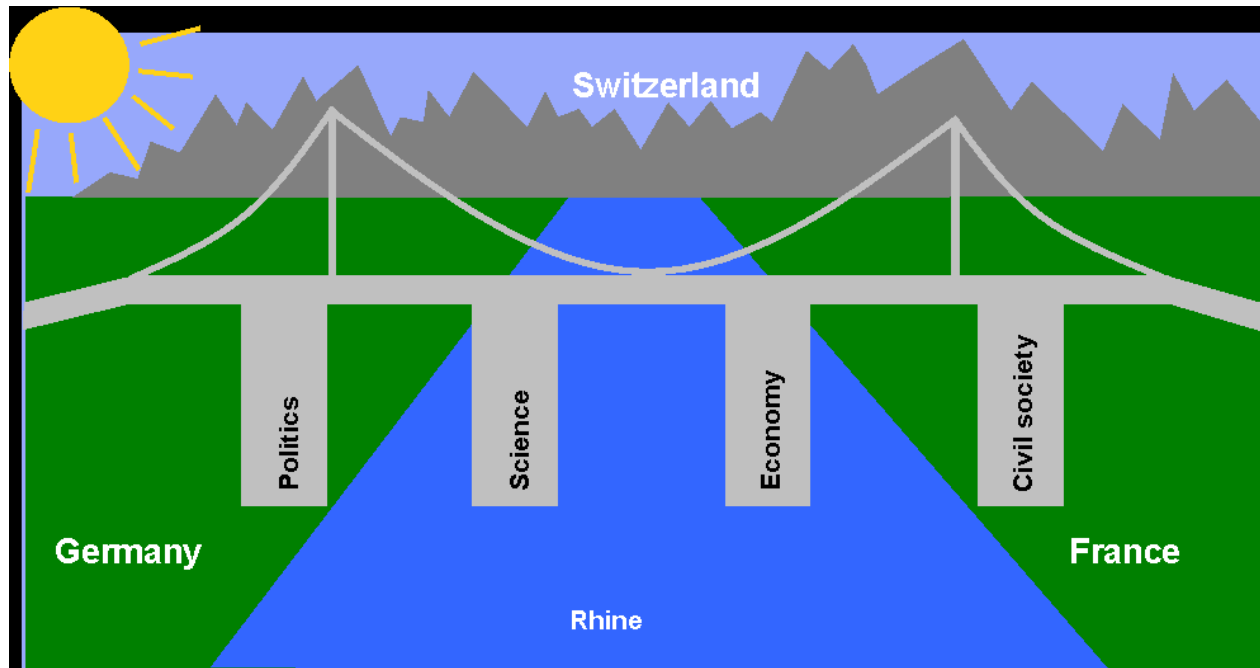


# The Upper Rhine as a tri-national metropolitan region

- **A tri-national area or "metropolitan region"**
  - Alsace (France)
  - Western part of Baden-Württemberg and the southern part of Rhine-Palatinate (Germany)
  - Five Swiss cantons
- **A few figures**
  - 6 millions inhabitants
  - 165 billions € GDP
  - 100.000 cross-border workers
  - 20.000 researchers
  - 167.000 students
- **More than 35 years of experience in cross-border policy and integration**



