Lancaster University

Innovation capabilities within urban innovation intermediaries

An examination of their adaptation, pace of change, knowledge management practices and work atmosphere.

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Declaration

This thesis has not been submitted in support of an application for another degree at this or any other university. It is the result of my own work and includes nothing that is the outcome of work done in collaboration.

Abstract

In response to their ever-evolving environment, urban innovation intermediaries are compelled to adapt and develop their innovation capabilities. These capabilities have become imperative for their overall success; however, these organisations encounter numerous challenges in effectively implementing them. This research aims to study four innovation capabilities within five European UIIs, seeking to investigate how the cases adapt to their environment, how they enable a sustainable pace of progression and a positive work atmosphere, and what types of knowledge management practices they implement.

Furthermore, this research contributes to the existing body of research by proposing a novel methodological approach. This approach encompasses a combination of structured and semi-structured interviews, questionnaires, and an immersion within five prominent European urban innovation intermediaries. A distinguishing aspect of this research compared to previous studies in the field is the utilisation of autoethnography.

The research presents four key findings. Firstly, it proposes that UIIs enhance their internal innovation capabilities by refining their service offering, growth strategies, and operational strategy; calibrating their level of process formalisation; and expanding their innovation ecosystem. Secondly, it provides insights about diverse practices implemented to enhance risk management, knowledge management, and trust between managers and employees UIIs. Thirdly, it shed light on several challenges faced by UIIs in their attempt to enhance their internal innovation capabilities, including, their dependency on the public sector; the implementation of innovation in urban settings; the maintenance of a positive work atmosphere when restructuring; and the adequate calibration of transparency and straightforwardness in managers to employees' communication. Fourthly, it provides a better understanding of dynamic capabilities by elucidating that it is crucial for UIIs to calibrate different elements such as ambition, risk-taking, and resource allocation for meetings and events to navigate complexity Finally, this research concludes by

summarising its contribution to contingency theories and innovation management and by providing recommendations for practitioners.

Acknowledgement

Like a voyager venturing into unexplored territories, the last seven years have been a remarkable adventure through the land of European urban innovation intermediaries. In 2016, I left Canada and ventured to the United Kingdom to embark on this tumultuous and enriching doctoral journey in which, I traversed vast distances, both physically and intellectually, in pursuit of producing a relevant and useful research for both scholars and practitioners. This expedition has demanded an unwavering determination to develop an overview of the extensive land of innovation and to rappel down deep cervices to examine innovation intermediaries and urban innovation.

While being based in London during the two first years, monthly visits to Lancaster University became a ritual. The profound insights, support, and guidance I received from my supervisors, Nick Dunn and Serena Pollastri, played an indispensable role in shaping the course of my research. Their intellectual guidance, analogies and encouragements propelled me forward, instilling in me the tenacity to navigate through the complex situation of being an applied researcher.

No explorer can undertake such a monumental quest without the support of their loved ones. My family and friends provided support and encouragement throughout this challenging voyage. Their belief in my abilities, and their understanding during times of seclusion fortified my spirit, even in the face of adversity. The birth of Ophélie was one of the most powerful motivations to give my best in producing this research.

May this thesis serve as a testament to the resilience of applied researchers and the necessity to uncover novel ways of innovating collectively.

Preface

This research was done in the context of an applied PhD proposed by Lancaster University and based at Future Cities Catapult (FCC). Working in one of the fastest growing and most advanced urban innovation intermediaries (UIIs) in Europe was thrilling and challenging at the same time. As a PhD researcher based in the industry, I found myself in a similar situation to intermediaries – i.e., in between different types of organisations.

This position was challenging for three main reasons. Firstly, aligning the needs of the industry partner with the requirement of a PhD thesis was not always easy. Secondly, including the industry partner as a case study for the research was difficult because they were going through a restructuring period. Thirdly, the unusual position of a PhD researcher, which is characterised by working in an organisation without working for this organisation, was challenging to navigate. In the organisational chart of the firm, my name and position went from being in a multidisciplinary team, to a research team, to being in no teams at all. The different line managers I had often mentioned that they did not fully understood my role in the organisation.

These challenges were balanced with several positive elements. First, this situation provided a good balance of autonomy and mentorship. I had the latitude to explore a broad range of knowledge and practices before converging towards the main research questions. Second, the monthly meetings with FCC managers and university supervisors during the first two years of the research ensured that the research was designed to contribute to both theory and practice. Third, being based at FCC for two years and being immersed in four other UIIs to do this research gave me the opportunity to make connections with several people working in the field of open, collaborative, and urban innovation. Fourthly, this situation gave me the chance to advance my career by acquiring advanced knowledge on innovation; refining practical skills which strengthen the work I had done in this field for the previous ten years; and building on the research I began as a PhD student at McGill University in 2014 and 2015.

Finally, my journey as an applied researcher has led to experimenting diverse types of methods which were combined to give a multitude of perspectives on innovation management in the context of UIIs. Moreover, this journey has led to several insightful reflections regarding different ways UIIs' foster internal innovation and the resolution of their main challenges. These reflections, recommendations and future areas for research are presented at the end of the thesis.

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Glossary

Ambition: Aspiration that propels strategic actions and decisions, influencing the progression of their activities, revenues, workforce, and ecosystem.

Balanced innovation capabilities: An approach which is based on the idea that diverse organisational elements need to be calibrated in order to foster innovation capabilities.

Change management: An ongoing process which include the design and implementation of practices and strategies to guide the development and transformation of an organisation.

Closed innovation: An approach to innovation where all aspects of the innovation process are conducted internally within a company. It relies on internal research and development to generate new ideas and typically involves limited external collaboration.

Collaborative innovation: An approach to innovation that involves the joint efforts of multiple organisations to develop new ideas, products, or services.

Creative and innovative climate: Collective perceptions of employees regarding an organisation capacity to encourage and value creativity and innovation.

Creativity: Entails the generation of new ideas, processes, services or products.

Distributed innovation: An approach to innovation which implies that the requisite knowledge and competencies essential for creating and implementing novel solutions are not centralised within an organisation. It proposes that they are dispersed across diverse individuals, and organisations.

Dynamic innovation capabilities: The proficiency for organisation to be adapting their internal elements to respond to internal and external challenges.

Innovation: Entails the implementation of new ideas, processes, services or products in the pursuit of creating value for the organisation.

Innovation capabilities: The ability to design and implement practices and strategies to foster innovation efficiently.

Innovation ecosystem: An approach to innovation which is interested by formal and informal networks, communities of organisations, institutions, individuals, that collectively contribute to the innovation process within a specific industry or region. It encompasses various stakeholders such as research institutions, startups, investors, government agencies, and supportive policies.

Innovation intermediaries: Entities that play a crucial role in facilitating collaboration between the public, private, social and academic sectors and enabling innovation within these sectors. It includes innovation labs, associations, innovation centres, and competitive clusters that facilitate innovation by connecting different stakeholders.

Innovation management: The practices and strategies for planning, coordination, and implementing of activities and processes aimed at fostering innovation within an organisation.

Knowledge management: A process to manage the creation, exchange and alignment of internal knowledge and the assimilation of external knowledge.

Organisational culture: A set of shared values, beliefs, attitudes, and practices that characterises an organisation.

Open innovation: An approach to innovation that encourages the inclusion of external ideas, resources, and expertise in the innovation process. It emphasises collaboration with external stakeholders, such as users, customers, suppliers, and partners, to create and implement innovative solutions.

Risk-taking: The organisation's propensity to engage in behaviours and undertake actions characterised by an inherent uncertainty of outcomes, and therefore, potential adverse consequences or losses.

Structural parameters: The aggregate of an organisation's key configurational attributes, namely its size, its internal structure, and its processes.

Urban innovation: The application of innovative ideas, practices, and technologies to address urban challenges. It encompasses various fields, including transportation, construction, energy, waste management, urban planning, and citizen engagement.

Work atmosphere: The social and emotional aspects within a workplace.

Part A: Introduction, context, conceptual and methodological approaches

1 Introduction

Over the past two decades, the landscape of urban innovation has been significantly reshaped by the establishment of urban innovation intermediaries (UIIs). UIIs are characterised by their specialisation in supporting organisations and institutions to address urban challenges (Hamann and April, 2013; Lehmann et al., 2015; Voytenko et al., 2016). Often established or supported by governmental initiatives, they are part of a broader family of organisations – i.e., innovation intermediaries. These entities serve as platforms for leveraging open, distributed, and collaborative innovation models (Agogué et al., 2013; Hossain, 2012; Katzy et al., 2013; Lopez-Vega et al., 2016; Schuurman et al., 2015; Sørensen and Torfing, 2011).

While deploying these innovation models is recognised for supporting the growth of an industry, organisations adopting them have to deal with considerable organisational challenges (Bogers et al., 2019; Bogers and West, 2012; Rajala, 2012). Despite an emergent interest from innovation researchers for studying UIIs, there remains a dearth of empirical research on the organisational capabilities they must develop to effectively foster innovation internally (Katzy et al., 2013; Rizzo et al., 2021). Addressing this gap, this research aims to investigate some of the strategies and practices vital for fostering innovation internally and the main challenges they faced in this endeavour. Furthermore, considering the premise proposed by contingency theories that organisations have to be in a perpetual state of change to adapt to their rapidly changing environment (Agogué et al., 2017), this research is particularly interested by enhancing our understanding of dynamic capabilities within UIIs.

To investigate these two facets, this research is structured around three central questions:

- RQ1: How do urban innovation intermediaries enhance their internal innovation capabilities?

- RQ2: What are the predominant challenges they encounter in this endeavour?
- RQ3: How does the examination of these innovation capabilities contribute to our comprehension of dynamic capabilities?

More specifically, this research investigates four main capabilities. The first capability refers to UIIs adaptability to external and internal challenges, The second capability concerns UIIs' pace of change and focuses on the levels of ambition and risk taking of the cases. The third capability examines management practices which enable the exchange and assimilation of knowledge. The fourth capability delves into the interpersonal aspect of innovation through an analysis of the work atmosphere.

To investigate these capabilities, a multiple case study approach was employed (Yin, 2014). The cases were selected for their moderate level of dependency on their parent governments and their reputation as leader in the field of urban innovation. This methodological choice addresses a notable gap in research, which predominantly focuses on entities exhibiting a lower level of autonomy, such as: urban labs, city labs, public innovation labs, and urban living labs (Bulkeley et al., 2019; McCormick and Hartmann, 2017; Scholl and Kemp, 2016; Stoll and Andermatt, 2021; Zivkovic, 2018). In contrast, the present research examines UIIs that maintain a higher level of autonomy. This focus was driven by the need of the industry partner to deepen their understanding of key European organisations committed to fostering urban innovation and with a similar level of autonomy.

To study the multiple cases, this research adopts a qualitative approach (Eisenhardt, 1989; Yin, 2014). This approach is intended to capture a wide array of perspectives, thereby facilitating the understanding of complex internal dynamics pivotal to the enhancement of innovation capabilities within UIIs. The data is collected through two questionnaires, structured and semi-

structured interviews. Autoethnographic elements are also used to add a reflective and introspective dimension to the study.

1.1   Outline of the thesis

This thesis is structured in three parts and ten chapters. Part A serves as the foundation, providing a brief presentation of the research context, the conceptual framework and models, and the methodology.

- **Chapter 2**: **Context** - outlines three critical elements to UIIs' context of emergence and operation. The first element introduces distributed and collaborative innovation models, which are recognised for harnessing diverse knowledge to foster innovation. The second element examines the role of innovation intermediaries in applying these models. The third element discusses the role of innovation intermediaries in the field of urban innovation. This chapter exposes that, despite the proliferation of UIIs and significant investment in them, little is known about their operational activities. This gap has led this research to propose a structured investigation into UIIs internal innovation capabilities.

- **Chapter 3: Conceptual framework and models** - defines the key concepts used to study the four capabilities. It elucidates the pertinence of examining these capabilities through the lens of the chosen concepts by conducting a review of the pertinent literature. Moreover, it introduces a distinct conceptual model for each capability. These models aim to facilitate a deeper understanding of the interrelationships between these concepts.

- **Chapter 4: Methodology** - introduces the methodological approach and presents the research design, data collection techniques and data analysis employed. More precisely, it discusses the research design by explaining the rationale behind the selection of the multiple case studies as overarching methodology and the relevance of the four methods; it describes the data collection techniques by explaining the reasons for selecting the data sources and collection techniques; and discuss data analysis by presenting the procedures used to derive conclusions and insights from the data.

Part B presents the data, analysis, and findings.

- **Chapter 5: Capability 1: Adapting to challenges** - proposes a diachronic analysis of the evolution of the five cases to generate insights on adaptability. This chapter seeks to provide empirical findings that deepen our understanding of the 'complex' external environment in which UIIs operate, and to explain key internal transformations UIIs undertake to improve their organisation.

- **Chapter 6: Capability 2: Ensuring a sustainable pace of progression** – investigates the levels and calibration of ambition and risk-taking, two of the underlying elements influencing the pace of organisational progression. Understanding the interplay of these two elements is vital to comprehending UIIs' dynamic capabilities.

- **Chapter 7: Capability 3: Implementing management practices to enhance knowledge exchange and assimilation** - explores employees' perception on their organisation's performance for organising and participating in internal meetings and external events and the importance of these meetings and events in enabling an innovative work environment. Moreover, it identifies and explains diverse knowledge management practices and articulates key insights into: (a) the capability of these practices to support internal innovation; (b) the imperative to calibrate the number and frequency of internal and external events; and (c) the benefits and challenges of outside-in knowledge assimilation.

- **Chapter 8: Capability 4: Enabling a positive work atmosphere** – examine four key elements of interpersonal interactions: playfulness and humour, trust and openness, organisational valuation of employees, and straightforwardness in communication. This chapter provides insights on the influence of the four key elements on the cases capability to enable a positive work atmosphere and elucidates the primary insights concerning the cases' proficiency and the challenges encountered in this endeavour.

Part C includes the main contributions, recommendations, future research opportunities and the conclusion

- **Chapter 9: Contributions, recommendations, and future research** - proposes a summary of the theoretical contributions, methodological advancements, and limitations, followed by the presentation of practical recommendations for UIIs' managers and suggestions for future research. It emphasises the significance of understanding past experiences, optimising current operations, cultivating a positive organisational climate, and planning strategically for the future to enhance innovation capabilities. Lastly, it outlines potential avenues for further research, including the replication of this study with other cases, exploration of additional capabilities, and refinement of the methodological approach, aiming to enrich theoretical understanding and provide actionable insights for practitioners working for a UII.

- **Chapter 10: Conclusion** - concludes by summarising the main points of the thesis and by reflecting on the significance of the research and its potential impact on future practices in the field of urban innovation.

To enhance comprehension for readers seeking to focus on specific capabilities, Table 1 delineates the sections and chapters each one of the four innovation capabilities is discussed.

Table 1: Outline of the four internal capabilities across the thesis

	Capability 1	**Capability 2**	**Capability 3**	**Capability 4**
Conceptual framework and models	Section 3.3	Section 3.4	Section 3.5	Section 3.6
Methodological approach	Section 4.4.1	Section 4.4.2	Section 4.4.3	Section 4.4.4
Data, analysis, and main findings.	Chapter 5	Chapter 6	Chapter 7	Chapter 8
Summary of the findings, recommendations, and future research	Chapter 9			

2 Context for the emergence of urban innovation intermediaries

2.1 Introduction

Chapter 2 endeavours to elucidates the context in which innovation intermediaries and UIIs emerges and to articulate the increasingly pivotal role they play in fostering innovation. To do so, three contextual elements are presented. The first section commences by explaining how open, distributed and collaborative innovation models are strategic responses to the escalating complexity of contemporary socio-economic systems. The second section links the emergence innovation intermediaries to the proliferation of distributed and collaborative innovation models. It presents four principal types of innovation intermediaries to elucidate their main mission and particularities. The final section concentrates on defining UIIs and presenting three types which have been covered in the literature. It acknowledges that while existing research has predominantly focused on the roles and external functions of these intermediaries, there is a critical need to explore the internal workings of UIIs.

2.2 Contextual element 1: the rise in complexity demands collaboration

The first contextual element addresses the escalating complexity within socio-economic systems. This phenomenon has been significantly accentuated by decades of rapid change, as elaborated by Retief et al. (2016). According to their analysis, six megatrends are primarily responsible for this accelerated pace of change and the resultant augmentation in socio-economic complexity. These megatrends encompass: 1) profound shifts in demographic patterns, 2) intensified urbanisation, 3) rapid technological innovation, 4) significant geopolitical power shifts, and the mounting challenges associated with 5) climate change and 6) resource scarcity.

As the complexity continues to grow, organisations are under increasing pressure to adapt. This necessitates enhancing their capabilities to access and integrate dispersed knowledge within their innovation ecosystems. Furthermore, it requires collaborating with multiple actors within these ecosystems. Innovation researchers have responded to this evolving landscape by proposing

various models that encapsulate these knowledge-driven, multi-actor innovation dynamics. Prominent among these are the models of distributed, and collaborative innovation. In contrast to earlier innovation models, such as closed innovation, these models advocate for leveraging a wide spectrum of knowledge and expertise, coupled with the active engagement of various actors, to effectively generate and implement innovative ideas.

Although there are overlaps between distributed and collaborative innovation, they are distinct in their focus. The distributed innovation model is based on the notion that valuable knowledge exists beyond the firm's boundary and that tapping into this dispersed knowledge can generate significant value (Bogers and West, 2012). Tracing its origins to Hayek (1945) this model has emerged as one of the primary innovation paradigms. Its conceptual appeal lies in its ability to integrate elements of open innovation, as conceptualised by Chesbrough (2003), with user-innovation, originating from von Hippel (1977). Although some authors use the concepts of open innovation and user innovation interchangeably, innovation scholars have demonstrated that they originate from different research perspectives (Bogers and West, 2012). Open innovation focuses on leveraging external knowledge to enhance idea generation, product development, and market strategies. In contrast, user innovation concentrates on integrating end-user perspectives to refine products and services. The widespread acknowledgment of these models across various disciplines attests to their efficacy in fostering innovation (Chesbrough and Crowther, 2006; Enkel et al., 2009; von Hippel, 1986).

Conversely, collaborative innovation represents an innovation model that encourages the mutual shaping of innovation through active cooperation between individuals both within and outside of an organisation (Consoli and Patrucco, 2008). Although this field is still developing, its importance in the innovation process is increasingly recognised (Bommert, 2010; Carstensen and Bason, 2012; Moulaert et al., 2005; Sørensen and Torfing, 2011). Compared to distributed innovation, collaborative innovation places greater emphasis on the active engagement and cooperation among diverse actors to conceive and execute innovative ideas.

2.3 Contextual element 2: the emergence of innovation intermediaries

The second contextual element exposes how the advent of distributed and collaborative innovation models has influenced the establishment of entities that facilitate collaboration and contribute to the growth of innovation ecosystems. These entities are collectively referred to as innovation intermediaries (Hamann and April, 2013; Howells, 2006). They represent a varied group of entities with a shared mission: to assist various actors within an innovation ecosystem by enabling access to a broad spectrum of knowledge and skills and fostering collaboration among the actors of their innovation ecosystem (Dalziel, 2010). Distinct from private firms, public administrations and academic institutions, innovation intermediaries are designed to be agile and responsive to rapid environmental changes while simultaneously generating value within their organisation, their innovation ecosystems (Merindol et al., 2018) and innovation systems (Hodson and Marvin, 2010; Kivimaa, 2014; Zivkovic, 2018).

Despite over three decades of scholarly attention (first mentioned by Horley in 1986), the study of innovation intermediaries remains somewhat peripheral in innovation research (Dalziel, 2010; Intarakumnerd and Chaoroenporn, 2013; Van der Meulen et al., 2005). Most studies have focused on their roles within innovation systems, with minimal exploration of their capabilities in fostering internal innovation or adaptability (Dalziel, 2010; Howells, 2006; Merindol et al., 2018; Van der Meulen et al., 2005; van Lente et al., 2003).

The lack of research on differentiating the different types of innovation intermediaries and UIIs causes a crucial challenge for studying them. Despite the slowly growing interest of researchers in these concepts over the past decade (Stoll and Andermatt, 2021), this field faces several major challenges, such as:

- A lack of a universally accepted definition, with terms like labs, hubs, and centres used interchangeably (Tiesinga and Berkhout, 2014).
- The heterogeneity of intermediaries and labs, encompassing a wide range of entities studied under various names, including innovation labs (Gryszkiewicz et al., 2015;

Lewis and Moultrie, 2005; Mcgann et al., 2021; Tõnurist et al., 2015), innovation platforms (Birachi et al., 2013; Cadilhon et al., 2013; Cullen et al., 2014; Tui Homann-Kee et al., 2013), and associations (Howells, 2006).

- Debates on whether intermediaries should be viewed as distinct organisational types (Shearmur and Doloreux, 2019).
- A predominance of practice-based research over theoretical research, leading to a lack of conceptual clarity and rigor (Schuurman et al., 2015).

The presence of these challenges significantly constrains researchers' ability to formulate robust theories, highlighting the imperative for a structured approach and the development of robust theories within the field.

To address these challenges the following list presents four distinct types of innovation intermediaries, each with its unique focus and role within the broader innovation system.

- Public innovation labs are focusing on support innovation in the public sector (Stoll and Andermatt, 2021);
- Social innovation labs are addressing systemic problems (Kieboom, 2014);
- Living labs are testing innovations in real-world settings (Aversano et al., 2017).
- Associations are supporting and managing communities of practices (Frandsen and Johansen, 2015).

As illustrated in Figure 1, these types can be categorised based on their primary roles: enabling innovation in a particular sector or territory and supporting innovation ecosystems.

Figure 1: Spectrum of the main roles of innovation intermediaries

Public Innovation Labs
Social Innovation Labs   Associations
Living Labs

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Enabling innovation   Supporting innovation ecosystem
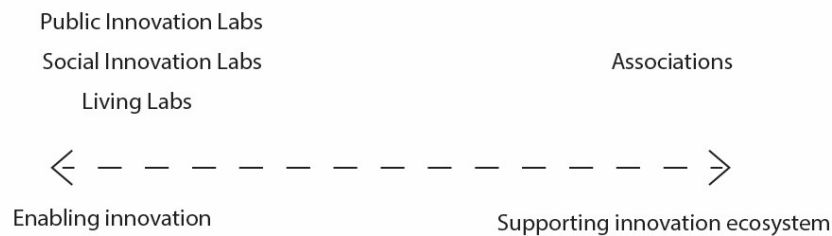
Positioned on the left side of the spectrum, the three principal types of innovation labs primarily focus on supporting other entities to enhance their innovation capabilities. These labs can be established within or in affiliated with governments, academic institutions, or private firms. They embody a collaborative ethos by using collaborative methodologies and providing spaces specifically designed for creative ideation, experimentation, and prototyping. Each type of innovation lab has a distinct mission that sets it apart. First, public innovation labs aim to catalyse innovation within the public sector. Their primary role is to create intermediary spaces to avoid the inherent rigidity of bureaucratic systems, thereby fostering a more agile and responsive approach to public sector innovation (Bakici et al., 2013; Tõnurist et al., 2017). Second, social innovation labs endeavour to solve complex social problems by addressing systemic barriers and generating value for the most vulnerable segments of society (Tiesinga and Berkhout, 2014; Tracey and Stott, 2017; Wascher et al., 2019; Westley et al., 2015). Third, living labs emphasise real-world testing and validation of innovations. They typically engage in collaborative partnerships with users, businesses, and research organisations, thereby ensuring that the innovations are grounded in practicality and meet real-world needs and conditions (Aversano et al., 2017).

Situated at the other end of the spectrum, associations play a key role in developing innovation ecosystems. Their primary objective is to facilitate knowledge transfer, encourage interconnectedness, and nurture collaboration among a diverse range of entities within an

innovation ecosystem. Despite their roles being examined in intermediary literature (Frandsen and Johansen, 2015; Howells, 2006), most research focuses on their ability to create and coordinate communities of practice (Wenger, 2006). In a research Wenger (2006) found that they provide targeted, industry-specific support, which is crucial for the development and sustenance of these communities. This is achieved through peer-to-peer activities which are offering a dynamic and practical alternative to traditional educational formats. Their activities often involve creating platforms for sharing best practices, facilitating networking opportunities, and providing access to critical resources and information.

While most innovation intermediaries have a discernible emphasis on one of the two poles, it's important to recognise that many of these organisations offer a range of services that span across the spectrum. This fluidity allows them to adapt and respond to varying needs within the innovation ecosystem. For example, an innovation lab, primarily established to generate innovation, may extend its role to encompass ecosystemic functions. This expansion often involves the lab engaging in activities that foster connections among diverse stakeholders, facilitating collaborations, and promoting the exchange of knowledge. AResearch by Tõnurist et al. (2017) illustrates this point in the context of a government-based innovation lab. In this case, the lab functioned also as an intermediary, effectively bridging the gap between public servants, researchers, and industry partners. This role included brokering partnerships and aiding in technology transfer, thereby acting as a catalyst for collaboration and knowledge dissemination within its ecosystem.

In contrast, associations, typically positioned at the 'ecosystem support' end of the spectrum, are less likely to be directly involved in collaborative projects which generate innovations. Their primary focus remains on fostering knowledge transfer and managing communities of practice.

Beyond innovation labs and associations, there is a growing recognition of other entities that might occupy a central position within this spectrum. Notably, innovation platforms have been suggested as key players in this intermediary landscape (Merindol and Versailles, 2017). These

platforms are postulated to play a dual role in facilitating the growth of organisations and nurturing their respective innovation ecosystems. However, the current scope of empirical knowledge regarding the distinct characteristics and roles of these platforms within the innovation ecosystem is limited (Merindol et al., 2018). This gap underscores the need for further research to further elucidate their place and function within the spectrum.

2.4   Contextual element 3: urban innovation and the role of innovation intermediaries in supporting urban innovation

The third contextual element delineates the concept of urban innovation and explores the unique characteristics of innovation intermediaries within this specific context. Defining urban innovation presents notable challenges primarily due to the novelty of the concept and its evolving nature in academic discourse. This lack of a universally accepted definition may be attributed to two main factors:

- The first factor relates to its inconsistent definitions. There is a notable trend in the literature where the term 'urban innovation' is frequently utilised without a clear, consistent definition. This inconsistency is evident in various studies, and leads to a fragmented understanding of the concept (Dente et al., 2012; Dvir et al., 2006; McCormick and Hartmann, 2017; Mulder, 2012; Puerari et al., 2018; Schaffers et al., 2012).

- The second factor entails its implicit usage. Many scholars explore aspects of urban innovation without explicitly using the term, further complicating the establishment of a clear definition (Dekker and Zimmer, 2016; Moulaert et al., 2005; Shearmur, 2010, 2012).

Considering these challenges, this research proposes that urban innovation encapsulates the implementation of novel ideas, services, products, and methodologies aimed at addressing the multifaceted challenges within cities. It involves the application of new solutions and the transformation of multiple urban systems to enhance sustainability, efficiency, liveability, and

resilience within cities. Urban innovation encompasses a broad spectrum of elements, including, but not limited to urban planning, transportation, energy, housing, governance, social services, and infrastructure. It aims to address critical urban challenges such as rapid urbanisation, congestion, housing affordability, social inclusion, environmental sustainability, governance and stakeholder collaboration, and resilience to climate change and disasters.

UIIs have the ambition to play a crucial role in fostering urban innovation and supporting the ecosystem of actors involved in developing solutions to urban problems. UIIs constitute a diverse array of entities. These entities, often supported or established by governmental bodies, are characterised by their collaborative work environment where professionals from varied backgrounds employ a multitude of innovation practices, methods, and tools to stimulate innovation in urban contexts (Hodson and Marvin, 2010; Kivimaa, 2014; Zivkovic, 2018). This definition is intentionally inclusive to encompass a range of previously studied concepts such as public open intermediaries (Bakici et al., 2013), urban living labs (McCormick and Hartmann, 2017; Voytenko et al., 2016), urban labs (Kraker et al., 2016), and innovation districts (Wagner et al., 2016). Distinct from the definition of innovation intermediaries, this definition places an emphasis on the diverse array of professions and methods used within these entities, thereby shifting the focus towards internal characteristics when defining them.

The examination of the internal functioning of innovation intermediaries in the context of urban innovation is critical for several reasons. Firstly, despite the proliferation of UIIs across Europe in recent decades, there remains a significant gap in research scrutinising their operational activities (Hodson and Marvin, 2009; Kronsell and Mukhtar-Landgren, 2018). Secondly, the role of these UIIs as facilitators of distributed and collaborative innovation has gained increasing recognition and utilisation within the public sector. Policymakers across European cities, national governments, and the European Commission have been progressively integrating UIIs into their innovation strategies. This alignment is evidenced in the formulation of comprehensive innovation portfolios that encompass a range of policies, strategies, programs, and initiatives, strategically positioning UIIs as organisational solutions for addressing complex urban challenges.

Thirdly, their mission to increase external value to their innovation ecosystem adds substantial complexity for its internal exploration (Merindol et al., 2018). Fourthly, given the substantial public investment funnelled into UIIs annually, a deeper empirical understanding of their functionality is essential for policymakers to make informed decisions regarding their establishment and funding (Hauser 2010).

Three primary types of UIIs have been identified in the fields of innovation intermediaries, innovation labs, economic geography, and urban studies: urban and city labs, urban living labs, and innovation districts. Each of these UII types possesses unique characteristics:

- Urban and city labs refer to transdisciplinary teams either situated within a municipality or operating semi-independently. Their core mission is to help public servants and elected officials in fostering innovation to enhance urban management, urban planning, and governance practices (Hauser, 2010b; Scholl and Kemp, 2016; Von Radecki et al., 2016; Wendt et al., 2016).

- Urban living labs are a specific type of labs that focus on involving users in the design, testing, and evaluation of innovative urban solutions within real-world settings. They stand out for their user-centric approach and experimentation deployed in urban environments (Bulkeley et al., 2019; McCormick and Hartmann, 2017; Steen and Bueren, 2017).

- Innovation districts focus on fostering innovation within a geographically bounded area. These areas are either existing hubs of innovation-related activities or are being developed to attract such activities (Katz and Wagner, 2014; Wagner et al., 2016). The organisation in charge of managing them can be either independent organisations or departments within municipal administrations. Some of them manage collaboration among governments, businesses, and research institutions and others manage the (re)development of a defined areas within a city.

Figure 2 positions these types of UIIs along the earlier presented spectrum, which ranges from enabling innovation to supporting innovation ecosystems.

Figure 2: Spectrum of the main missions of urban innovation intermediaries
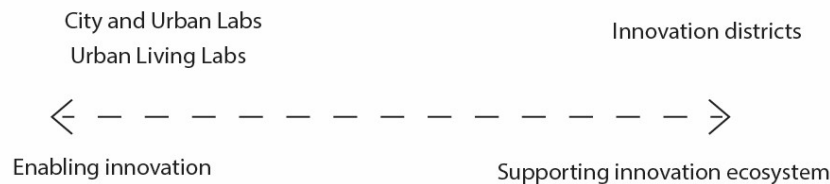
As depicted on the left side of the spectrum, city and urban labs, alongside urban living labs, primarily focus on enabling innovation. These entities leverage experimental, transdisciplinary approaches, and integrated methodologies to collaboratively develop solutions for urban challenges (Kraker et al., 2016; Scholl et al., 2018; Scholl and Kemp, 2016). Through these approaches, they bring together diverse stakeholders, including researchers, policymakers, entrepreneurs, and citizens, to actively engage in projects aimed at addressing urban issues.

However, there are notable distinctions between city and urban labs, and urban living labs. City and urban labs are often closely aligned with municipal administrations and focus on innovative governance and urban development (Kraker et al., 2016). In contrast, urban living labs prioritise end-user inclusion and testing in real-life environments (McCormick and Hartmann, 2017). This evolution towards space-based approaches and co-management models marks what Leminen et al. (2017) describe as the 'third generation' of living labs. The burgeoning popularity of urban living labs is further evidenced by the increasing number of case studies and academic publications in recent years (Bulkeley et al., 2015; Keith and Headlam, 2017; Voytenko et al., 2016).

Despite this focus on experimenting in real-life environment, the use of the term 'urban living lab' has been used by Baccarne et al. (2014) and Bulkeley et al. (2018), and in various programs like

JPI Urban Europe, Mistra Urban Futures, ENOLL, Lab+, and Urban Transformation (Keith and Headlam, 2017) as an umbrella term for all city-related intermediaries. This broader application of the term is misleading considering that it does not consistently align with the definitions and characteristics outlined in the academic literature.

On the right side of the spectrum, innovation districts aim to foster innovation within a defined territory (Katz and Wagner, 2014; Wagner et al., 2016). Within the economic geography literature, innovation districts are recognised as a novel form of territorial development strategy known as Knowledge-Based Urban Development (KBUD). Depending on their specific mission, they contribute to the revitalisation of neighbourhoods, attract investments and companies, and facilitate networked activities to foster the development of a localised innovation ecosystem (Katz and Wagner, 2014; Wagner et al., 2016, 2017).

2.5   Conclusion

In conclusion, this chapter has expanded upon three fundamental contextual factors that underpin the emergence, diversity, and significance UIIs. Firstly, it elucidated that the escalating complexity within contemporary socio-economic systems necessitates the harnessing of a vast spectrum of internal and external knowledge and expertise for organisations to prosper. Subsequently, it postulated that distributed, and collaborative innovation models have arisen as conceptual models to delineate an organisation's ability to effectively manage this expansive knowledge and expertise. Furthermore, it has asserted that various categories of innovation intermediaries play a pivotal role in facilitating distributed, and collaborative innovation and provided evidence for the existence of multiple types of these intermediaries involved in fostering urban innovation. Lastly, the chapter contended that despite the proliferation of UIIs in Europe over the past two decades and considerable public investment in these entities, there remains a dearth of research scrutinising their capacity to foster internal innovation. To bridge this gap, the present research proposes to investigate four internal innovation capabilities within UIIs.

3 Conceptual framework and conceptual models

3.1 Introduction

This third chapter delineates the conceptual framework and models employed to gather a multi-facetted perspective on UIIs internal innovation capabilities and to reflect on dynamic aspects of innovation management. In alignment with Contingency Theories, this approach acknowledges that an organisation's success in innovation and internal capability building depends on how well these capabilities fit with external contingencies such as market dynamics, technological changes, and institutional contexts (Lawrence and Lorsch, 1967; Thompson, 1967). Central to this investigation are four internal capabilities critical for UIIs: their capacity to adapt to dynamic environments, ensure sustainable progression, implement effective knowledge management practices, and enable a positive work atmosphere.

The chapter is segmented into six sections. The two initial sections provide a rationale for the selection and an overview of these capabilities while the four subsequent sections present the foundational concepts underpinning the study of each capability and the conceptual models used to analyse them.

3.2 Rationale for selecting the capabilities

The inclusion and exclusion of capabilities were guided by empirical evidence, theoretical coherence, and relevance to UIIs' practical operational contexts. Table 2 summarises how these capabilities evolved from initial conceptualisation to their refined forms.

Initially, the Burke-Litwin Causal Model of organisational performance and change provided a foundational inspiration. However, during immersive experiences within a UII, the significance of the external environment emerged clearly as fundamental to their operations, prompting its

explicit integration into the analytical framework. This decision aligns with existing intermediary organisation literature, which emphasises external roles as crucial for understanding their functioning.

Guided by contingency theories, the study recognised that an organisation's internal capabilities must be responsive to internal and external contexts, underscoring the necessity to reconceptualise the initial levers as dynamic capabilities. The theoretical gap identified pertained specifically to UIIs' capacity for navigating change, thus the research shifted from broad organisational factors towards more specific, actionable capabilities.

Capability 1, originally encompassing external environment, missions, strategy, structures, systems, and management practices, evolved from focusing on general management strategies to emphasising adaptability in response to diverse external challenges. The reframed Capability 1, "Adapting to Challenges," captures the essence of UIIs' need for agility and strategic responsiveness in dynamic environments.

Empirical analysis also highlighted ambition and risk-taking as pivotal across various cases, leading to the introduction of Capability 2: "Ensuring a Sustainable Pace of Progression." This capability directly addresses the balance UIIs must maintain between ambition-driven growth and manageable risk, an essential factor in their long-term sustainability.

In relation to competence management, the research initially intended to explore both knowledge and skills management. However, data limitations and fragmented literature on skills management necessitated a more focused examination on organisational-level knowledge management practices. Consequently, Capability 3 was reframed as "Implementing Management Practices to Enhance Knowledge Exchange and Assimilation," better aligning with the empirical evidence available.

Lastly, while organisational culture and climate were initially explored broadly, detailed analysis specifically illuminated the significant role of work atmosphere. Hence, Capability 4, "Enabling a Positive Work Atmosphere," emerged prominently, underscoring an essential internal condition to facilitate innovation and creativity.

Table 2: From concepts to innovation capabilities of innovation intermediaries		
Concepts from Causal Model	**Set of capabilities based on the literature**	**Capabilities reframed from analysis**
External environment, missions, strategy, structures, systems, management practices	Capability 1: Implementation of management strategies for optimal adaptation to fast changing environments.	Capability 1: Adapting to challenges
		Capability 2: Ensuring a sustainable pace of progression
Management practices and systems	Capability 2: Implementation of management practices and systems to access and recombination of heterogenous competences from inside and outside their organisation.	Capability 3: Implementing management practices to enhance knowledge exchange and assimilation
Organisational culture and climate	Capability 3: Creation of an organisational culture and climate conductive of creativity and innovation	Capability 4: Enabling a positive work atmosphere

Moreover, the inclusion or exclusion of external innovation capabilities remained a tension throughout the research. Initially, external capabilities were incorporated into the theoretical framework, methodology, and data analysis phases, recognising their importance as characteristic elements of UIIs and innovation labs, which inherently operate within innovation ecosystems (Tõnurist et al., 2017). Specifically, the initial framework drew on three systemic functions proposed by van Lente et al. (2003): articulation of expectations and visions, building social networks, and facilitating learning processes and exploration.