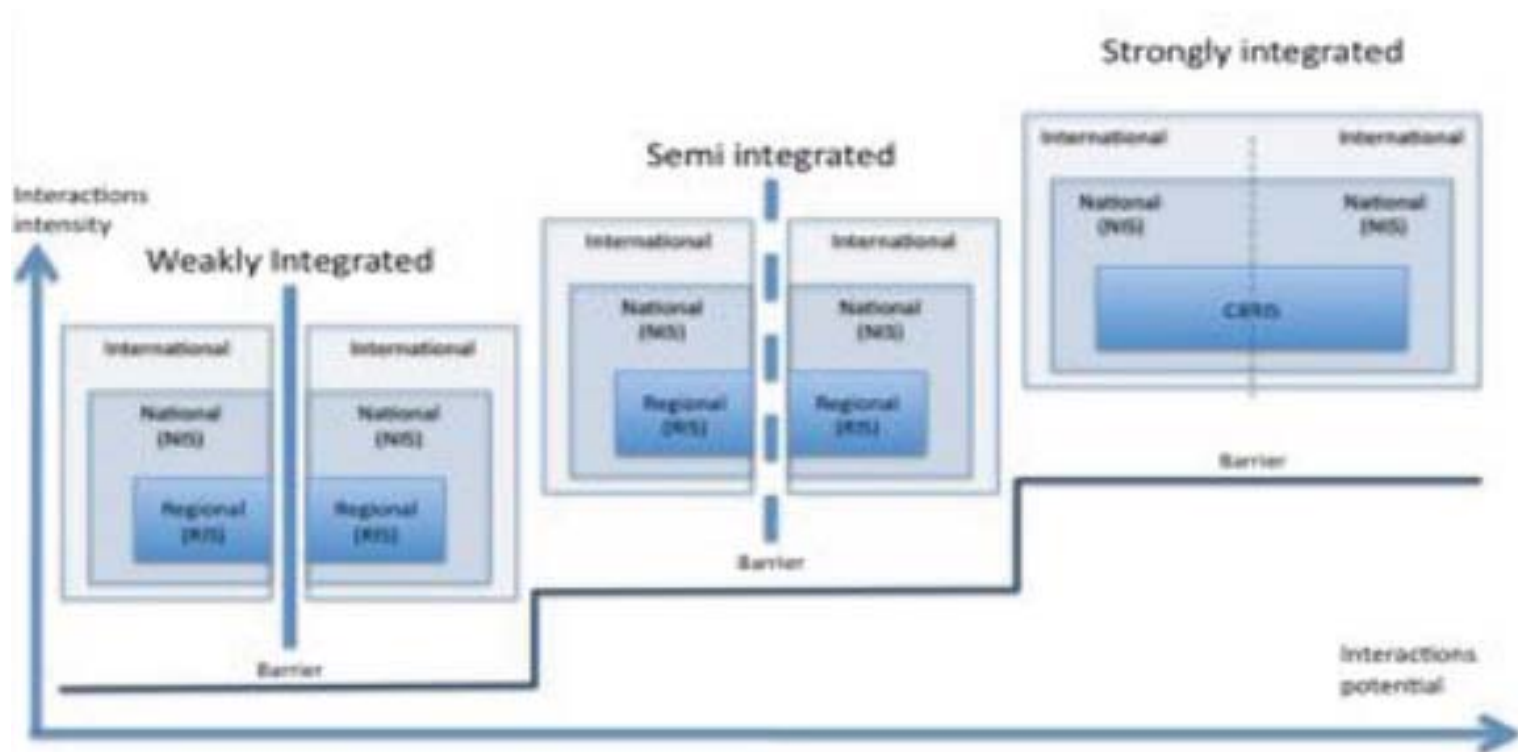
# The Upper Rhine : governance and challenges



- No strong governance body
- A basic principle of self-organization based on four pillars
- Challenges :
  - to identify and to exploit the existing potentials
  - to improve the collaboration between the concerned regions
  - to strengthen links between the pillars!

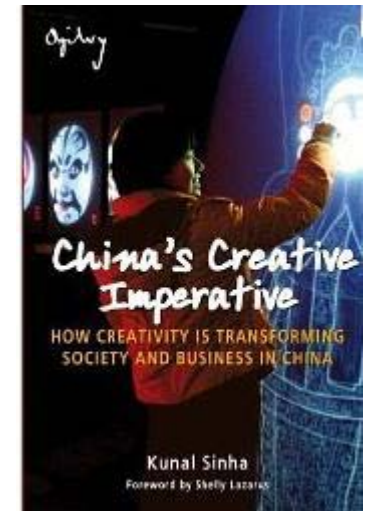
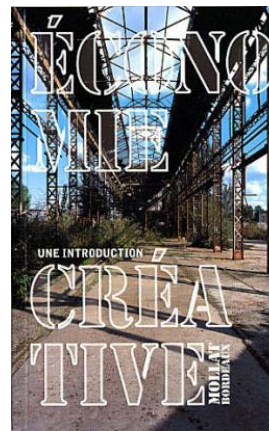
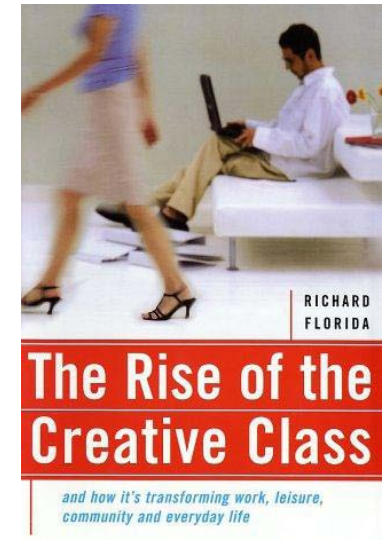
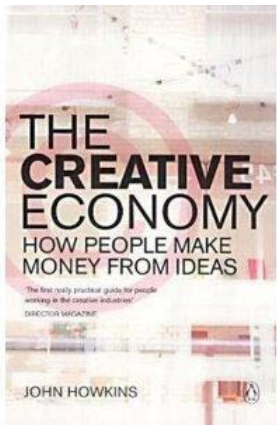
# The Upper Rhine integration process from a theoretical perspective based on innovation systems

- Regional Innovation System and Strategy to support regional growth
- Administrative or historical region ?
- The Upper Rhine tri-national metropolitan region as a laboratory for cross-border European integration



Model based on the work by Lundquist-Trippel (2009) about cross-border innovation spaces

# The creative economy: a conceptual explosion ?



# A few definitions

## Innovation

“An **innovation** is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations.” (OSLO Manual, Guidelines for collecting and interpreting innovation data, 3<sup>rd</sup> edition, OECD/ Eurostat 2005, p. 46)

## Creativity

“The ability to produce work that is both *novel* (i.e. original, unexpected) and *appropriate* (i.e. useful, adaptive concerning task constraints)” (Sternberg and Lubart 1999, p. 3)

## Creative industries

Broad spectrum of definitions, e.g. : “Three-sector-model” (Söndermann 2007, cf. notably the Fraunhofer ISI study on the creative park Karlsruhe on behalf of the City of Karlsruhe) to selected sub-segments of the private sector such as the music industry, advertising, books, software and games industry, broadcasting industries, performing arts, etc.

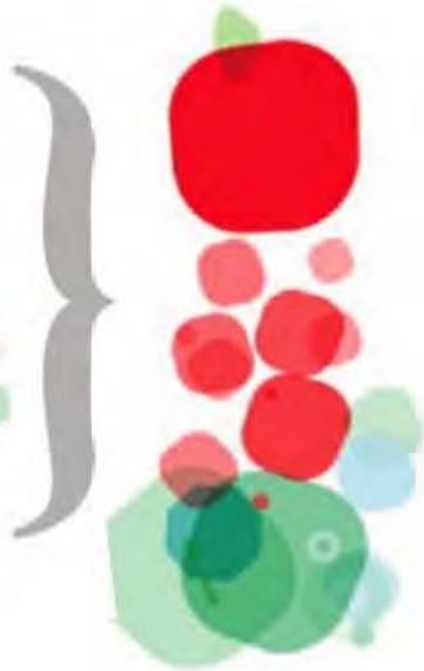


# Creative industries and creative economics: what are we talking about?

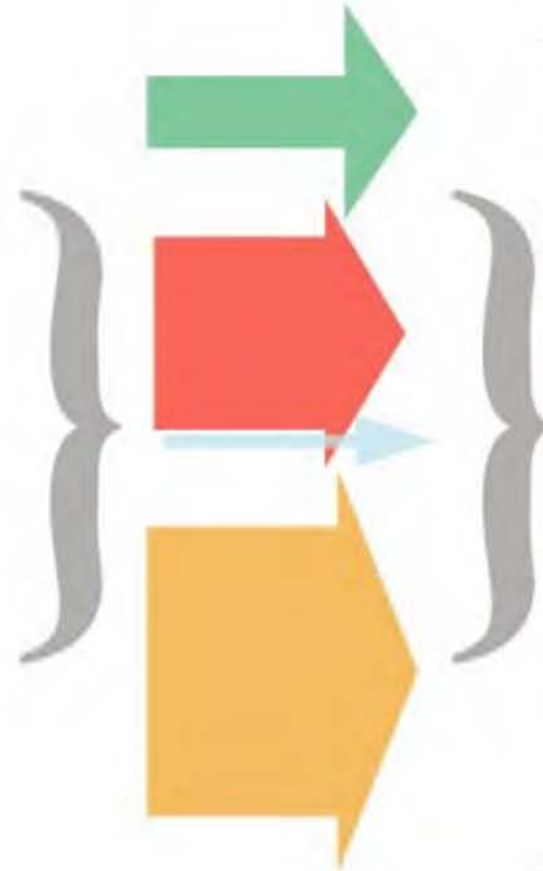
**conception**



**production**



**distribution**



**consumption**



Source: Presentation by A. Tubiana, in charge of the iconoval cluster (October 10, 2011 - Strasbourg) ; [www.evoREG.eu](http://www.evoREG.eu)