However, systemic innovation analysis proved challenging to integrate coherently and succinctly with organisational-level analysis within a single dissertation framework. The differing theoretical focuses between contingency theory's emphasis on organisational adaptation and systemic innovation literature's emphasis on influencing external environments, created a tension that risked fragmenting the thesis narrative. Consequently, to ensure narrative coherence and to provide a deeper examination of internal innovation capabilities, the difficult but necessary decision was made to exclude external innovation capabilities from the scope of this study.

3.3   Overview of the four internal capabilities

The study of innovation capabilities within UIIs aims at developing a better understanding of the practices, competences and strategies for planning, organising, and coordinating their activities to maximise their innovativeness. From a contingency theory perspective, this implies that there is no single best way to cultivate these capabilities; rather, the effectiveness of any chosen approach depends on the external and internal context (Burns and Stalker, 1961). Capabilities are depicted as optimal outcomes of UIIs' operations. Each one of them is interpreted as a thread into the fabric of organisational innovation capabilities.

Organisational and innovation capabilities have been discussed by seral authors in the fields of innovation intermediaries and innovation management (Feser, 2023; Hamann and April, 2013;

Katzy et al., 2013; Tõnurist et al., 2017). As established in the previous chapter, the external capabilities are well covered in the literature on innovation intermediaries (Howells, 2006; Intarakumnerd and Chaoroenporn, 2013b; Merindol et al., 2018; van Lente et al., 2003), but limited empirical evidence exist on their internal capabilities (De Silva et al., 2018a). Researchers from the field of open, distributed and collaborative innovation and from innovation intermediaries have referenced to some internal capabilities, such as: R&D capabilities (H. Chesbrough and Schwartz, 2007); leadership capabilities for collaborative innovation (Hamann and April, 2013); open innovation project management capabilities (Cézar et al., 2020); knowledge management capabilities (Hodson and Marvin, 2010); communication capabilities (Gloor, 2007; Pfeffermann and Gould, 2017); technological capabilities (Sagar et al., 2009; Tõnurist et al., 2017); relational capabilities (Hamann and April, 2013; Tõnurist et al., 2017); and service design capabilities (Tõnurist et al., 2017).

The present research focusses on four capabilities. First, considering the predominant need to navigate growing complexities, two capabilities relate to UIIs ability to change and calibrate their practices in accordance with their environments. This ability has been conceptualised as dynamic capabilities (Grimaldi et al., 2013; Lewis and Moultrie, 2005; Teece et al., 1997; West and Bogers, 2017). For Teece et al. (1997), dynamic capabilities refer to an organisation ability to develop and reconfigure internal competences to address rapidly changing environments and ultimately improve their competitive advantage. Such a perspective is consistent with Contingency Theories, which emphasise that organisations must align their internal processes with external demands in order to perform effectively.

Considering the lack of empirical knowledge regarding both the changing environment and internal competences, the present research begins by an inquiry into Capability 1: Adapting to challenges. This inquiry consists of identifying and explaining external challenges specific to UIIs and internal mechanisms implemented to adapt to internal and external challenges.

Second, to further explore UIIs' dynamic capabilities, this research examines if and how UIIs ensure a sustainable pace of progression. This investigation entails an examination of their levels of ambition and propensity for risk-taking. Understanding these factors and their intricate interplay is imperative for grasping the dynamic capabilities of UIIs, as they intricately shape an organisation's ability to discern and exploit opportunities, thereby cultivating its competitive advantage (Hauser, 2014). In line with Contingency Theories, this sustainable pace is expected to differ across UIIs, depending on the specific constraints and opportunities they face.

Third, the present research focuses on UII's proficiency in implementing management practices to enhance the exchange and assimilation of knowledge. This emphasis is prompted by the recognition of knowledge management as a pivotal component within the realms of innovation and dynamic capabilities (Bogers et al., 2019; De Silva et al., 2018; Teece et al., 1997). The primary objective of this inquiry is to discern the extent to which UIIs integrate such practices into their operations and to elucidate several practices. Additionally, it seeks to investigate the necessity of calibrating the quantity of implemented practices to optimise innovation outcomes. From a contingency theory standpoint, the selection and intensity of knowledge management practices must be tailored to the specific conditions each UII encounters.

Finally, the fourth capability pertains to UIIs ability to enable a positive work atmosphere conductive of internal innovation. Through an examination of employees' perception regarding the 'mood' of the organisation, this research endeavours to investigate if and how playfulness/humour, trust/openness, managers' valuation of employees, and straightforwardness in managers to employees' communication may foster innovation within the organisation. In alignment with contingency theory, approaches to motivating employees and shaping culture should differ based on the organisational context.

Table 3 synthetises the four capabilities under examination and elucidates the rationale behind their selection.

Table 3: Capabilities and the rational for their selection

Capabilities	Rational for selection
Capability 1: Adapting to challenges	Adaptation is crucial capability for organisations such as UIIs because they navigate a complex environment. There is a lack of empirical evidence about the external challenges and the adaptation mechanisms in the field of UIIs. Aligns with Contingency Theories, which emphasise the fit between external challenges and internal responses.
Capability 2: Ensuring a sustainable pace of progression	The pace of change is a key element to understand dynamic capabilities. The study of the level of ambition and risk-taking have the potential to generate insights on these capabilities, which is a knowledge gap in the literature on innovation management. Contingency Theories highlight that the "right" pace depends on the organisation's environment and internal context.
Capability 3: Implementing diverse management practices to enhance knowledge exchange and assimilation	Knowledge management assumes a pivotal role within the realm of innovation and dynamic capabilities. Little is known about how UIIs deploy management practices to foster internal innovation. Contingency Theories suggest these practices must be fitting internal structures.
Capability 4: Enabling a positive work atmosphere	The work environment has a direct impact on an organisation capability to foster internal creativity and

	innovation. Determinants influencing a positive work atmosphere has yet to be explored within the realm of UIIs. Contingency Theories imply that approaches to motivating employees and shaping culture differ based on organisational context.

Given the novelty and exploratory character of the proposed approach, and with the intention to provide insights on the dynamic aspects of innovation capabilities, Figure 3 presents a conceptual model with time as its primary axis. This visual representation illustrates the evolution of an organisation's state over time and suggests the existence of diverse potential trajectories for future development. In this depiction, the organisation is visually conceptualised as an atom; however, this atomic representation does not extend to serve as an analogy or metaphor.

Figure 3: Conceptual model for dynamic capabilities
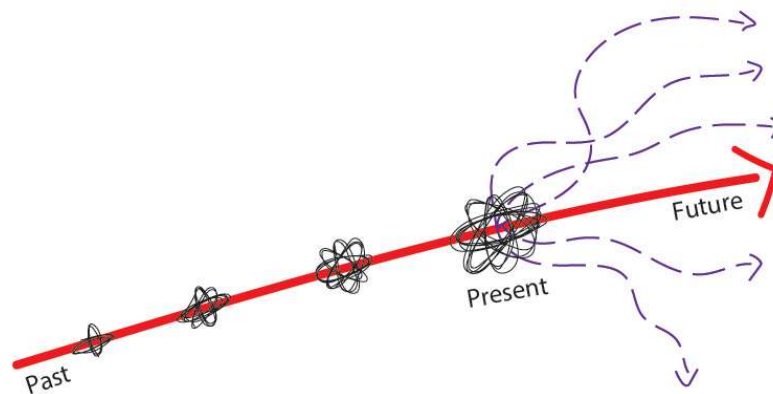
Based on this depiction, analysing the current state of the organisation provides insights into practices that facilitate or impede its transformation and advancement, ultimately influencing its future trajectory. In the context of this research, this implies that implementing varied knowledge

management practices and fostering a positive work environment may support UIIs adaptability to both external and internal challenges and may help to ensure a sustainable pace of progression. In line with Contingency Theories, it also highlights how UIIs' strategies, structures, and practices must remain flexible enough to align with shifting conditions (Scholl and Kraker, 2021).

To gain a deeper insight into the organisational-level elements susceptible to change throughout the progression of UIIs and that can be calibrated to influence UIIs' transformation and progression, Figure 4 advocates for the incorporation of structural parameters alongside knowledge management practices and the work atmosphere. Additionally, this model features orange arrows to illustrate the external forces exerting pressure on the organisation.

Figure 4: Organisation-level conceptual model
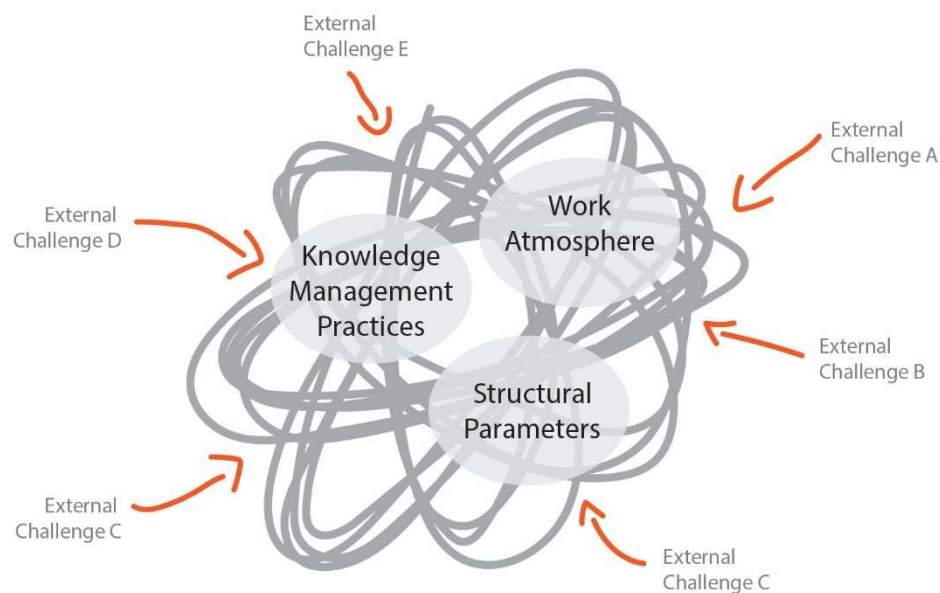
3.4   Capability 1: Adapting to challenges

The examination Capability 1 seeks to elucidate the principal external challenges encountered by UIIs and the internal mechanisms employed to effectively navigate varied challenges. This inquiry draws from the principles of contingency theories, which propose that for organisations operating in highly complex environments, there is no singular optimal approach to organisational design and management (Johnson et al., 2007; Johnson, 2013; Rajala, 2012). Instead, success is contingent upon aligning internal characteristics and practices with the external environment (Donaldson, 1987; Styles and Seymour, 2013). This perspective aligns with contemporary organisational design theories as it suggests that strategic internal choices are shaped by external constraints and opportunities (Kornberger, 2017).

To refine the knowledge on adaptability, this research proposes to use the results from a diachronic analysis to presents the main insights regarding the external challenges UIIs face and their internal transformations. The investigation of environmental complexity focusses on challenges associated with various degrees of autonomy from the public sector and the intricacies of addressing urban challenges. Focussing on these two external elements have been motivated by previous research mentioning that innovation labs and innovation intermediaries are impacted by their level of autonomy from the public sector (Bakici et al., 2013; McGann et al., 2018; Tõnurist et al., 2017); and the challenges related to the urban context (Angelidou and Psaltoglou, 2017; Arup et al., 2014; Bulkeley et al., 2018; Dekker and Zimmer, 2016; Dente and Coletti, 2011; JPI URBAN EUROPE, 2015; Scholl and Kemp, 2016). By investigating how UIIs adapt their internal mechanisms, the study generates empirical insights that extend our understanding of how contingencies shape organisational choices.

Due to the difficulties regarding the articulation of the direct impact of environmental challenges on organisational adaptation mechanisms, the exploration of their interplay falls outside the scope of this thesis. This decision is guided by the intricacies involved in isolating and analysing the causes and effects of different elements of a system, as explained by Geels (2004, 2005).

Figure 5 and 6 present the conceptual models developed to examine the UIIs capacity to adapt to internal and external challenges. These two conceptualisations are interrelated, with Figure 5 providing an overview of an organisation's progression and potential future trajectories and Figure 6 illustrating an organisation-level representation which encapsulates the concepts used for studying adaptation. First, in Figure 5, the red axis symbolises time, the black atom labelled 'present' signifies the moment of adaptation. On the left, the smaller atoms represent the organisation's past states, and the line represent its past trajectory. This model proposes that distinguishable stages of progression can be assessed based on the past states of the organisation. The five dash-lines emerging from the atom represent multiple potential trajectories for UIIs' future. Such an approach aligns with Contingency Theories in that an organisation's choices at each stage of its evolution are shaped by the prevailing external contingencies and the organisation's readiness to adapt. It extends the work of Verdu et al. (2012) which introduce the "metafit" framework, a two-dimensional fit model combining contingency fit (internal alignment) and institutional fit (external alignment). Their model demonstrates that high performance requires both fits, rather than one compensating for the other.
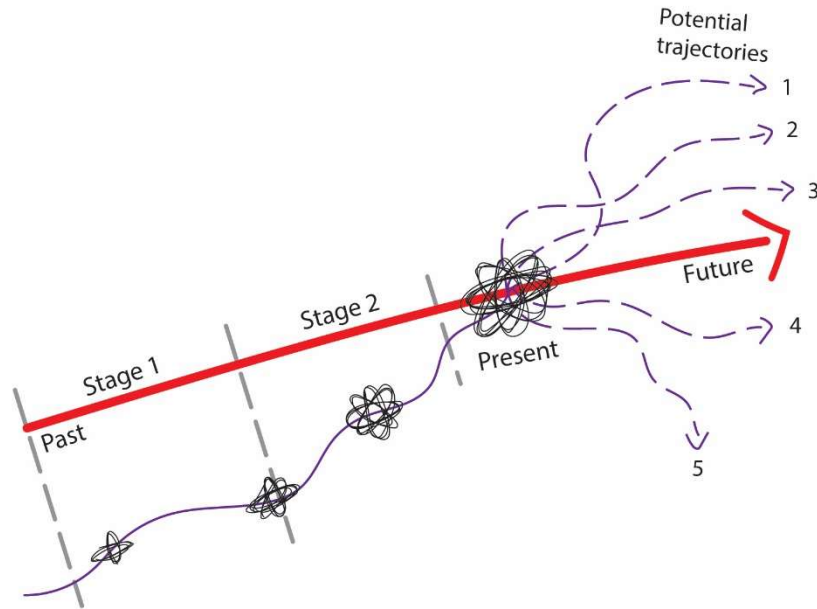
Figure 6 proposes a close-up view of the atom to illustrate the concepts used for studying adaptation. In the centre, the ovals encapsulate the following three categories of internal adaptation mechanisms: the size of the organisation, the development strategy, and the structure and processes. The arrows in the periphery of the figure present that the study of external challenges focuses on UIIs dependency on the public sector and the complexities of deploying innovations in urban contexts. The orange arrows indicates that external challenges influence internal dynamics. The lack of connection between the arrows and the ovals is intentional and explicitly refers to the fact that the present research does not aim to explore explicit causal linkages between external challenges and internal adaptation mechanisms. Nevertheless, from a contingency perspective, these external conditions shape how UIIs choose and calibrate their internal adaptation mechanisms, even if these influences cannot be causally isolated.

Figure 6: Conceptual model to study external challenges and internal adaptation mechanisms
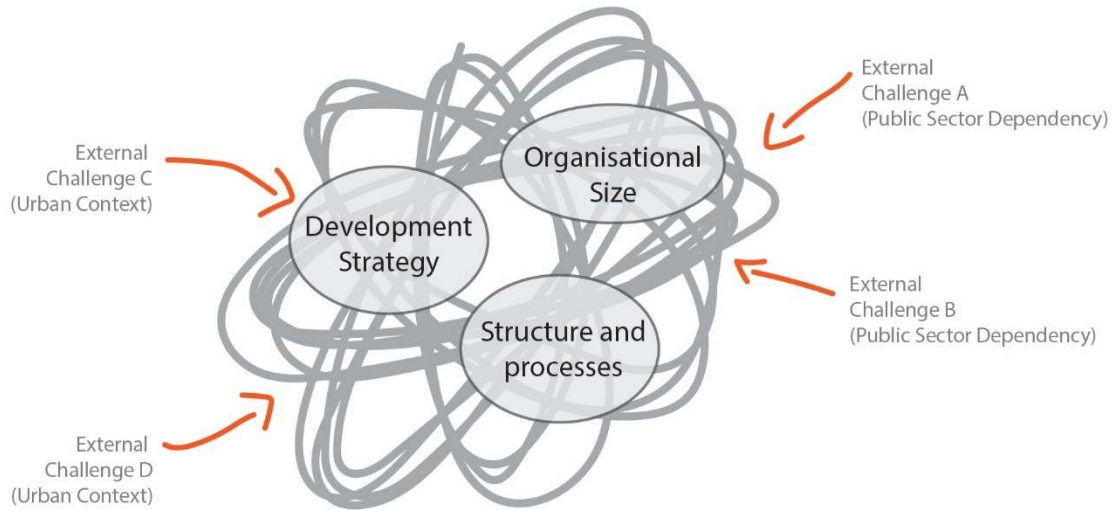
3.5 Capability 2: Ensuring a sustainable pace of progression

The second analytical approach in examining dynamic capabilities within UIIs focuses on two critical elements influencing their pace of progression: ambition and risk-taking. These elements are pivotal in shaping UIIs' ability to identify, manage, and create opportunities (Hauser, 2014). In line with Contingency Theories, this study posits that the optimal levels of ambition and risk-taking vary depending on external and internal contexts, meaning there is no one-size-fits-all formula for sustaining momentum (Donaldson, 2001; Lawrence and Lorsch, 1967).

This analysis is embedded within the wider conceptual framework developed by Levie and Lichtenstein's (2010), which suggests that an organisation's dynamic state emerges from a dual force of 'opportunity and tension.' In this context, 'opportunity' refers to a reservoir of potential resources, while 'tension' denotes the organisational drive to capitalise on these opportunities, transforming potential into competitive advantages or revenue streams.

Within this framework, ambition and risk-taking are employed for their potential to generate novel insights about the phenomena that characterise the 'tension' within organisational

dynamics. These constructs offer a lens through which the intensity of the 'organisational drive' can be understood and assessed.

In this research, the concept of ambition is conceptualised as the strategic aspiration that propels decision making and action-taking, and therefore, represents a driving force that influence the progression of an organisation. Consequently, risk-taking encompasses the organisation's willingness to encounter potential adverse outcomes or losses because of its strategic endeavours. The degree of risk is indicative the organisation's tolerance for possible negative consequences arising from the exploration and exploitation of new opportunities.

Despite their potential roles in understanding dynamic capabilities, these two constructs have been under-explored in the literature on innovation intermediaries and UIIs. This research aims to fill this gap by exploring their roles and interactions regarding the capacity for UII to ensure a sustainable pace of progression. Specifically, this research is dedicated to enhancing our understanding of the varied degrees of ambition and their associated challenges, the spectrum of degrees of risk-taking, and the risk mitigation strategies employed across the five case studies. By highlighting how UIIs navigate and calibrate ambition and risk-taking, this study aims to contribute to Contingency Theories by illustrating that strategic choices should be shaped by unique environmental demands rather than fixed, universal prescriptions. For example, this research studies if these forces manifest differently across UIIs, depending on factors, such as, the organisational mission, level of autonomy from the public sector, governance structures, and annual budget.