# A cultural definition of the creative economy

“Loosely defined, the creative activities are at the crossroads of the arts, culture, business and technology. The interface among creativity, culture, economics and technology, as expressed in the ability to create and circulate intellectual capital, has the potential to generate income, jobs and export earnings while at the same time promoting social inclusion, cultural diversity and human development”

Creative Economy Report

(United Nations Conference on Trade and Development, 2008)



# What does this mean ?

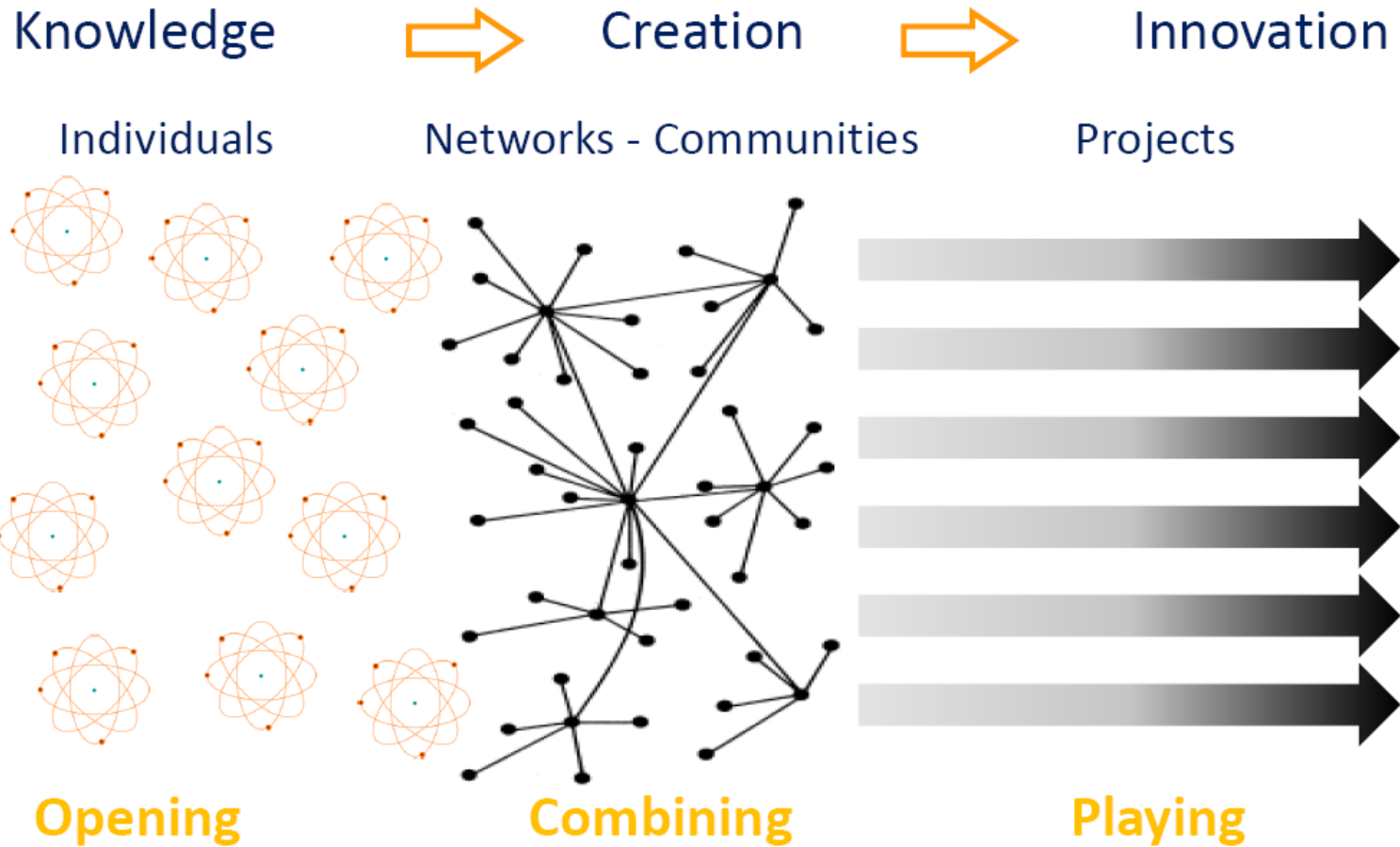
## Three (speculative) core implications