Figures 7 and 8 elucidate the concepts used in studying the roles of ambition and risk-taking concerning the maintenance of a sustainable pace of progression. Figure 7 illustrates that this segment of the research focuses on analysing past and present states of UIIs, and on organising them in different stages to offers insights into the levels of ambition and risk taking. In addition, it illustrates that future trajectories are influenced by these two elements.

Figure 7: Conceptual model to analyse the pace of progression
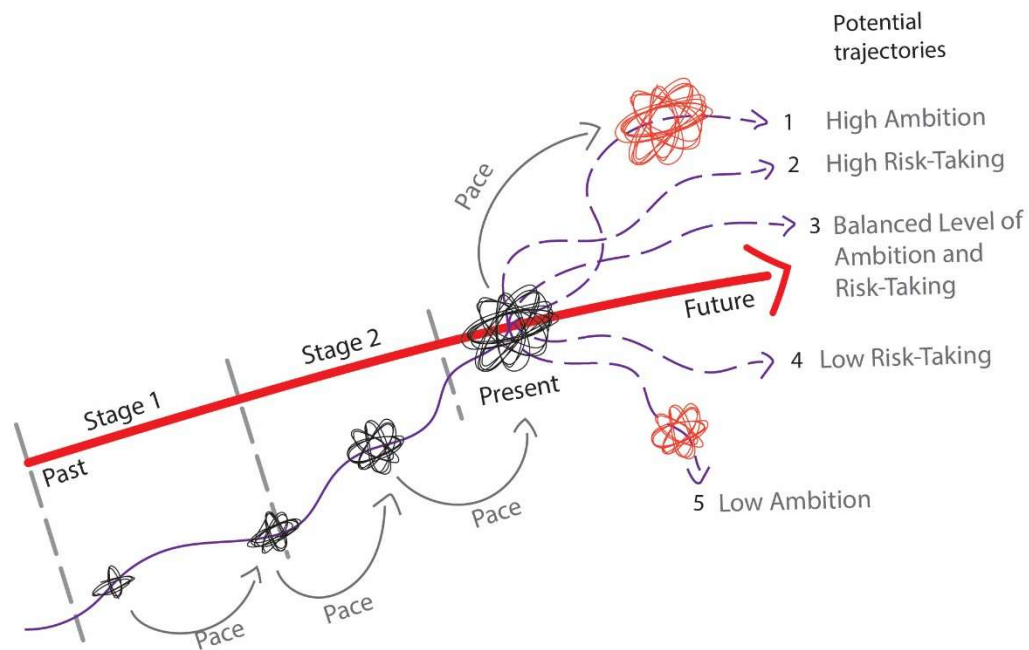
Figure 8 presents the organisation-level representation to analyse the pace of progression and the levels of ambition and risk-taking, proposing that the analysis seeks to provide insights into the levels of ambition and their associated opportunities and challenges, as well as the levels of risk-taking and the mitigation practices employed by the cases. Furthermore, the orange arrows indicate that the interplay between ambition and risk-taking is examined to better understand the challenges of maintaining a sustainable pace of progression.

Figure 8: Organisation-level conceptualisation to analyse the pace of progression
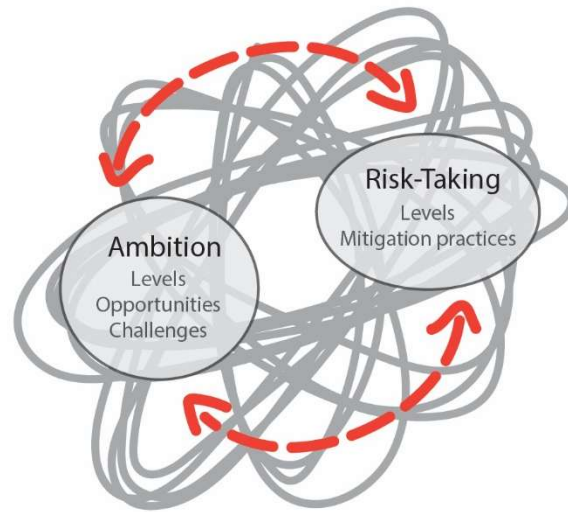
3.6 Capability 3: Implementing management practices to enhance knowledge exchange and assimilation

The implementation of management practices to enable the exchange and assimilation of knowledge is the third element analysed to gain insights into UIIs' innovation capabilities. In the context of this thesis, these practices refer primarily to the organisation and participation in internal meetings to foster knowledge exchange and the organisation and participation to external events to improve knowledge assimilation from outside organisational boundaries. From a contingency theory perspective, there is no universally optimal way to structure or apply these practices; their effectiveness depends on how well they align with the organisation's context, such as, the number of employees, the levels of hierarchies, and their roles in their ecosystem.

The literature on the roles of innovation intermediaries in facilitating knowledge exchange in an innovation system, clusters and ecosystems has been covered in multiple studies (Alexander and Martin, 2013; Consoli and Patrucco, 2008; Feser, 2023; Guo and Guo, 2013; May et al., 2009), but the importance of internal knowledge management practices in the development of innovation capabilities is not well documented (De Silva et al., 2018a). Addressing this gap is strategic

because knowledge management plays a significant role in enhancing an organisation's capacity to innovate (De Silva et al., 2018a; González-Mohíno et al., 2024; Lei et al., 2019; Sandberg et al., 2017).

To address this gap, the present research investigates whether UIIs implement such practices and whether employees perceive them as crucial for fostering organisational innovation. Additionally, it aims to elucidate specific practices implemented in the five case studies. The analysis of these practices is conducted based on three primary knowledge exchange dynamics: intra-team, horizontal (between units), and vertical (across hierarchical levels), along with one knowledge assimilation dynamic: outside-in.

As this study underscores the importance of implementing knowledge management practices for improving innovation capabilities, it also recognises the need for a calibrated deployment due to resource constraints. From a contingency standpoint, calibration implies that practices must be adjusted according to factors such as resource availability, organisational structure, and environmental turbulence (Woodward, 1965). This calibration is studied to better understand UIIs challenges in implementing these practices. In this context, calibration refers to the refinement of knowledge exchange mechanisms in a manner that optimises resource utilisation. It aims to ensure that there is a balance between time and financial resource spent on organising and participating these practices and time and financial resources spent on developing the organisation and delivering services. The need for calibration of internal practices is highlighted by Luhman and Cunliffe (2013), which propose that excessive knowledge exchange within an organisation can impede innovation capabilities. In the field of contingency theories, Edwards et al. (2013) contributed response-surface methodology, demonstrating empirically that knowledge management practices often exhibit an inverted-U relationship with performance. He proved that too few routines starve information flow, too many generate redundancy and drag down efficiency. In relation to knowledge assimilation from outside a firm's boundaries, Phelps et al. (2012) raise concerns that while a greater number of interfirm partnerships can enhance a firm's

innovation performance, an over-reliance on external knowledge sources can negatively impact its performance. Thus, aligning internal and external knowledge practices to specific contingency factors is vital for sustainable innovation.

Consequently, one of the foremost challenges for managers lies in determining the optimal number and frequency of internal knowledge sharing practices and external interactions which will enhance their innovation capabilities. In this regard, this research investigates whether UIIs face challenges related to the calibration of these practices. Such challenges underscore that there is no single best practice for knowledge management; the "right" balance will depend on each UII's evolving context and strategic objectives.

Figure 9 illustrates the concepts employed to examine the implementation of knowledge alignment practices within UIIs and their primary challenges regarding calibration. It presents that the research investigates (a) the main employees' perceptions regarding their organisation's effectiveness in implementing knowledge management practices and the significance of these practices in fostering internal innovation; (b) the practices supporting intra-team, horizontal, vertical, and outside-in knowledge exchange; and (c) the calibration practices and the challenges associated with their implementation.

Figure 9: Conceptual model for studying knowledge management practices
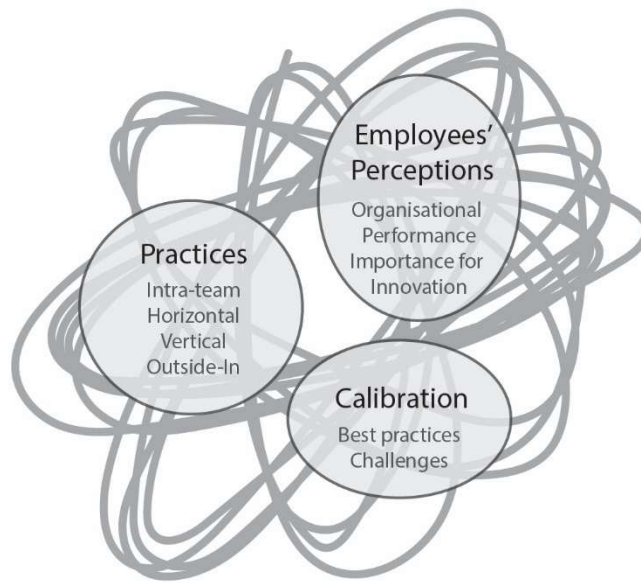
3.7   Capability 4: Enabling a positive work atmosphere

The fourth capability provide an additional perspective on UIIs innovation capabilities by studying employees' perceptions of their organisation's capability to enable a positive work atmosphere. In the context of this research, the positive work atmosphere can be defined as practices and initiatives which leads to positive moods, wellbeing, happiness, and enjoyment for UIIs employees. The examination of the work atmosphere is a subset of organisational climate studies which allows to look at the socially shared perception of the work environment (Morgan, 1991). Researchers in this field have posited that such atmosphere is crucial for entities that are deeply involved in innovation (Ekvall, 1997; Isaksen, 2007). Furthermore, innovation scholars have stressed the critical role of a positive work environments in stimulating internal innovation (Shipton et al., 2006; Vallet-Bellmunt and Molina-Morales, 2015). Some of the benefits of a positive work atmosphere include their potential capacity to improve intrinsic motivation, deeper engagement in the work, greater exploration of ideas and job satisfaction (Ruscio et al., 1998; Shipton et al., 2006). Considering the potential of these elements on innovation capabilities and

the scant attention they have received in the academic literature on innovation intermediaries and UIIs, the present research focuses on studying the cases performance in enabling a positive work atmosphere and the managerial practices which have positive and negative impacts on UIIs work atmosphere. Although many climate studies propose that these determinants are universally beneficial, this view may clash with Contingency Theories, which suggest that the effectiveness of such determinants is shaped by specific contextual factors within each organisation.

To study if and how UIIs foster a positive work atmosphere, the present research analyses three main elements. These elements are playfulness and humour; trust and openness; and organisational valuation of employees.

Firstly, playfulness and humour are defined by Mathisen and Einarsen (2004) as the organisation's perceived relaxed atmosphere in which spontaneity, laughter and jokes are common. In the academic literature, there is a body of evidence which proposes that implementing initiatives to improve pleasure in the enhance the mood, creativity and wellbeing of employees, reduce turnover and absenteeism and augment job satisfaction amongst employees (Mesmer-Magnus et al., 2012; Warren and Fineman, 2006). Research by Jeffcoat et al. (2006) mentions that the link between humour and improving innovation capabilities is influenced by the fact that it encourages employees to reach out to other colleagues and to incorporate a more diverse set of ideas into decision-making. Similarly, enabling a fun workplace has been mentioned in multiple books as a key component of thriving organisations (Yerkes, 2007; Nelson and Tamayo, 2021).

Secondly, trust and openness are related to the perceived degree of emotional safety of the work environment (Ekvall, 1996). In particular, trust between employees is considered a crucial mechanism to improve the satisfaction of employees and enhance the effectiveness of their organisation (Six and Sorge, 2008). Moreover, several researchers have established a link between interpersonal trust and organisational innovation capabilities (Ekvall, 1996; Ellonen et al., 2008). Research by Mathisen and Einarsen (2004) propose that this is because when there is

a strong level of trust, employees are more incline to present their ideas and opinions since they do not fear reprisals or being ridiculed in case of failures. From a contingency angle, developing trust may be more challenging when external factors, such as, high-pressure performance goals or volatile funding, demand rapid adaptation, requiring managers to balance openness with these pressures. Fiedler's (1967) contingency model suggests that the quality relations between directors and employees (which includes trust) interacts with situational factors to determine which leadership style will work best.

Thirdly, the organisational valuation of employees encompasses task-oriented behaviours such as organisational support for employees' ideas, and relationship-oriented behaviours such as demonstrating pride, enthusiasm, empathy, and care for employees. In general, employees' valuation is considered strategic in enabling innovation because, at a personal level, it influences employee's satisfaction, motivation, and creative and innovation performances (Amabile et al., 2004; Jassen, 2005). Regarding organisational support, studies have found that employees with more supportive managers were more likely to have their ideas implemented (Tierney et al., 1999). However, the feasibility of consistently providing this support may vary depending on an organisation's size, leadership structures, and overall resource availability. Research by Carnevale et al. (2017) further clarifies that idea implementation requires not only intrinsic motivation and inspirational support but also additional resources such as time, funding, and potential collaboration with others. As part of the analysis of organisational support for employees, this research includes the provision of feedback since research by Lee and al. (2021) have shown that a leader's feedback contributes toward enhancing employees' innovative behaviours in the process of organisational innovation. They suggest that organisations should pay attention to the benefits of feedback activities and should facilitate key mechanisms that effectively connect them to employee innovation behaviour.

In addition to these task-oriented support, relationship-oriented support has been deemed as important to foster a positive work atmosphere (Amabile et al., 2004). It includes elements such

as empathy and care for employees. In the literature in innovation labs, these elements have been studied as culture traits by Tõnurist et al. (2017).

Empathy is defined as a person's sensitivity to the emotional experiences of another (McNeely and Meglino, 1994). In their literature review on empathy in organisations, research by Burch and al. (2016) have developed a multi-level framework composed of the four following levels: within a person, between persons, interpersonal, groups and teams, and organisation wide. The present recherche is interested in the organisational level. At the organisational level, research by Stein et al. (2009) proposes that executives higher in trait-level empathy are more likely to lead a company to higher profits. In addition, empathy may help organisations deal with a wide variety of issues, which may result in additional empathic behaviours by the entire organisation (Roberge, 2013). Managers with higher levels of self-reported empathy have employees that self-report fewer somatic complaints, higher levels of positive affect, and increased goal performance (Scott et al., 2010).

From psychological and physiological perspectives, Scott and al. (2010) found that one of the most evident benefits of empathic managers may be attributed to employees having better day-to-day work life. From an organisational perspective, they reference the research made by Sonnentag and Frese (2003) which propose that employing empathic managers may reduce the likelihood of cost such as reduced productivity, increased health care costs, and increased absenteeism. Through a contingency lens, the decision to emphasise empathy at different levels of the organisation is shaped by factors like organisational design, leadership philosophy, and external sector norms.

Figure 10 presents the conceptual model for exploring if and how UIIs enable positive work atmosphere and their main challenges in developing this capability. On the left, it presents that the climate analysis comprises the examination of the performance and importance (for innovation) scores of the following six determinants: playfulness/humour, trust/openness, organisational pride for employees and their achievements, organisational enthusiasm for the

abilities of its members, organisational support for employees' ideas, and supervisors' provision of clear feedback. On the right, it proposes that the culture analysis comprises the following five determinants: trust, respect for individual rights, empathy for employees, support for employees, and care for employees.

Figure 10: Conceptual model for studying the work atmosphere
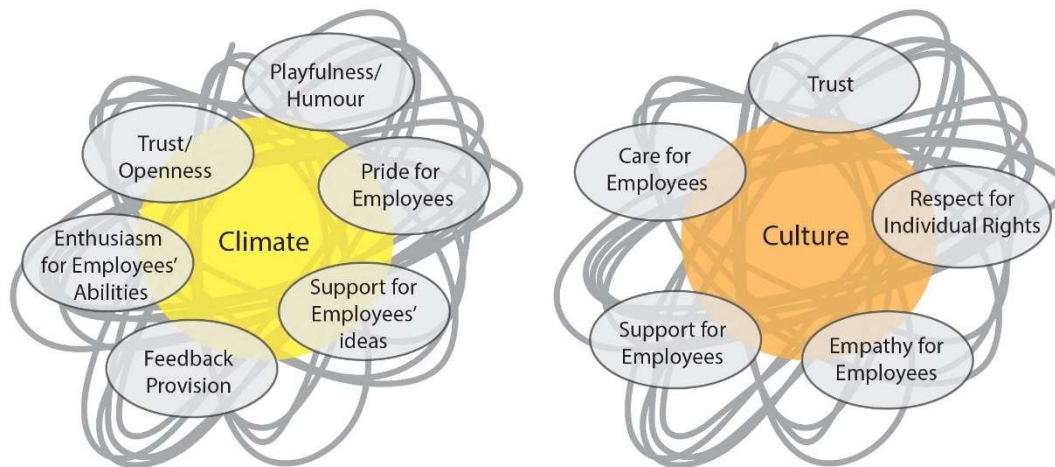
3.8   Conclusion

This chapter has introduced the conceptual framework and conceptual models designed and employed to study how UIIs foster internal innovation through four innovation capabilities. It posits that the examination of innovation capabilities within UIIs seeks to unravel the practices and strategies pivotal for orchestrating their activities and underscores the significance of analysing these internal capabilities which have been overshadowed by research on the external ones. Moreover, the chapter has elucidated the conceptual models utilised for analysing these capabilities. It proposes two types of models. The first model is centred on a temporal axis to illustrate dynamic capabilities, while the second model offers an organisation-level interpretation focusing on the concepts and determinants used to study each capability. In doing so, the chapter also defines Contingency Theories and demonstrates how they align with the four capabilities.

Furthermore, the chapter has outlined the selection process and the objectives of inquiry for each capability and has referenced literature supporting them. Firstly, it has highlighted the analysis of UIIs' capacity to navigate external and internal challenges to achieve dynamic adaptation. It has proposed that the objective is to gain insights on environmental complexities and internal mechanisms implemented to address external and internal challenges. Within a contingency perspective, such adaptation is not universally standardised but must be tuned to each UII's unique contexts. Secondly, it has presented that the second capability concerns the examination of ambition and risk-taking as primary elements influencing UIIs' pace of progression. It has proposed that this analysis aims to uncover insights into the potential and challenges of different levels of ambition and risk-taking and seeks to analyse their interplay to reflect on strategies to ensure a sustainable pace of progression. According to Contingency Theories, these elements need to be calibrated in line with each UII's specific context, illustrating that one-size-fits-all approaches may be ineffective. Thirdly, it has presented that the third capability investigates UIIs' proficiency in implementing management practices to facilitate knowledge exchange and assimilation. It has proposed that the performance of implementing such practices and their importance in fostering innovation are assessed. In addition, it has explained that various practices are analysed based on intra-team, horizontal, vertical, and outside-in dynamics. Moreover, it has underscored the necessity of calibrating the deployment of these practices to optimise innovation outcomes while managing resource constraints. This theme resonates with Contingency Theories, as it suggests that UIIs' knowledge practices must be shaped by their internal realities and external environments rather than following a universal template. Finally, it has presented that the fourth capability explores the significance of fostering a positive work atmosphere within UIIs and its capacity to foster innovation. While some climate studies treat certain determinants as universal, Contingency Theories imply these determinants may need to be adapted to the specific challenges and conditions encountered by each UII.