- 1: Value generation is fuelled by creativity
- 2 : Knowledge is the raw material
- 3 : Creation is a social act (i.e. diversity + proximity play a role) integrating different types of knowledge (i.e. analytical, synthetic/systemic and symbolic knowledge)

# Management and organizational issues 1/3

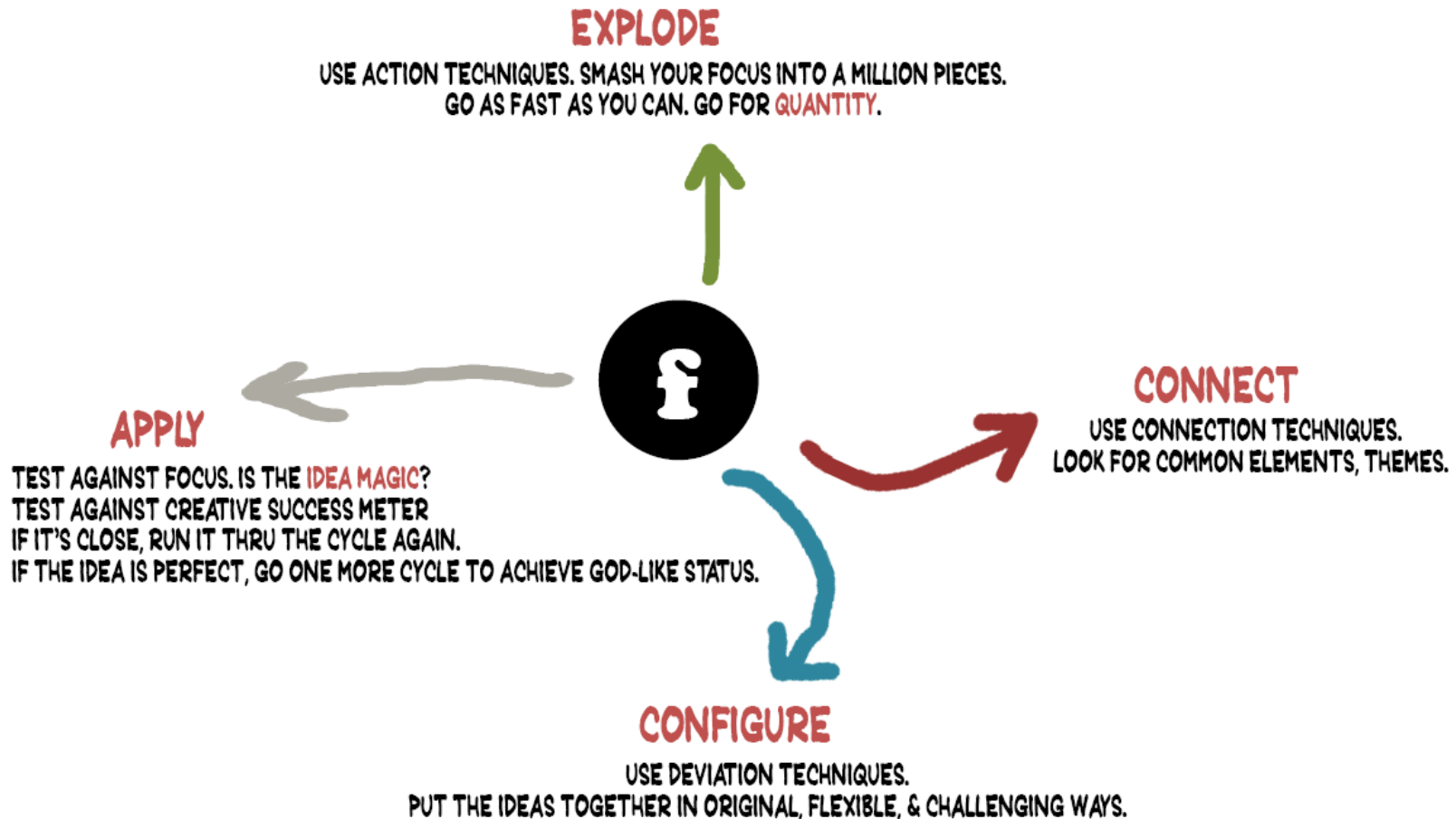
## Organizational Creativity

Science – Technology - Society – Users – Milieu



# Management and organizational issues 2/3

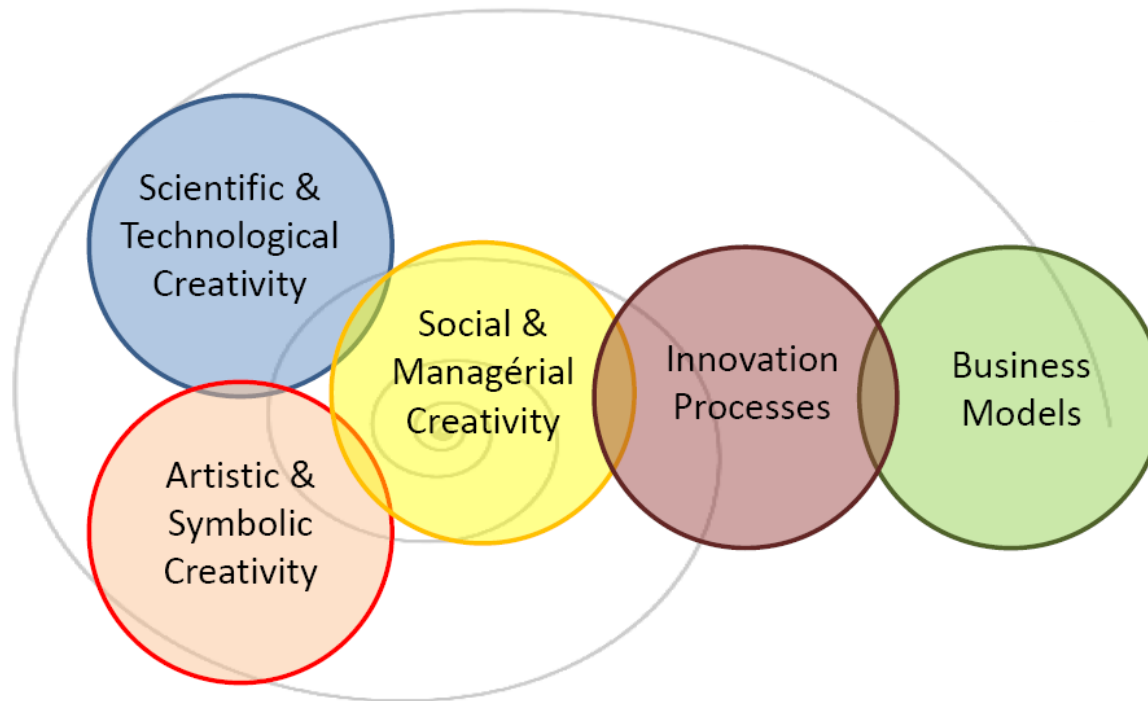
THIS IDEA CYCLE IS MY USUAL APPROACH TO COMING UP WITH NEW, FOCUSED THOUGHTS.



# Management and organizational issues 3/3

## Rethink Innovation

Beyond technology and product development



Source: Presentation by L. Simon (November 11, 2010 Karlsruhe); [www.evoREG.eu](http://www.evoREG.eu)

# The perspective of (local) policy makers

## **Creative Industries and economic vitality of the technology region Karlsruhe:**

With an increasingly knowledge-based economy, local job markets become important location factors for highly qualified workforce

Creative Industries are dominated by small enterprises and freelancers that work on different project and which boost networking, economic vitality and mobility among different industries

Members of the Creative Industries choose their location according to personal affinities, social networks and social and professional infrastructure

**→traditional infrastructures and living and working regulations need to be adequately adapted**



Source: Presentation by R. Eichhorn in charge of the economic development policy of the city of Karlsruhe (December 12, 2011 – 2011); [www.evoREG.eu](http://www.evoREG.eu)

# Creativity and regional innovation culture

## ■ The concept of communities

Beyond individual strategies, local actors and available resources, existing communities reveal underlying organisational modes of innovation processes :

- at one extreme of the spectrum : "autarkic innovations"
- on the other extreme : so-called "open innovations" which are the result of epistemic communities

These organisational modes vary strongly in forms and intensity from one region to an other : "spaces and places effect "





## Creativity and regional innovation culture

### ■ The issue of "multi-multi" governance

It is crucial to distinguish between :

- research policies,
- innovation policies,
- creativity policies.