4 Methodological approach

4.1 Introduction

This fourth chapter introduces the methodological underpinning of the research, elucidates the selection of methods, types of analyses, and acknowledges limitations. The current research has used a qualitative methods approach (Eisenhardt, 1989; Yin, 2014), deriving its value from the combination of diverse types of qualitative data collected across five cases. This chapter presents the rational for using the multi case studies approach and for selecting the five cases. Moreover, it elucidates the main methods employed to gather and analyse the data. It concludes by acknowledging and addressing the inherent limitations of the research methodology.

4.2 Multiple case studies

Multiple case studies were adopted as the overarching methodology, based on Yin's (2014) proposition that it facilitates deep insights into organisational changes, as well as contextual conditions. Studying multiple cases is a technique commonly used in researching innovation intermediaries. This research draws inspiration from previous exploratory multiple-case studies by Bakici and al. (2013), and Tõnurist and al. (2017). The selected UIIs have varied missions, governmental relationships, sizes, and structural parameters, offering diverse organisational settings to uncover key organisational innovation practices and enable the derivation of findings on dynamic capabilities.

4.2.1 Sample size

To strike a balance between depth and breadth in this research, five UIIs were chosen for analysis. This number offers a manageable approach to gaining a broad understanding of the innovation management in UIIs. This number was deemed as the highest for a single researcher using autoethnography as one of the main research methods. Conducting a study with a larger number of cases would have required substantial resources, which may have exceeded the available

budget or timeline for this research. A larger sample size could have resulted in an overwhelming amount of data, making effective management and analysis more challenging and possibly leading to a shallower analysis of each case or overlooking critical details. Considering that case studies are inherently context-specific, five cases were considered enough to facilitate the analysis of a diverse range of practices and challenges, and to enable the identification of certain contexts and patterns which may have broader implications for other UIIs with similar contexts. The findings which have emerged from this research may be generalisable to other UIIs with similar missions and context but the great diversity of UIIs proposes that the findings may not be generalisable to all UIIs.

4.2.2   Sample selection

The five case studies were selected from a large sample gathered from an online exploratory search which was performed to find as many European UIIs as possible. Limiting the research to European UIIs ensured a similar geographic and institutional context for all cases. Focussing on Europe was also a strategic demand from the industry partner considering that, before Brexit, Europe was seen as a crucial market to be one of the leaders in urban innovation. The search terms used included various key concepts related to UIIs, such as, urban innovation, urban innovation labs, urban innovation platforms, urban innovation hubs, urban innovation centres, innovation districts, urban innovation platforms, social innovation labs, smart city labs, urban living labs. Approximately 70 organisations were catalogued. Their names, a description of their mission, and a link to their websites were compiled in Appendix A.

To narrow down the number of cases, a set of criteria was applied to each organisation to identify the most suitable candidates:

- Criteria 1: Organisations needed to be in operation for at least three years to ensure that the managers have ongoing reflection on their development and impact on the innovation ecosystem.

- Criteria 2: Organisations had to be legally independent from their parent governmental body. By focussing on UIIs with hybrid governance and funding aims to generate insights into a type of UIIs that have been less studied by academics than other entities within the public sector, such as: public agencies (Lægreid et al., 2011), public open innovation intermediaries (Bakici et al., 2013), city labs (Buzan, 2015; Fraunhofer-Gesellschaft, 2012, 2017) and llabs (Tõnurist et al., 2015, 2017).
- Criteria 3: Organisations had to be actively involved in enabling innovation, excluding those primarily focused on managing ecosystems (e.g., associations), research (e.g., think-tank), and providing founds (e.g., charity).

After analysing the large sample using these criteria, ten organisations met the characteristics to be considered as main case studies. Emails were sent to these ten organisations, explaining the research and inviting them to participate. The invitation email is available in Appendix J. Finally, five organisations were selected as final case studies based on their heterogeneity, convenience for immersion, feasibility of an extended stay in the cities, and on their reputation. These organisations are: Future Cities Catapult in London, the Waag in Amsterdam, TUBA in Lyon, Paris&Co. in Paris, and Cap Digital in Paris. The researcher was immersed in each organisation for a period ranging from 5 to 8 weeks, with the exception of a two-year immersion at Future Cities Catapult.

4.3   Overview of research methods

The current research has adopted a qualitative approach (Yin, 2014), combining structured interviews, semi-structured interviews, two questionnaires and autoethnography. To increase internal validity, consistent methods were utilised across all case studies (Eisenhardt, 1989; Yin, 2003). Only Future Cities Catapult did not participate in the climate questionnaire because they were in a period of restructuration and high turnover at the time that the questionnaires were administer. As an alternative, the analysis of online reviews made by employees were analysed to better understand their work atmosphere.

The methods were chosen and adapted to fit the main research questions. First, as qualitative research methods, structured and semi-structured interviews were employed for their reliability and validity in the study of distributed and collaborative innovation. Structured interviews, conducted with five managers has collected fundamental information about the organisation, while semi-structured interviews, conducted with twenty-six employees (from which 13 employees were managers) offered in-depth understanding of innovation capabilities. Second, two questionnaires were administered to collect managers' perceptions about the organisational culture and the employees' perceptions on the creativity and innovation climate. Third, the use of autoethnography as a reflexive branch of qualitative methodologies represents one of the main methodological features of this research. By utilising memories, written diaries and pictures taken during the immersion to recall the researcher's experiences, the autoethnography complements the previous methods by deriving findings through a process of inference and sense-making (Weick, 1995), a process which has been proven crucial to fill important gaps in organisational theory (Weick et al., 2005).

4.3.1   Structured interviews

These interviews are conceived to gather standardise information about the environmental, structural and cultural elements. They cover a broad number of topics such as: the way of establishment, the size, the mission, the structure, the processes, the professions of the employees, and the level of autonomy from the public sector. Towards the end of the structured interview, the culture questionnaire was administered to study the most and least characterising elements of the cases' culture.

To guide the structured interviews, this research adapted a version of an existing questionnaire, previously used in the COBRA research project and by Tõnurist et al. (2017). This questionnaire was used for its proven structure and logic as long-term and largescale research addressing the autonomy of public agencies. However, due to the specific nature of UII and the purpose of the research, the questionnaire was significantly updated. Appendix B presents the structure of the

questionnaire and the differences with the original COBRA questionnaire. Appendix C presents the structured interview questionnaire as it was administered. The original version of the COBRA questionnaire is available in Annex II.

The interviews were made with a manager from the five cases. The researcher has asked the questions to the managers and has filled the questionnaire himself. After every question, the managers were asked to share their reflexions on the topic related to the question. Using structured interview to collect this data represent a change from the procedures used to administer previous versions of the COBRA questionnaire. This procedure was changed to limit the misinterpretations regarding the vocabulary and to be able to ask follow-up exploratory questions. Through the interviews, most participants have asked the researcher to clarify the meaning of different words. Furthermore, the discussions that have sparked from the questionnaire have proven to be useful in targeting relevant information to deepened through the semi-structured interviews. The results from the structured interviews are available in Appendix K and in Appendix P.

4.3.2   Semi-structured interviews

Second, semi-structured interviews were conducted to capture a rich and descriptive information about organisational innovation and more specifically on the management of innovation within UIIs. This method has been mentioned as efficient to gather perceptions from experienced managers (Lindlof and Taylor, 2017). In total, 26 semi-structured interviews were conveyed with employees to better understand their main innovation capabilities and the main challenges they face. Half of the participants in these interviews were managers.

During the interviews the participants were asked about the organisation's history; funding sources, knowledge and change management practices; challenges; and culture. Additional questions were asked based on the case's context. The guide for theses semi-structured interviews is available in Appendix D.

The interviews were made with the members of senior management and with employees that were identified as the most knowledgeable about urban innovation or with a narrow specialisation which helped to better understand the organisation. In most cases, the participants were selected after the structured interview was done. The person in charge of the research residency selected the respondents and contacted them. The interviews lasted from 45 to 120 minutes and were recorded. Most of them were transcribed to facilitate their analysis. All the transcripts are available in Appendix Q. Furthermore, the participant information sheet sent to all participants is available in Appendix G and the consent form for the structured and semi-structured interviews is available in Appendix H. The signed consent forms are available upon request.

4.3.3 Creativity and innovation climate questionnaire

The third method used was the creativity and innovation climate questionnaire. The questionnaire was based on Moultrie and Young's (2009) research. Their method is inspired by the SOQ (Ekvall, 1983) and KEYS (Amabile, 1996) questionnaires and facilitate the comparison between different cases by reducing the number of determinants from +140 to 33. Combining already existing questionnaires help to build internal and external validity because the determinants have been tested multiple times, and the validity of these instruments has been proven.

Inspired by previous research conducted by Ekvall (1983) and Amabile (1996, 1999), the multiple-respondent's approach was selected. This approach was chosen to address the limited validity of the single respondent approach used in (Moultrie and Young, 2009). In two cases, all employees received an invitation to fill the questionnaire and in the other two only a selected number of employees were invited to answer the questionnaire. The questionnaire was not administered at Future Cities Catapult since they were in a period of restructuration and high turnover at the time that the questionnaires were administer. An online version of the questionnaire was created and

deployed. The online reviews are available in Appendix P. The results from the creativity and innovation questionnaire are available in Appendix L as well as in Appendix O.

Even if the data provided by the administration of questionnaire is quantitative, the analytical process used a qualitative analysis, which defers from the quantitative analysis used by Ekvall (1983) and Amabile (1996, 1999). This process was chosen to ease the comparison with the data gathered by other methods.

4.3.4 Autoethnography

Finally, this research uses autoethnography to complement the previous methods with stories of the researcher's experience. Autoethnography is the description and analysis (graphy) of personal experiences (auto) for the purpose of increasing cultural understanding (ethno) (Ellis et al., 2010). In recent years, an increasing number of researchers use autoethnography to reflect on their experiences and integrate these reflexions in the argumentation of their research (Muncey, 2010). In the context of this research, autoethnography presents 'evocative stories' to support and nuance empirical evidence which have emerged from the interviews and questionnaires (Chang, 2008). These narratives are articulated through autoethnographic accounts written at the first-person. To distinguish these accounts from the remainder of the text, they are italicised and encapsulated within a box delineated by a black border.

This method is particularly suited in the context of an applied PhD which aims to contribute both to the academic literature and offer practical recommendations for UIIs managers and that include a two-year immersion within an industry partner. This suitability sems from the fact that immersion enhances the researchers' capacity for inductive reasoning, facilitating the selection of pertinent questions and relevant conceptual framework. In turn, this approach is likely to yield insightful findings and relevant recommendations and to bridge the gap between theoretical understanding and practical application.

Additionally, autoethnography was chosen as one of the research methodologies due to its capacity to contribute to the four capabilities central to this study. Regarding Capability 1 and Capability 2, Herrmann (2017) highlights that autoethnography contribute to the field of organisational studies by transforming personal stories into critical investigations of topic such as organisational change. For Capability 3, the two-year immersion at FCC has revealed that the insights garnered from participating in numerous meetings provide a rich understanding of knowledge management practices and the primary challenges faced by these organisations. With respect to Capability 4, autoethnography has the potential to give deep insights on UII's work environment, insights that might be elusive through other methodologies (Brommel, 2017; Denzin, 2017). For instance, during interviews, managers might be reticent to divulge information that could portray the organisation in a negative, disorganised, or negative light. The consent form for being identifiable in pictures presented as autoethnographic accounts is available in Appendix I and the signed forms are available upon request.

4.4   Analytic process for each capability

The following list gives a summary of the different types of analysis which are combined to analyse innovation capabilities in UIIs:

- Content analysis of the transcriptions of four structured interviews and twenty-six semi-structured interviews is used throughout the thesis. The coding methodology and process, the list of codes, and the associated text is available in Appendix O. In addition, a content analysis of the cases' website and official documents is employed in analysing the progression and adaptation of the cases and the content analysis of online reviews is used in studying the cases' work atmosphere. The websites and documents analysed in the diachronic analysis are compiled in Appendix M and the official documents are available in Annex I.

- Climate analysis is employed to examine the socially shared perception of employees regarding 33 determinants which are likely to support the growth of innovation

capabilities. For each determinant, the analysis includes the performance of the organisation and the importance in fostering innovation.

- Cultural analysis is used to better understand the system of shared behavioural norms, beliefs and values that shape the way of doing things in the organisation. It gives insight into the importance managers gives to 20 determinants.

- Autoethnographic analysis is used to leverage the lived experience from the researcher to gain nuanced insight into complex interpersonal dynamics.

Table 4 presents the combination of methods employed to study each one of the four capabilities. Subsequent subsections elucidate the execution of the analysis across the four capabilities.

Table 4: Types of analysis used to study each capability

Capabilities	Analytic methods
Capability 1: Adapting to challenges	- Content analysis of structured and semi-structured interviews - Content analysis of websites and official documents
Capability 2: Ensuring a sustainable pace of progression	- Content analysis of structured and semi-structured interviews - Analysis of 2 questions from the creativity and innovation climate questionnaire
Capability 3: Implementing management practices to enhance knowledge sharing and assimilation	- Content analysis of structured and semi-structured interviews - Analysis of 2 questions from the creativity and innovation climate questionnaire - Autoethnographic accounts
Capability 4: Enabling a positive work atmosphere	Analysis of 6 questions from the creativity and innovation climate questionnaire

	- Content analysis of structured and semi-structured interviews - Content analysis of online reviews - Autoethnographic accounts

4.4.1   Capability 1: Adapting to challenges

The initial capability is assessed through a diachronic examination of their evolutionary paths. This analysis seeks to articulate various definable successive phases of organisational progression. Each phase represents a distinct period of organisational maturity characterised by changes in elements such as strategy, structure, processes, size, and revenue streams. The demarcation of these phases is typically signified by key events such as mergers, shifts in senior management, relocation, or grant renewals.

Stage-based theories, which have garnered substantial attention from researchers and are widely utilised by practitioners as a framework for managing organisational change, are praised for their intuitive simplicity. However, they have faced criticism for suggesting a predictable, linear pathway of organisational growth, typically confined to a finite number of stages (Levie and Lichtenstein, 2010). Levie and Lichtenstein's comprehensive review of 104 stage-based business growth models, published between 1962 and 2006, highlights a lack of consensus and empirical validation for these models, particularly when tested with large data sets. To move beyond the limitations of stage-based theories Levie and Lichtenstein advocate for the adoption of the open complex adaptive system metaphor. This paradigm shift rejects the notion of a predetermined, universally applicable pathway and a restricted number of growth stages, focusing instead on the dynamic conditions influencing organisational progression. While it challenges the notion of linearity and a standardised sequence of phases, it acknowledges that organisations do operate within identifiable states for various periods. This recognition implies that employing phases as a framework for investigating an organisation's progression remains a reliable approach.

This longitudinal approach is anchored in a content analysis of an array of sources, including official documentation, online presence (e.g., websites, online publications), and public evaluations, as well as transcripts from both structured and semi-structured interviews.

In this case, the objective of the content analysis is to derive insights into the adaptation process by identifying and interpreting external influences that precipitate significant shifts in the progression of the cases. Concurrently, it aims to illuminate the internal transformations within the organisations. This includes identifying pivotal moments, decisions, or strategies that signify a change from previous states in response to emerging challenges and opportunities.

4.4.2 Capability 2: Ensuring a sustainable pace of transformation

To study the suitable pace of transformation, the analysis combines the culture, climate and content analysis. First, the level of ambition was assessed by analysing the interview transcripts and organisational documents. This content analysis has focused specifically on projected employee growth, the geographical scope of their service delivery, the breadth of their programs, and the scale of their strategic objectives. Additionally, this analysis considered the opportunities and challenges inherently associated with varying levels of ambition. Second, the level of risk-taking has been analysed through determinants from the culture and the climate questionnaires and by performing a content analysis of the interview transcripts. More precisely:

- In the culture questionnaire, managers were asked to evaluate their organisation's propensity for risk-taking.
- In the climate questionnaire employees were asked to assess whether (a) their organisation a culture of risk-taking and (b) is oriented towards balancing risk and opportunity.
- The content analysis of official documents, websites, and interview transcripts was employed to identify practices employed to mitigate risk.

- Autoethnographic accounts are presented to provide depth to the main insights on the risk associated with unbalanced levels of ambition and risk-taking and on the challenges of ensuring a sustainable pace of progression.

4.4.3 Capability 3: Implementing management practices to enhance knowledge exchange and assimilation

To analyse the alignment of internal knowledge and the assimilation of external knowledge in UIIs' operations, this study combines climate, autoethnographic, and content analyses. First, the climate analysis is done to better understand management processes and internal events deployed for alignment. It examines and compares the mean score of the four cases relative to the following two determinants:

- Organisation of internal meetings to share information between employees
- Organisation and participation of external events

Second, autoethnographic analysis offers illustrative instances that underscore the significance of informal conversations in facilitating the alignment of competencies. In addition, autoethnographic accounts from immersion has been used to identify and explain some of the main practices used at FCC to foster alignment. Third, the content analysis of the structured interviews provided insights on the composition of the governance boards and number of administrators. Fourth, the content analysis from interview transcripts was employed to explore how the cases maximise the assimilation of external competences in their operations.

4.4.4 Capability 4: Enabling a positive work atmosphere

To study if and how UIIs enable a positive work atmosphere, the study uses the climate, culture, content and autoethnography analysis. The climate analysis consists of the examination of the performance and importance scores of the six following determinants: playfulness/humour, trust/openness, organisational pride about employees and their achievements, organisational enthusiasm about the abilities of its members, organisational support to employees' ideas, supervisors' provision of clear feedback. The culture analysis consists of the examination of the

following five determinants: trust, respect for individual rights, empathy with employees, support for employees, and care for employees.

A content analysis of online reviews was accomplished to gather insights on FCC's atmosphere since they did not participate in the climate questionnaire. These reviews were transcribed in a spreadsheet to analyse the positive and negative aspect of the work atmosphere. They are available in Appendix E. In addition, autoethnographic analysis is used to provide multiple examples of the work atmosphere.

4.5 Limits of the methodology

While the methodological design adopted in this research provided valuable insights into the innovation capabilities of UIIs, it is critical to acknowledge several limitations to ensure rigor and transparency

Firstly, the selection of cases introduces certain methodological limitations when viewed against the broader diversity of UIIs in Europe. The methodological choice of limiting the number of cases to five facilitated in-depth analysis but inherently constrained the scope of comparative analysis. The modest sample size restricts the extent to which findings can be extrapolated to all UIIs. Consequently, the research results offer valuable exploratory insights rather than definitive generalisable conclusions.

Secondly, while offering deep insights into well-established and influential UIIs, reflect a subset of intermediaries that are highly professionalised, well-resourced, and embedded in mature innovation ecosystems in Western and Northern Europe. This focus potentially biases the findings toward models that benefit from strong institutional support and advanced digital infrastructure, overlooking less formalised, grassroots, or municipally embedded intermediaries operating in smaller cities or underrepresented regions such as Southern or Eastern Europe. As a result, the study may inadvertently reinforce dominant narratives and best-practice models associated with flagship intermediaries, limiting the analytical lens through which more experimental or

emergent forms of urban intermediation are understood. These biases underscore the importance of interpreting findings in light of their bounded applicability and considering the diversity of organisational forms and urban contexts that exist across Europe's broader intermediary landscape.

Thirdly, linguistic barriers could have affected the comprehensiveness and accuracy of the data collected, particularly via questionnaires and interviews. Although mitigation measures such as administering interviews in respondents' native languages and permitting questionnaire responses in native languages were implemented, the primary language of data collection tools was English. Participants' varying proficiency levels in English might have impacted their ability to fully articulate nuanced perspectives or accurately interpret complex questions, thereby affecting the depth and validity of responses.

Fourthly, the inherent subjectivity associated with the autoethnographic method, despite its strengths in providing rich, contextually grounded insights, warrants careful consideration. The narratives and interpretations generated through autoethnography are inherently shaped by the researcher's personal perspectives and experiences, creating potential for researcher bias and selective reporting. Although extensive immersion periods and the triangulation with structured interviews, semi-structured interviews, and questionnaires aimed to mitigate these concerns, the potential for bias remains significant.

Finally, the temporal constraints of data collection periods might have restricted capturing long-term organisational dynamics comprehensively. Given the evolving nature of UIIs, especially during periods of restructuring, data collected at a specific point in time may reflect transient conditions rather than sustained organisational patterns or capabilities.

4.6   Conclusion

In conclusion, this chapter has presented the methodology used for this research. First, it has explained the rational for selecting a multi case studies approach and for selecting the five cases.

Second, it has posited that a mixed methods approach combining structured and semi-structured interviews, questionnaires, and autoethnography has been employed. This chapter has presented each method and mentioned their utility. It has proposed that structured interviews have been instrumental in gathering standardised information about environmental, structural, and cultural elements; that semi-structured interviews help capture rich descriptive data about the progression and pace of change, management practices, and trust, among other topics. Moreover, it has established that the creativity and innovation questionnaire was used to offer an assessment of the work atmosphere, and that autoethnography has provided evocative stories from the researcher's experiences while being immersed in the cases to support or nuanced the findings which have emerged using the other methods. Finally, it has acknowledged the main methodological limitations and presented the mitigation strategies.

Part B: Data, analysis, and findings

Part B unveils the results and key findings from the analysis of the four capabilities. It provides insights into some of the main practices implemented by UIIs to enable innovation internally. Moreover, it outlines the main challenges faced in these efforts and explores their implications for dynamic capabilities. This second part is structured in four chapters, each dedicated to a distinct capability.

5 Capability 1: Adapting to challenges

5.1   Introduction

This chapter presents a diachronic analysis of the evolution of the five cases to generate insights on adaptability. The rationale for presenting their developmental journey first lies in the strategic imperative of offering in-depth background information about these cases, before delving into specific capabilities. This chapter has two main aims. Firstly, it seeks to provide empirical findings that deepen our understanding of the complex external environment in which UIIs operate. Secondly, it aims to identify and explain key internal transformations UIIs undertake to improve their organisation. This chapter is structured in two main sections. The initial section presents the journey as successive phases of development, while the second section focuses on delineating insights on adaptability.

5.2   Analysis of the stages of progression

The results presented in this section have emerged from a diachronic analysis based on the content analysis of interview transcripts, official documents, and official websites. The analysis aimed at identifying key changes in the state of the cases and to synthesise and present the results as a recollection of identifiable periods. Stages were determined to represent different level of organisational maturity. The beginning and ending of these stages are marked by elements such as a merger, a change in senior management, moving offices and grant renewal. The research

recognises the interwoven nature of these developmental stages and emphases that their primary role is facilitating the comparison of the case studies' progression. An overview of these stages is presented in Table 5. The subsequent subsections expand on each of these stages.

Table 5: Compilation of the stages for four cases

Stages	Future Cities Catapult	Cap Digital	Paris&Co.	TUBA
0	Genesis of the Catapult Centres Network and laying the foundations for FCC (2010-2013)	Genesis of the 'Pôles de compétitivité' national programme and Cap Digital (2004-2006)	Genesis and convergence of Paris Développement & Paris Région Lab (1990s-2014)	Formalisation of the need for spatial data support in public policy (2013-2014)
1	Initial strategy, strategic refinement, and operational maturation (2013-2015)	Initial strategy and service model implementation (2006-2008)	Merger and operational re-design (2015-2016)	Initial strategy and service model implementation (2014-2015)
2	Navigating fiscal constraints and operational expansion (2015-2017)	Refinement of services and public sector legitimacy challenge (2009-2012)	Strategic refinement for organisational cohesion and processes efficiency (2016-2019)	Growth in members, refining services, and structural challenges (2016-2019)
3	Reorienting and realigning the organisation to maximise the chance to obtain the core grant renewal (2018-2019)	Strategic reorientation towards societal impact (2013-2018)		

5.2.1   Future Cities Catapult

The first journey to be examine is the one of Future Cities Catapult (FCC). FCC was part of the network of Catapult centres set up in the United Kingdom. The Catapult centres are not-for-profit

organisations set up to be world-class technology and innovation centres which have potential to grow UK's economy in strategic sectors. FCC operated from 2013 to 2019. Future Cities and Transport Systems Catapults merged in April 2019 to become Connected Places Catapult.

This section presents key practices and strategies that have led to its creation (Stage 0) and key information regarding three distinctive stages (Stage 1, 2, 3) during its five-year of activity. The following four stages are analysed:

- Stage 0: Genesis of the Catapult Centres Network and laying the foundations for FCC (2010-2013)
- Stage 1: Initial strategy, strategic refinement, and operational expansion (2013-2015)
- Stage 2: Navigating fiscal constraints and operational expansion (2015-2017)
- Stage 3: Reorienting and realigning the organisation to maximise the chance to obtain the core grant renewal (2018-2019)

The diachronic analysis of FCC is based on the examination of their website, documentation provided by the organisation and interviews done retrospectively with two individuals which had leadership position during this period. Ultimately, it presents the journey of a nascent organisation with the ambition to become world-class leader in the emergent market of advanced and integrated urban services.

5.2.1.1   Stage 0: Genesis of the Catapult Centres Network and laying the foundations for FCC (2010-2013)

The initial stage, spanning from 2010 to 2013, is characterised by the groundwork laid for the establishment of the Future Cities Catapult (FCC). It represents a combination of innovative policymaking, strategic planning from the public administration, and stakeholder engagement withing the British urban innovation ecosystem.

Commencing with the commissioning of the 'Hauser Report' (Hauser, 2010b), which has laid the foundation for the development of the Catapult centres network, it is under the strategic planning of the Future Cities Special Interest Group (FCSIG) that the ambition and vision behind FCC was created. This period culminated in the official founding of the FCC in October 2013. The empirical

data informing this analysis is derived from both archival online documentation retrieved through the Wayback Machine (https://archive.org/web/) and from a semi-structured interview with one of the main individuals how had a key role in FCC's inception.

5.2.1.1.1 *The main catalyst: Establishment of the Catapult centres network*

In 2010, the Department for Business, Innovation and Skills commissioned the production of two reports into technical innovation which was spearheaded by Hermann Hauser (Hauser, 2010a, 2010b). This investigation culminated in a proposal for the initiation of multiple Technology and Innovation Centres, which aimed to support research and development (R&D) and to bridge research and its commercialisation. Following this recommendation, the UK Government allocated resources to Innovate UK (formerly the Technology Strategy Board and now integrated into UK Research and Innovation) to inaugurate the Catapult Network. This endeavour resulted in the establishment of nine centres from 2011 to 2018.

5.2.1.1.2 *Inception of Future Cities Catapult*

In 2012, the Future Cities Special Interest Group (FCSIG) was established under the aegis of the Technology Strategy Board to deliberate on the multifaceted challenges and prospects concerning urban futures. This was succeeded by an official government announcement for the establishment of FCC in March 2012. To ascertain the programmatic framework, capabilities, and facilities required for the Catapult, a series of consultative workshops were conducted, involving diverse stakeholders from city councils, academic institutions, NGOs, and businesses.

These workshops centred on five thematic areas: urban population density, resource efficiency, energy resilience, connected cities, and citizen-centric solutions. The insights accrued from these workshops and supplementary webinars were synthesised into a 'Vision and Scope' document published in June 2012, outlining the overarching ambitions for FCC. It is already made clear in this document that the aspiration for FCC was high as it was set up to become a 'world-leading' centre which would help UK businesses to meet the needs of the world's cities.

Subsequently, a detailed business plan was presented to the TSB in November 2012. This comprehensive document detailed the strategic imperatives, market opportunities, initial projects, budgetary outlines, and governance mechanisms. Notably, an Interim Advisory Board, comprising sector experts, was established to provide formal oversight and advisory functions during the nascent stages of FCC. The strategic planning outlined in this document projected three main developmental stages for the Catapult: initial leadership establishment within the ecosystem (0-3 years), industry growth (4-7 years), and leveraging of its leadership position in the long term (8-10 years).

Through collective stakeholder engagement, workshops, webinars, and governance mechanisms, this stage manifested as the crucible where the vision for FCC was crystallised, setting the stage for its subsequent evolution.

5.2.1.2   *Stage 1: Initial strategy, strategic refinement, and operational expansion (2013-2015)*

This phase demarcates the ascent of FCC's reputation, operational expansion, business model refinement, and the implementation of formal processes. It commences with the official establishment of the organisation in October 2013 and culminates in the relocation to its new central London offices in March 2015.

In its inaugural year, FCC instituted its Board and Executive Team, secured a strategic location in central London, and hired a cadre of 40 full-time employees. During this period, they hired four experts with an extensive experience in managing innovation to join their Executive Team, they invested in developing their core capabilities such as the Cities Lab and progressed in four major collaborative ventures with diverse stakeholders including large enterprises, SMEs, municipal authorities, and research organisations.

Further, FCC broadened its network to encompass more than 900 stakeholders, both domestically and globally. This expansion was facilitated through strategic alignments in key urban centres across Europe, the Americas, and Asia, as well as through international trade missions in

partnership with the UK Government networks to countries like Brazil, China, India, Singapore, and the USA.

A pivotal moment in this stage was the revision of FCC's five-year strategy in April 2014. Within seven months, FCC streamlined its focus to four primary business groups and delineated a set of seven types of services that clients were willing to commission. This allowed them to collaborate on avant-garde projects with leading technology organisations in 2014.

Simultaneously, FCC implemented standardised protocols for project selection and pipeline development. The strategy revision also emphasises the recruitment of an executive team comprised of renowned experts, thereby consolidating its intellectual capital.

A significant milestone culminating this phase was the inauguration of the Urban Innovation Centre in March 2015. This spatial anchoring not only underscored the organisation's maturity but also signalled its readiness for further strategic initiatives.

Through these multi-faceted endeavours, Stage 1 exemplifies FCC's transition from an emergent entity to a strategically and spatially consolidated innovation intermediary in the urban landscape.

5.2.1.3 Stage 2: Navigating fiscal constraints and operational expansion (2015-2017)

This second stage delineates a complex period in Future Cities Catapult's (FCC) progression, commencing with their relocation to central London and culminating with the departure of their inaugural CEO. The period between 2015 and 2017 is marked by operational growth, fiscal challenges, organisational restructuring, process formalisation, and international expansion.

5.2.1.3.1 Reduction in planned public sector funding and regular short-term evaluation

The analysis of the interview with FCC's first CEO reveals that the reduction in anticipated public funding coupled with an emergent focus on the appraisal of near-term objectives, has significantly impaired FCC's capability to expand their operations as previously envisioned. First, the decrement in the Urban Living CR&D fund, a pivotal financial resource earmarked for project

bidding, impeded FCC's ability to achieve their established targets. The CEO acknowledged this reduction in public sector financing as a commonplace obstacle that UIIs must be prepared to navigate, albeit being an unwelcome scenario.

Simultaneously, Innovate UK's shift towards evaluating short-term performance metrics exacerbated these challenges, necessitating a deferral of market creation objectives for a two-year period. During this timeframe, the CEO of FCC elucidated that one of the primary challenges in evaluating short-term impact was the extensive time required for such assessments. To address this challenge, FCC employed an additional staff member to undertake this task and facilitate communication of the outcomes to their supervising entity.

Parallel to these fiscal challenges, FCC garnered alternative funding streams through European Collaborative research projects such as OrganiCity and Sharing Cities. Additionally, they fostered commercial projects with various UK entities, including Belfast City Council, Staffordshire Council and University, Milton Keynes, Greater Manchester, and the University of Glasgow, among others. These engagements also led to winning two Innovate UK/Research Council UK Urban Living Partnership funding bids.

Between 2015 and 2017, FCC's staff grew from 50 to 80, with a projection to reach 150 employees by 2018. While they were growing, the analysis of the LinkedIn profiles of the experienced experts hired in the previous stage shows that three out of four of them left during Stage 2. Afterwards, a Chief Intelligence and Technology Officer (CITO) was appointed. Soon after its appointment, an organisational restructure was instigated, segmenting the Cities Lab into three thematic groups: Cities Strategies, Connected Cities, and Urban Data, each comprised of specialised teams.

This stage also witnessed a concerted effort to amplify international activities, targeting countries such as China, Malaysia, and Kenya to tap into specialised funds like the Newton Fund, the Prosperity Fund and Innovate UK collaborative funding programmes. Strategic projects spanned initiatives in big data capacity building in Malacca (Malaysia), urban mobility in Belo Horizonte (Brazil), and smart city implementations in Kolkata (India). Moreover, FCC made a global

impression through participation in prominent international forums, including the Smart City Expo in Mexico and the Ecobuild Conference in Brazil.

To fortify digital infrastructure security and optimise human resource management, FCC introduced a series of process formalisations in 2016-2017. For example, employee time-tracking became mandatory via the Freckle system, and Salesforce was adopted as a customer relationship management standard. A multi-layered resource allocation framework was instituted, comprising an Opportunity Review Committee Approval (ORC), and a resource scrum, thus allowing more precise project and program resource attributions.

Lastly, at the demand of Innovate UK, Frontier Economics was contracted to develop a logic model framework for all Catapult centres. This framework was instrumental in structuring FCC's strategic planning process, offering a comprehensive model to elucidate inputs, activities, outputs, and both short-term and long-term outcomes. The results are showcased in Figure 11.

Figure 11: Future Cities Catapult Overview Logic Model

Future Cities Catapult Overview Logic Model – taken from an unpublished report by Frontier Economics (March 2016)
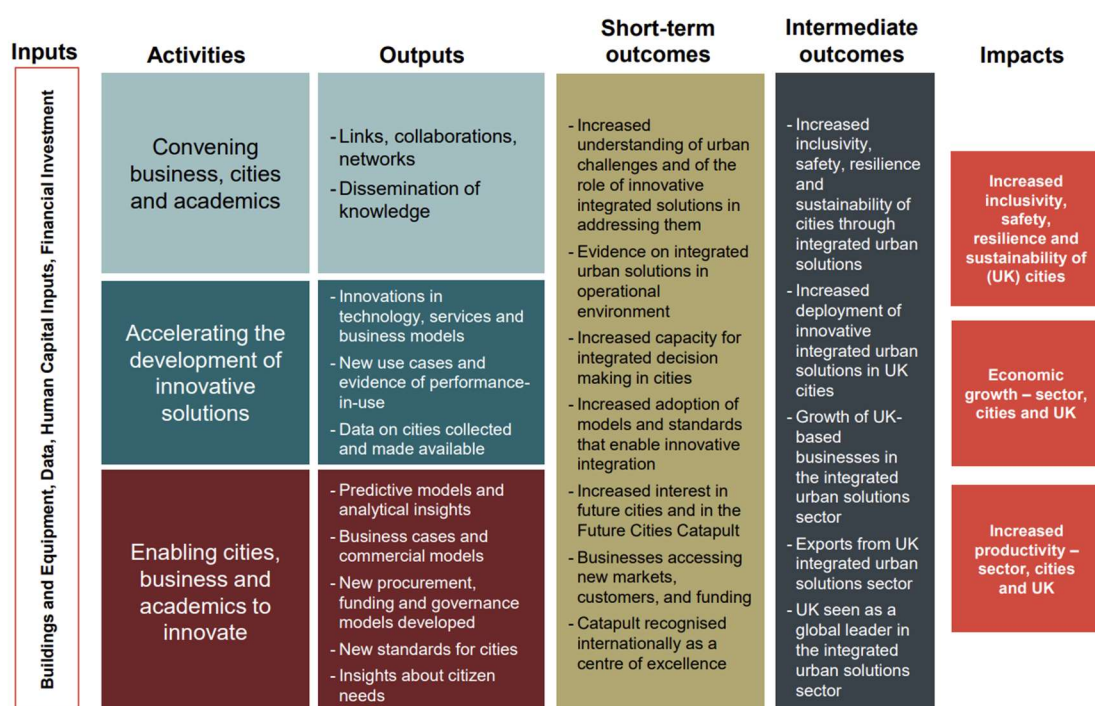
Source: Catapult programme evaluation framework, Innovate UK[1]

Through this period of financial adaptation, organisational scale-up, and global outreach, Stage 2 offers insights into FCC's paste of evolution and challenges related to high level of aspiration and ambition.

5.2.1.4   Stage 3: Reorienting and realigning the organisation towards the obtention of the core grant renewal (2017-2019)

Spanning from May 2017 to April 2019, Stage 3 of FCC's evolution was characterised by significant organisational changes, beginning with the induction of a new CEO and culminating in the merger with Transport Systems Catapult, resulting in the formation of Connected Places Catapult. This pivotal period in FCC's history was marked by a series of critical developments: the arrival of a new leadership figure, financial challenges stemming from over expenditure relative to the core grant, the formulation and implementation of a novel five-year strategic plan, and the subsequent renewal of this strategy.

The transition in FCC's leadership, marked by the appointment of a new CEO following the departure of the inaugural executive, represented a pivotal moment in the organisation's trajectory. This change in leadership occurred during a period fraught with challenges. The inaugural CEO, in an interview, conceded the potential merit of a more assertive leadership approach for the organisation, contrasting with his own collaborative style. In this context, the incoming CEO was renowned for her competence in executing intricate organisational restructuring. As she was repeating in most staff meetings, her primary aim was to 'take the noise out of the system'. This aim was rooted in the recognition that the mission, objectives, and impact of FCC were ambiguous and required a clearer articulation to secure the subsequent cycle of core

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[1]Catapult programme evaluation framework, Innovate UK
https://assets.publishing.service.gov.uk/media/5a81e5aee5274a2e87dc00f7/catapult-programme-evaluation-framework.docx.pdf 21 October 2023

funding. This strategic clarity was pivotal in aligning the organisation's trajectory with its foundational goals and operational realities.