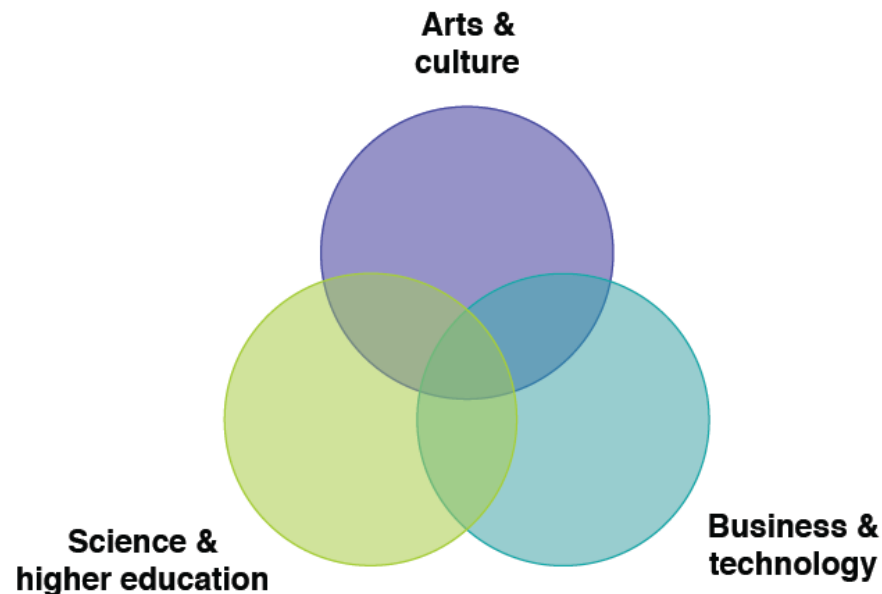
Context of "multi-multi" governance, which means : multi-levels & multi-actors (at the same time). Furthermore, and *a priori* the governance of creativity is closer to the governance of science than to the governance of technology (importance of bottom up processes).

At regional level, creativity should not be seen as the accomplishment of a few "gifted" individuals but as the result of the collective effort of heterogeneous interacting actors.



# Creativity and regional innovation culture

## ■ From concepts to policy making : the three spheres / spaces & places



## Why an Ideas Lab ?

- To support **creativity, multidisciplinary, interactions** in the context of globalization and increasing competition
- Objective : Generation of **new ideas, invention and innovation**
- Mission: **Interlinking** a broadened range of actors, common activities, "free space" for **articulating creativity**





## Aims of the Strasbourg Ideas Lab :

- **Connection :**  
Exchange of ideas and experiences,  
Detection of opportunities
- **Animation :**  
New working methods,  
Integration of needs,  
New projects
- **Anticipation :**  
New societal or technological trends
- **Vision :**  
Participative & integrative approach science & society



<http://www.citilab.eu/visita/index.html>

Ideas Lab

## Methodology

- **Broad participation** of regional actors in preparation and design
- **International Case studies :**
  - Citilab Cornella (Barcelona)
  - Social Media Experience and Design Lab (Siegen)
  - Société des Arts Technologiques (Montreal)
- **Analysis with comparative profiles :**
  - Objectives, location, communication, topics...



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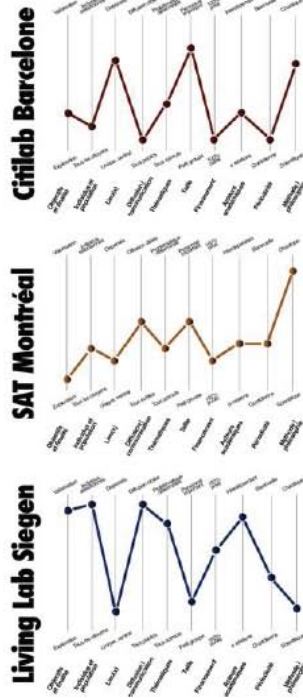


<http://www.sat.qc.ca/index.php?lang=fr>

Results :