After the inauguration of the new CEO, a pivotal disclosure was made during an all-staff meeting: the organisation had incurred expenditures exceeding its financial capacity. The specific factors contributing to the over expenditure were not explicitly communicated to the staff. During the announcement, which was preceding the Christmas holiday, the CEO advised employees to consider alternative employment opportunities, hinting at the possibility that FCC might lack sufficient funds in the ensuing year to sustain its entire workforce. Among the staff, it was informally understood that the expansion to over 100 employees had exceeded the financial boundaries set by the core grant. This announcement was nuanced in an interview with a senior manager, who departed from FCC shortly before, in which he suggests that the reported over expenditure may not have occurred. Instead, it might have been a strategy to encourage the departure of individuals not aligned with the new organisation's direction.

In response to an independent evaluation by Ernst and Young in November 2017[2], which emphasised the necessity of a detailed action plan with interim milestones for the forthcoming 12 months, FCC embarked on an intensive strategic planning process. The report underscored the importance of establishing a clear, short-term roadmap to fortify the trajectory towards achieving broader objectives.

In early 2018, FCC initiated this process by constituting diverse cross-functional groups tasked with deliberating over various facets of the organisation's restructuring. This period of strategic refocusing included extensive, multi-day 'sprint' meetings held over the summer, primarily involving managers and key staff. During this phase, a temporary halt was placed on new project development, directing all focus towards the imminent five-year strategy. In an interview, the

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[2] Catapult Network Review: https://assets.publishing.service.gov.uk/media/5a82b49ded915d74e623737f /Catapult_Review_-_Publishable_Version_of_EY_Report__1_.pdf, 23 Octobre 2023

director of strategy compared emerging from this intense, concentrated period of planning that was held in FCC's basement to 'coming out of a cave.'

Ultimately, this rigorous planning exercise culminated in the formulation of a comprehensive five-year strategy. The new strategy articulated FCC's ambition to generate impact on both the supply and demand sides of the advanced urban services market. On the supply side, the strategy focused on accelerating the development of UK companies to establish them as global frontrunners. This was to be achieved through three main programs: enhancing market information accessibility for vendors, supporting SME growth and internationalisation, and deploying demonstrators across the UK. In parallel, the demand-side strategy aimed at assisting cities in evolving into more sophisticated consumers of advanced urban services. This included strategies to disseminate information about the potential benefits of such services, aiding cities in strategising for advanced urban services, and proposing an academy for city officials to enhance their urban innovation skills.

Furthermore, the strategy addressed the expansion of the market, targeting the removal of barriers and aiming to cultivate a market worth over 45 billion pounds. This was to be facilitated through five key programs: city interoperability, city data, the future of planning, the City[x] knowledge platform, and academic engagement. This holistic approach was designed to integrate FCC's vision of fostering a vibrant market for advanced urban services, thereby contributing significantly to the field of urban innovation.

The culmination of this strategic efforts was two-fold. Firstly, the concerted efforts and focused planning led to the successful renewal of the core grant in 2018, a testament to FCC's revised strategic direction and a crucial financial endorsement for its future initiatives. However, despite this achievement, FCC faced a mandatory merger with Transport Systems Catapult. This union, driven by broader strategic considerations by the national government, led to the creation of Connected Places Catapult.

5.2.2 Cap Digital

During the period of immersion, Cap Digital was in its twelfth year of operation and in the midst of preparing for its evaluation for the fourth stage of the national policy of 'Pôle de competitivité' (Competitiveness Clusters). A diachronic analysis of Cap Digital's trajectory unveils a narrative of a burgeoning national cluster that has seen rapid membership growth, organisational maturation, and the assimilation of other 'pôles de compétitivité.' To explain the shifts in the organisation's mission focus and its incremental incorporation of urban innovation into its service model, the following four developmental stages are delineated:

- Stage 0: Genesis of the 'Pôles de compétitivité' national programme and Cap Digital
- Stage 1: Initial strategy and service model implementation (2006-2008)
- Stage 2: Refinement of services and public sector legitimacy challenge (2009-2012)
- Stage 3: Strategic reorientation towards societal impact (2013-2018)

These stages are based on the program renewal cycles.

5.2.2.1 *Stage 0: Genesis of the 'Pôles de compétitivité' national programme and Cap Digital (2004-2006)*

The genesis of the 'Pôles de compétitivité' national programme in France can be traced back to a concerted effort to foster innovation and enhance economic growth in specialised industrial sectors. In 2004, M. Christian Blanc played a seminal role in the conceptualisation and institutionalisation of the 'pôles de compétitivité' in France. Serving as a State Secretary for the Development of the Capital Region under the French government, he was a critical figure in the initiation of these competitiveness clusters.

Inaugurated in 2005, this initiative emerged as a strategic policy intervention aimed at fostering synergies between private companies, research institutions, and educational organisations within specific geographic locales. The intent was to establish a milieu conducive to collaborative research, technological development, and the commercialisation of innovations. The programme was predicated on the idea of agglomeration economies and sought to leverage the local actors in a way that would amplify innovative capabilities. The French government identified domains

where France had existing strengths or demonstrated potential for breakthroughs to create clusters that would serve as epicentres for innovation.

To provide an institutional framework for this effort, the programme deployed a governance structure that involved regional and national public authorities. Financial incentives, often in the form of subsidies and tax breaks, were instituted to induce firms and research entities to participate actively in these clusters. Moreover, the framework also included a competitive application process, wherein clusters had to exhibit a strong capacity to develop a collaborative project portfolio and a clear roadmap for technological development to qualify for state support. The underlying rationale for the 'Pôles de compétitivité' was deeply embedded in theories concerning regional innovation systems and cluster dynamics (Laur et al., 2012). By fostering localised networks of cooperation and expertise, the programme aimed to accelerate knowledge spillovers, reduce transaction costs, and thereby nurture a more robust, self-sustaining innovation ecosystem. A total of seventy-one competitiveness clusters were accorded official labels, among which Cap Digital received its designation in 2006.

The foundational work for Cap Digital was inaugurated in 2005, concomitant with the national program's announcement. An open call for competitive tenders was issued, requiring the endorsement of regional governments for each submission. For Cap Digital, the municipal administration of Paris extended its backing to their proposal which encompassed a consortium of experts from multiple ecosystems within the digital technology industry.

In an interview, an employee that was part of the original consortium shared that, out of the 105 submissions, Cap Digital's candidacy emerged as a surprise. He added that only 15 candidatures were initially anticipated by the government. Cap Digital emerged as an unexpected candidate primarily because the innovation ecosystem at that time was marked by fragmented, niche ecosystems focused on areas such as search engines, video games, animated films, education, and the Internet. These smaller ecosystems lacked the collective impulse and failed to gain the support from the region. At the beginning, the proposition to conceive digital technologies as a

transversal domain intersecting multiple markets was initially contentious. However, the construct gained empirical validity and theoretical coherence as Cap Digital evolved.

5.2.2.2 Stage 1: Initial strategy and service model implementation (2006-2008)

Marking the commencement of Cap Digital, Stage 1 is delineated by twin strategic imperatives, a large membership base, and incremental expansion in personnel strength. This phase culminates with the conclusion of the first cycle of the national programme.

During this inaugural phase, the overarching objectives centred on supporting R&D and developing collaborative innovation capabilities within the localised innovation ecosystem. First, to facilitate R&D initiatives, an inaugural suite of programmes was launched targeting organisations active in disparate media sectors—including film, television, music, and literature—as well as the fields of education, employment, and connected environments. Complementing the R&D agenda, a series of assemblies and workshops were convened to develop collaborative projects within the ecosystem. The participatory framework necessitated the inclusion of a diverse array of stakeholders, encompassing academic research institutions, small-to-medium enterprises (SMEs), governmental bodies, and large private corporations.

With over 200 members upon its inception, Cap Digital distinguished itself as the association with the larger membership among the initial cohort of 67 entities conferred during Stage 1. As for its personnel growth trajectory, key positions such as the Chief Executive Officer and Research Director were appointed during this formative phase. By the close of 2009, the organisation had expanded its staffing to encompass ten employees.

5.2.2.3 Stage 2: Refinement of services and public sector legitimacy challenge (2009-2012)

The second stage of Cap Digital's evolution represents a pivotal period marked by the diversification of services and a nuanced recalibration of its relationship with public sector stakeholders. Amidst a landscape of shifting governmental priorities, Cap Digital faced the dual imperative of refining its existing offerings and establishing new services to accommodate the evolving needs of its innovation ecosystem. While diversifying its service portfolio and scaling its

operations, Cap Digital also contended with emergent challenges tied to the legitimacy of its role within the broader public sector innovation strategy.

Following a favourable appraisal of its initial stage within the framework of the national competitiveness cluster policy, Cap Digital secured renewed funding for this second stage. Beyond perpetuating its commitments to R&D, the organisation undertook a strategic diversification of its service offerings. This included the development of specialised accelerators designed to expedite the maturation of start-ups and small and medium-sized enterprises (SMEs). Moreover, its collaborative innovation programmes were refined to incorporate more advanced methodologies, thereby enabling more efficacious collaborative ventures between nascent firms and established public and private entities. To stimulate public discussion around the societal and urban implications of digital technologies, Cap Digital inaugurated a wide-ranging festival, named 'Futur en Scène'.

In 2009, Cap Digital transitioned its operations to a new, iconic location that would serve as its base henceforth. The organisation, which commenced this phase with a workforce of approximately ten, saw a threefold expansion in staffing, culminating in nearly 30 employees by the close of this stage.

This phase was marked by a substantive alteration in the national government's innovation support mechanisms. The period saw the emergence of competing platforms for innovation sponsorship, thereby affecting the prioritisation of 'Pôles de compététivité' within government portfolios. According to Cap Digital's CEO, there was a discernible waning of governmental interest in favour of alternative avenues for innovation support. Notably, the government initiated thirteen 'Société d'accélération du transfert de technologies' (SATTs), established under the umbrella of the 'Programme des investissements d'Avenir' (PIA), thereby subtly reorienting the landscape of innovation funding and policy.

The third stage in the developmental trajectory of Cap Digital, extending from 2013 to 2018, was underscored by a strategic reorientation. This period commenced with the government reaffirming Cap Digital's cluster status and was typified by an expansion in membership, a refined focus on specific market sectors, evolving public sector relations, integrative endeavours with other clusters, international outreach, and an augmented societal impact. This stage elucidates how Cap Digital navigated an increasingly complex innovation landscape by adjusting its strategic imperatives to align with economic, societal, and policy-related expectations.

The organisation's membership surged during this stage to encompass over 1,100 diverse entities, including over 850 SMEs, 70 large enterprises, state-owned industrial and commercial establishments, as well as educational and research institutions. Concurrently, the workforce expanded from 30 employees at the outset to 44 by the stage's culmination.

Cap Digital pivoted from a generic focus on ecosystem development towards facilitating the transformation of collaborative R&D endeavours into market-ready products, processes, and services. Eight specific markets were identified as focal points, including emergent sectors such as health, well-being, and sports. These markets were selected based on strategic criteria encompassing significance, market size, and potential for digital transformation.

During this stage, Cap Digital evolved into a strategic instrument for shaping territorial digital transformation strategies, thereby aligning more closely with the broader imperatives of urban innovation. Furthermore, the organisation met the requirement that less than 50% of its revenue should emanate from national and regional governments, a condition met without substantial difficulties.

Amplifying its commitment to urban innovation, Cap Digital orchestrated the integration of two additional clusters: 'Advancity,' focusing on sustainable cities, and 'PICOM,' concentrated on retail innovations. Leveraging insights gathered from its membership base and expert consultations,

Cap Digital underscored the salience of local territorial contexts in fostering innovation aimed at tangible societal benefits.

To broaden the international visibility of its members, Cap Digital extended its annual Paris-based festival to include a session in Casablanca in 2018. This international platform provided a forum for entrepreneurs from the Paris metropolitan region to showcase their innovations to a wider audience.

Recognising the pervasive influence of digital technologies on societal constructs, Cap Digital widened its scope to foster a more holistic societal impact. One emblematic initiative was the establishment of EdFab, an entity specialised in educational innovation. EdFab has orchestrated events and fostered collaborations within this sector, providing a coworking space, kitchen, and auditorium to enable knowledge exchange within the ecosystem.

During an interview, Cap Digital's CEO indicated an intention to direct future efforts toward resolving broader societal challenges, many of which intersect with urban well-being and infrastructures. These aspirations not only highlight the organisation's evolving societal focus but also inform its future strategies as it transitions into its fourth developmental stage.

5.2.3   Paris&Co.

At the time this research was undertaken, Paris&Co. stood as a young yet rapidly evolving organisation. Its history portrays a transformational journey from an entity integrated in a public administration to an independent intermediary organisation. This section delineates the organisation's trajectory through three stages of development:

- Stage 0: Genesis and convergence of Paris Développement and Paris Région Lab (1990s-2014)
- Stage 1: Merger and operational re-design (2015-2016)
- Stage 2: Strategic refinement for organisational cohesion and processes efficiency (2016-2019)

5.2.3.1   Stage 0: Genesis and convergence of Paris Développement and Paris Région Lab (1990s-2014)

The initial stage begins with the creation of Paris Development and Paris Région Lab and concludes with the merger of these entities into Paris&Co. more than fifteen years later. Paris development was created in the late 1990s with the mission to support companies to establish themselves in Paris through services of incubation and international attractivity. Laboratoire Paris Région Innovation was established in 2010 at the initiative of the City of Paris and the Île-de-France Region. Its main purpose was to encourage the in-situ experimentation of innovative solutions within the Île-de-France territory. In this context, its mission were threefold, (a) to support innovative companies and orchestrate experimentation within the territory; (b) to assist the services of the city and the region in the search for innovative solutions; and (c) to conduct strategic monitoring and promote Paris as an innovative city where experimentation can be done efficiently. In 2011, the incubation service was moved from Paris Development to the Paris Région Lab.

5.2.3.2   Stage 1: Merger and operational re-design (2015-2016)

In January 2015, in alignment with the directives from the Mayor of Paris, the merger of the Paris Development and Paris Région Lab culminated in the creation of Paris&Co. The leadership from both antecedent entities was retained to co-steer this nascent institution.

During the immediate post-merger phase, the organisational imperative focused on the development of process design aimed at enhancing project development efficiency. These processes were meticulously formulated to align with the organisation's pillars: incubation, experimentation, and international attractiveness.

This short stage enabled the newly formed entity to establish a structured framework for executing its agenda, thereby laying the groundwork for its future strategic endeavours.

5.2.3.3   Stage 2: Strategic refinement for organisational cohesion and processes efficiency (2016-2019)

The period from 2016 through 2019 represented a key stage in the organisational evolution of Paris&Co. Initiated by the appointment of the Head of Urban Experimentation, this stage was

marked by substantive alterations in strategic direction and procedural enhancements. These developments encompassed the development of a unified support for incubation, a pivot from an opportunistic to a strategic development strategy, and advancements in the methodologies for urban experimentations. Although the stage was still unfolding during the interviews, it potentially extended until 2021, a year marked by a major restructuring which has led to the induction of four new directors.

Furthering the priorities set forth in Stage 1, the consolidation of a coherent framework for incubation support emerged as a principal organisational objective. Initiatives inaugurated in 2016 included workshops organised as 'academies' and collaborations with established corporations. After this, the organisation experimented with the automation of data collection, event invitations, and assessment protocols in 2017. To augment this integrated support infrastructure, two additional human resources were recruited in 2018.

Prior to 2017, Paris&Co.'s developmental approach was principally opportunistic, engaging indiscriminately in projects that aligned with its mission. This tactical orientation was revised due to its detrimental impact on employees' well-being, as elaborated by one of the directors in his interview. The unstructured approach led to resource exhaustion and impaired the organisation's capacity to prioritise projects effectively, thereby affecting commitments to stakeholders.

The content analysis of the interviews with the head of experimentation proposes that Paris&Co. instituted substantive modifications to its urban experimentation methodology. These refinements included spatial focus, limiting experimental territories to two neighbourhoods. Furthermore, the evaluation criteria were enriched by incorporating variables such as the developmental stage of the product and the physical-territorial context. Additional nuances involved the installation of physical markers to delineate test zones and a capping mechanism to restrict the number of concurrent experiments. These measures were designed to elevate the quality and precision of each experimental initiative. The refinement of their urban experimentation methodology is further developed in Section 6.2.1.2.

Stage 2 indicates a phase of transformation and maturation, achieving strategic focus and operational efficacy while adapting to evolving contextual imperatives.

5.2.4 TUBA

At the juncture of the research immersion, TUBA was a four-year-old entity exhibiting a distinctive growth philosophy: a commitment to maintaining organisational leanness while maximising its impact on the regional innovation ecosystem. Scrutiny of the collected interviews delineates three pivotal stages in TUBA's evolutionary trajectory:

- Stage 0: Formalisation of the need for spatial data support in public policy (2013-2014)
- Stage 1: Initial strategy and service model implementation (2014-2015)
- Stage 2: Growth in members, refining services and structural challenges (2016-2019)

5.2.4.1 *Stage 0: Formalisation of the need for spatial data support in public policy (2013-2014)*

The conceptualisation of TUBA as a specialised UIIs was primarily driven by an open data initiative emanating from the metropolitan administration of Lyon. This initiative sought to facilitate data accessibility and valorisation with the overarching aim of cultivating a culture of digital empowerment, bolstering the transparency of public actions, and enhancing the dissemination and valorisation of data generated within the metropolitan area. Importantly, this municipal endeavour was congruent with the broader regulatory framework set forth by the INSPIRE Directive of the European Commission. Instituted in 2007, the INSPIRE Directive aims to establish a unified spatial information infrastructure across Europe to buttress community environmental policies and other activities with potential environmental impact. Thus, the genesis of TUBA was intrinsically linked to evolving public policy imperatives, both at a metropolitan and European level, centring on the judicious use of special data for public welfare.

5.2.4.2 *Stage 1: Initial strategy and service model implementation (2014-2015)*

The inaugural stage of TUBA's development was marked by its establishment and characterised by the strategic conception and operationalisation of its service model. Inaugurated in 2014,

TUBA was conceived as an extension of 'Data Grand Lyon,' an open data platform initiated by the City of Lyon. The succeeding year was marked by a comprehensive ecosystem assessment, aimed at tailoring the association's objectives and service offerings. TUBA's inaugural office space was established late 2014. The association initially focused its services in three key areas: Service Design (commenced in 2014), Open Innovation (also initiated in 2014), and Social Mediation (introduced in 2015).

With respect to financial sustainability, TUBA's funding trajectory was underscored by a multi-phase approach. The initial tranche of funding in 2013 amounted to €60,000 and was contributed by three strategic partners. Subsequently, a second round of funding, which summed a minimal €200,000 dispersed over three years, was sourced from public sector allocations in 2014. The third funding cycle in 2015 secured a bank loan. Additional capital inflow was facilitated through membership contributions, which began with eight foundational members in 2014, each contributing €60,000 in average.

This initial stage of TUBA's development served as a foundational period, focusing on the operationalisation of its service model based on an ecosystem diagnosis and financial mobilisation.

5.2.4.3 Stage 2: Growth in members, refining services and structural challenges (2016-2019)

The second stage of TUBA's development encompasses a multi-faceted evolution marked by operational scale-up, service refinement, and increasing financial independence from the public sector. This stage crystallises TUBA's role as a maturing innovation intermediary, balancing a growing portfolio of services with the needs and opportunities of an expanding member base.