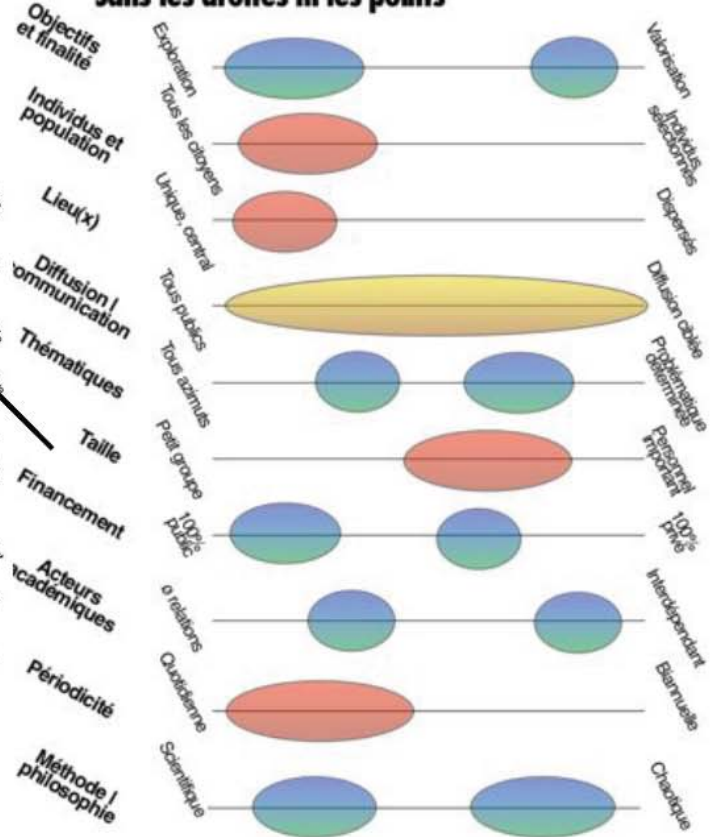
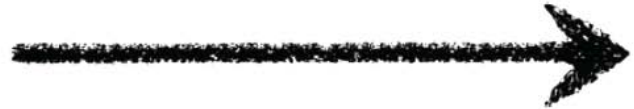
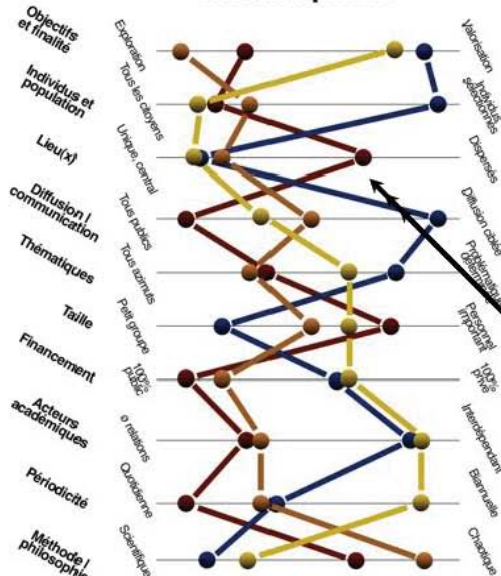
# Convergence(s)

Sans les droites ni les points



## Synthèse

Toutes les expériences





## ■ Which model to choose for Strasbourg/Alsace?

### **Objective and mission :**

Topics and technologies  
Actors to be integrated  
Design

### **Location :**

Virtual/ real  
Kind of building  
Place

### **Governance :**

Mode of operation  
Funding structure  
Relationship with further (regional) activities

**Ideas Lab**



# Karlsruhe : the creative park project



# Forthcoming : CLUE & carawane



# Thank you for your attention, almost everything can be downloaded from :



The screenshot shows the evoREG website interface. At the top right is the logo "evo|REG". Below it, a navigation bar includes a search box, language options (Français, Deutsch), and links for Contact, Imprint, and Print. A main image shows a map of Europe with a glowing network overlay. The article title is "Emmanuel Muller and Andrea Zenker talking about the future of KIBS research (Conference hold at the University of Padua)". The text of the article states: "18.03.2011 Emmanuel Muller and Andrea Zenker from the evoREG team give a presentation on the future of KIBS research as guest speakers of the conference entitled Exploring Knowledge Intensive Business Services - Entrepreneurships, Business Models and Knowledge Management Strategies organized by the University of Padua (Italy)". The website has a sidebar with "Project" (Objectives, Partners, News) and "Downloads" (Shortnotes, Reports, Documents, Conferences, Presentations, Articles, Working papers, Lectures, Teaching materials) sections. The main content area includes "Objectives", "Conference Exploring Knowledge Intensive Business Services" (March 18th - 19th 2011, University of Padua), and a paragraph explaining the evoREG initiative as a result of a common reflection of the Région Alsace (DREST), Fraunhofer ISI, and BETA. At the bottom, logos for Fraunhofer ISI, Bureau d'économie théorique et appliquée (BETA), Région Alsace, and the European Union are displayed.

- Result of common reflection of Région Alsace, Fraunhofer Institute Systems and Innovation Research ISI Karlsruhe and Bureau d'Economie Théorique et Appliquée (BETA), Université de Strasbourg
- Think-tank aiming at strengthening the innovation policy governance capacity of the Upper Rhine Area
- Supported by Région Alsace and co-funded by European Union (INTERREG IV)

[www.evoREG.eu](http://www.evoREG.eu)