During this stage, membership growth significantly bolstered the organisation's financial stability, expanding from 8 organisational members in 2014 to 42 in 2018. This diversification of income streams led to a nearly €1 million budget in 2018, derived from regional government funding (10%), membership dues (55%), and revenue from service delivery to both public and private organisations (35%). In partnership with Benkei, an innovation consultancy, TUBA secured

additional funding in 2016 from European Funds for Regional Economic Development (FEDER) aimed at supporting SMEs in smart city contexts.

The employee count augmented from 3 to 6 in 2016, including the hiring of roles such as a Project Manager for international development and a Service Designer. Utilising the 'Service Civique' programme, TUBA also brought in interns to manage the front desk of the organisation's open space. This is a state-sponsored initiative aimed at enabling individuals between 16 and 25 years old to experience situations that would not have happened naturally. Under this program, the state provides €500 per month, TUBA contributes an additional €100, and food stamps valued at €5 per day are also granted.

In October 2017, TUBA underwent a substantive shift in its spatial strategy by inaugurating a new open space. This development was an evolution from its preceding facility located adjacent to a train station, initially conceptualised as a technological testing ground combined with a café. The aim was to attract both local residents and visitors to Lyon by offering a venue where individuals could engage with technology while enjoying coffee and sandwiches. However, managing the café proved to be difficult, and the retrieval of valuable customer feedback was scant.

Recognising these challenges, TUBA reimagined its spatial offering by transitioning to an open space furnished with free Wi-Fi, tea, and coffee. Simultaneously, the association implemented an enhanced series of events aimed at democratising scientific knowledge by making it accessible to the public. Their open space was designed to be governed by its own members, a strategy that remarkably attracted 600 new members within just a year of its inauguration. To facilitate the management of the open space, the organisation employed creative approaches such as integrating essential information into the spatial design. For instance, the charter delineating the rules for utilising the space was painted directly onto the walls, serving both as an aesthetic element and a constant informational reminder.

During its initial years, TUBA concentrated primarily on rendering services to its organisational members. However, in 2016, a strategic pivot was enacted, and the association expanded its

service portfolio to include consultancy in urban data analytics for private firms. Concurrently, TUBA secured a 'marché public' (essentially a public tender over an extended period) for urban experimentation initiatives in collaboration with the metropolitan administration. This contractual framework stands as an exceptional mechanism allowing public institutions to directly commission services, thereby circumventing the traditional and often cumbersome tendering process. In the context of TUBA's activities, this enabled a streamlined avenue for the organisation to contribute its expertise in urban experimentation to public sector initiatives.

Data gathered from semi-structured interviews delineate the second stage as a period of pressing organisational challenges. Primarily, there was a pronounced need to reconcile business development endeavours with the internal capacity to assume additional projects. The individual responsible for business development conveyed experiencing a sense of frustration upon meeting a potential new client eager to collaborate with them. Upon her return, she was apprehensive that her team would be resistant to this opportunity, given the organisation's limited human resources availability.

Furthermore, other interviews illuminated the imperative for streamlined digital ecosystems. There was a need to rationalise the assortment of digital platforms utilised for internal and external communication, stakeholder management, and document storage and management. The current multiplicity of platforms engendered inefficiencies and made internal collaboration a challenge.

In terms of organisational learning, the interviews reveal that learning across different projects is inhibited. This limitation is attributable to the absence of formalised mechanisms that capture and document learning from each project. As it stands, knowledge transfer is confined to informal conversations among employees, a practice that does not adequately serve the organisational learning objectives.

In summary, this stage marks a period of operational maturation for TUBA, characterised by financial growth, and diversification in service offerings, albeit with emerging challenges in operational alignment and learning mechanisms.

5.2.5   Waag

Having been operational for 24 years at the time of immersion, Waag was the most long-lasting case within the sample. Established as a cultural sector initiative, the organisation initially aimed to facilitate public engagement surrounding a contentious highway project that would have necessitated the demolition of several iconic buildings in Amsterdam's city centre. Engaged in the nascent development of the digital city movement, Waag was instrumental in establishing an online platform for the City of Amsterdam.

When asked about the different stages of the organisation, Waag CEO mentions that it was only after almost twenty years of existence that they had to establish a clear structure: ''It started as a collective of people and [...] it always have been fluid and the organisation was driven by its mission and not it's structure. I think since four or five years ago, it (became) the real first organisation. So, we needed to be very clear about the structure of the organisation. So, before it was more like improvisation.'' 1_1. It is the only case that was characterised as a loosely structured collective functioning on 'improvisation', without formalised procedures. A significant structural transition occurred in 2014, when the organisation adopted a unified approach based on the linear model, later evolving into a matrix structure composed of four specialised teams in 2016.

Unfortunately, the data collected from interviews were insufficient for delineating the demarcation of developmental phases. This limitation primarily stemmed from the fact that Waag was the first organisation to participate in the interview. During these first interviews, the depth of requisite information about the development phases was not yet fully recognised. After this realisation, the research methodology was modified to include interviews with a broader range

of employees and a temporal axis was incorporated as a mapping component to the note-taking strategy.

Another factor contributing to the scarcity of information for this case can be inferred from the preliminary remarks of Waag's CEO when queried about the organisation's developmental trajectory. She commenced by expressing her aspiration that the organisation would, in the future, become more proficient at articulating its developmental journey.

5.3 Insights on adaptability

The diachronic analysis of FCC, TUBA, Paris&Co., and Cap Digital reveals the complexity and variety of pathways of organisational progression. This analysis has made evident the necessity for these entities to change their state in response to shifts in their external environments. Consequently, this section is dedicated to presenting the principal findings related to the external challenges that UIIs must adapt to, as well as the strategies and adaptation mechanisms they employ to improve their organisation.

5.3.1 External challenges

The outcomes of the diachronic analysis demonstrate similarities between cases concerning their external challenges. This section presents the primary insights concerning the challenges caused by varying degrees of dependency on the public sector, and by the particularities of deploying innovation to tackle urban related challenges.

In relation to the complexity of the relationships between UIIs and the public sector, it articulates four primary insights: firstly, changes in administrative and political priorities considerably impact their funding; secondly, the cycles of grant renewal exert a direct effect on organisational development; thirdly, UIIs often face mandates from their governing bodies to diminish public funding reliance; fourthly, they are compelled to merge with other entities or decide to incorporate other entities.

First, the diachronic analysis reveals that shifts in government policies or public administration can significantly hinder the cases' progression. A pertinent example is FCC during its Stage 2, where reduced public funding and new short-term evaluation requirements impeded the organisation's growth plans. Similarly, Cap Digital's has experienced challenges in its Stage 3 due to political changes at the national level which have led to the creation of competing innovation platforms and a decline in government interest for the 'Pôles de compététivité.'

The CEO of Waag further highlights the precariousness of innovation intermediaries that are highly dependent on public sector funding. In the semi-structured interview, she explains that such organisations are especially vulnerable to budget cuts, which can severely impact their operations. She cites labs like 'V2' and 'STEAM' as examples, noting that their influence has waned due to reductions in arts and culture budgets driven by liberal cultural policies. As she puts it, "if there is a cut in the budget that also means that it cuts your organisation" 1_1. In contrast, Waag follows a hybrid financial model that reduces dependence on any single income source. While approximately 20–30% of its budget comes from cultural funding, the organisation also secures support through European research projects, thematic funding from sectors like education and healthcare, and creative consultancy. This diversified model has enabled Waag to survive even major financial setbacks, including the loss of €300,000 in annual funding.

The second finding regarding similarities relates to the influence of the public sector on UIIs' transformation, specifically the impact of grant renewal cycles. The diachronic analysis suggests that for both FCC and Cap Digital, the rhythm of grant renewal cycles significantly influences organisational evolution. For FCC, although only the first cycle was analysed in this research, results from strategic documents and autoethnographic accounts confirm that grant cycles have a profound effect. Firstly, as part of governance procedures, FCC was required to submit annual progress reports aligning with a five-year delivery plan. Secondly, analysis of transcripts and accounts from the year preceding the renewal highlighted intense pressure from public funders to re-align the organisation strategically to secure funding for the subsequent cycle.

Cap Digital followed a similar trajectory. Evidence from interview transcripts reveals that they must submit strategic plans and undergo regular evaluations by the national government to maintain their "Pôle de compétitivité" status. As the Deputy General Director at Cap Digital explains, "we had to write Cap Digital's strategic plan for 2019-2023 [...] as part of the renewal of the competitiveness clusters policy," highlighting how strategic planning is closely bound to public funding cycles 4_6. Each cycle introduces revised governmental priorities, which the organisation must reflect in its evolving strategy.

Additionally, there is a persistent pressure to demonstrate financial viability. A senior executive and founding member of Cap Digital notes that while no competitiveness cluster has yet been formally shut down for underperformance, the directive from government remains explicit: "The State says unsurprisingly: 'I told you that I would provide less funding, at least for your operational costs. It's your responsibility to find a financial model that allows you to sustain yourself and continue supporting your community.'"4_1. This dynamic underscores the precarious balance that intermediaries must maintain between aligning with shifting public mandates and sustaining organisational viability.

The third external element which necessitate an adaptation is the request to decrease UIIs reliance on public sector funding as they mature. For instance, FCC initially aimed to reduce public sector involvement to 33% of its total budget. By 2017, national government contributions were approximately 50%, and the manager which have answered the structured interview mentioned that it was not likely to change for the upcoming years.

Cap Digital successfully limited public sector funding to 50%, aligning with their strategic financial objectives. TUBA's public sector revenue comprises less than 10%, signifying a notable shift towards diverse funding streams. Paris&Co. presents a remarkable transition from complete public dependency (100%) in 2011, prior to its merger, to a reduced 33% by 2018. These cases illustrate a broader trend among UIIs towards diversifying funding sources and reducing

dependence on public sector contributions, a significant aspect in their evolution towards financial autonomy and sustainability.

The third notable trend among UIIs with strong initial public sector dependency is their evolution through mergers. Among the cases studied, three underwent significant restructuring via mergers. Paris&Co. was formed because of a merger, FCC concluded its journey in a merger mandated by the UK government, and Cap Digital expanded by absorbing two other entities. Two of these mergers were forced by the public sector. First, two organisations were forced to merge into Paris&Co. through a governmental directive, and second, the UK government forced Future Cities Catapult to merge with another Catapult for the beginning of the second grant cycle.

In addition to the challenges associated with the complexity of public sector dependency, the analysis of the transcripts proposes that deploying innovation to address urban challenges poses significant challenges. Firstly, the legal and administrative frameworks of cities present significant barriers to the enactment of urban innovations. Secondly, the magnitude of urban challenges exceeds the capacity of technological solutions alone to address them, particularly when considering the constraints of available resources.

Firstly, the analysis of interviews with the managers in charge of experimentation at Paris&Co. and TUBA highlights that legal and administrative processes significantly complicate the deployment of urban innovation. In their interviews, they explain that experimenting in urban environments often entails a lengthy process of planning, obtaining regulatory approvals, and implementing projects. Moreover, they suggest that this prolonged timeline not only consumes considerable time and resources of UIIs' employees but also introduces delays in producing tangible results. Such delays can erode the confidence of startups collaborating with UIIs and diminish the UIIs' reputation as effective facilitators of urban innovation. As one manager notes, "It can take us anywhere from two months to a year and a half. It can be extremely long. [...] We cannot spend a whole year of effort just to find a site for a single project," underlining the heavy toll this process can take on urban experimentation and urban entrepreneurs 2_2.

Secondly, the scale of urban challenges themselves poses another element which characterise the complexity of UIIs external environment. Insights from interviews with Cap Digital and TUBA staff suggest that the magnitude of urban issues, such as pollution, congestion, and inequality, often surpasses the problem-solving capacity of current technologies. This mismatch between the scale of problems and the capabilities of available technological solutions can adversely affect the credibility and effectiveness of UIIs. They risk being perceived as overpromising and underdelivering. Moreover, technological limitations can restrict the scalability of UIIs' interventions, limit their overall impact and potentially undermine their ability to fulfil the objectives set by their parent governments.

Concurrent with the scale of urban challenges is an additional hurdle: the lack of financial resources to effectively address them. This aspect was emphasised in interviews with FCC's first CEO, who described these issues as 'everyone's problem and no one's responsibility'. This paradox highlights a fundamental dilemma in urban innovation, while the challenges are universally recognised, there is often a lack of dedicated financial support to tackle them, further complicating the UIIs' mission to effect meaningful change in the urban landscape.

5.3.2   Internal transformations

Furthermore, the diachronic analysis provides insights on internal transformations and more generally on adaptation mechanisms. This section discusses the evolution of structural parameters, the shift from opportunity-led to strategy-led business development, and the divergence in size and growth trajectories.

First, a significant similarity between the cases relates to the evolution of structural parameters such as the service model, the formalisation level, and the network affiliations. Firstly, an analysis of Paris&Co., TUBA, and Cap Digital progression, suggests a progressive enhancement in their service offerings. For instance, Paris&Co. exhibited an improved approach in delivering unified incubation and sophisticated experimentation services. Similarly, TUBA demonstrated a refined civic mediation program and open space utilisation, and Cap Digital adapted its services in

response to member insights. These developments indicate a strategic evolution in service models, aligning them more effectively with ecosystemic needs.

Secondly, an analysis of interview transcripts underscores a tendency towards minimal formalisation initially, with organisations recognising the necessity for more structured processes as they mature. Entities such as Paris&Co., TUBA, and Waag have transitioned to more formalised and standardised procedures upon acknowledging the limitations of a low level of formalisation. However, the investigation did not uncover instances of a reduction in formalisation over time, which may be attributed to the relatively young age of the examined cases, most being six years old or younger.

Thirdly, the interviews illuminate a trend in the initial five years of operation among these organisations: a notable growth in their innovation ecosystem. Specifically, FCC and Paris&Co. have demonstrated a fast development of their innovation ecosystem encompassing public, private, and academic institutions. Additionally, membership-based organisations like TUBA and Cap Digital have experienced a consistent increase in their member count. This trend highlights the importance of ecosystemic expansion in the early stages of UIIs, contributing significantly to their capacity to foster innovation capabilities within their respective urban innovation ecosystems.

The second similarity between cases in relation to their adaptation is a shift from developing their services through opportunities, to developing their services strategically. In Stage 1, growth often occurs through opportunities. This approach allows to develop a better understanding of the industry and their markers. Through time, the cases have improved their capacity to address specific markets. A set of services are tested with some opportunistic projects in Stage 1 and some of them becomes a speciality. At a certain point, the cases had a better understanding of the markets they want to infiltrate, the types of projects which maximise profitability, and enough reconnaissance and positive impact on their innovation ecosystem to standardise processes for project selection. In this sense, a development approach is deemed strategic when the

organisation consciously knows the boundary of their market and the types of projects they want to work on. A factor which has influenced Paris&Co. to change their development approach from being an opportunity-led to strategy-led was the evident signs of work overload among their employees.

The third finding in relation to adaptation mechanisms relates to the pronounced heterogeneity in the growth rate of the examined cases, as substantiated by the data presented in Table 6. One of the most explicit examples of the variation in growth rate can be found by comparing TUBA with 7 employees to FCC 108 employees at the time of the structured interview. Established a few months apart, these two organisations epitomise different growth strategies.

Table 6: Number of employees

	FCC	Waag	TUBA	Paris&Co.	Cap Digital
Age in 2018	5 years old	24 years old	4 years old	3 years old	12 years old
Number of employees in 2018	108	60	7	70	44

While FCC reached an employee count of 108 within just five years of its founding, Waag, an organisation with a far more extended history of 24 years, has 60 employees. In a similar vein, Cap Digital, despite being 12 years old, employs 44 individuals, underscoring the non-linear relationship between organisational age and size. In this analysis, it is important to take into consideration that Paris&Co. is the result of a merger from which one entity was established approximately 25 years prior to 2018.

The analysis of interviews with senior managers proposes that these differences in size and pace of scaling should not be equated with different degree of fostering innovation capabilities. First, the results have shown that there is a consensus amongst CEOs that there is no such thing as the perfect size for a UII and that growth for growth's sake is not a priority for most CEO interviewed. For example, the CEO of TUBA mentions that it is not a goal for them to scale up the organisation

because they want to stay flexible. This finding is aligned with Scholl and Kraker (2021) which propose that innovation labs often prefer a smaller size, as it facilitates maintaining agility and autonomy and that larger budgets typically lead to increased hierarchical control and institutional barriers. This observation offers a nuanced perspective, suggesting that a smaller scale may be strategically advantageous in the context of fostering dynamic capabilities, particularly for entities like TUBA that operate with less than ten employees. The main reasons for staying small mentioned in interviews refers to the ease of coordinating a small number of individuals. They propose that a small organisation increases the capacity to be unified, to be aligned on the mission, to exchange knowledge, and to develop a communal identity.

For the co-CEOs of Paris&Co, organisational growth is not pursued as an end in itself but rather considered a strategic decision that must follow thoughtful reflection. They stress that growth should only occur when it serves a clear purpose aligned with long-term objectives. One co-director explicitly questioned the default assumption that scaling up is inherently positive, proposing that even when a promising opportunity arises, it may be more appropriate for other actors within the innovation ecosystem to seize it. As he explains, "Growth is not an end in itself [...] we generate our growth when we take on new projects."2_1. This measured stance stems from the awareness that unchecked expansion can lead to overextension, inefficiencies, and erosion of organisational culture. Instead, their approach favours strategic restraint and the selective pursuit of growth where it adds clear value.

Moreover, Waag's CEO articulates a nuanced stance on organisational growth, arguing that the ultimate objective is not to scale up the organisation in terms of size, but rather to maximise its societal impact. This perspective is anchored in the principle of 'just in time, just in shape,' advocating for a size that is sufficient for the organisation to fulfil its mission without becoming unwieldy. In her interview, she introduces the concept of 'spreading, not scaling', suggesting that Waag's role is to seed innovative practices and frameworks which other organisations can then adopt and implement. This is exemplified by the 'Makker platz' initiative in libraries. Rather than establishing these spaces under Waag's direct control, the organisation assists public institutions

in adopting the model, leveraging their existing resources and infrastructures. She explains that "we don't want to grow to 200 people. We want to grow in the number of organisations that do what we do" 1_1. Furthermore, she proposes that Waag's current size (around 50 to 60 employees) is optimal for its mission. This size enables a diverse team composition that brings together expertise from varied fields like biotechnology, fabrication, democracy, and the commons. Such multidisciplinarity is essential for Waag's overarching mission of 'demystifying the democratisation of technologies.' While the organisation could potentially operate with a smaller or slightly larger team, the CEO argues that a drastic increase in size would not enhance its effectiveness.

Overall, all cases apart from FCC did not have a high growth rate as a priority. The case of FCC shows that even with a high growth rate as a priority, their progression was not constant as they had a downsizing period in Stage 3. About a year later, the merger with Transport Systems Catapult almost doubled the number of employees in the new entity, illustrating that a change in sizes can be unpredictable. Regarding growth, FCC's first CEO has mentioned in an interview that, looking back at the past, it might have been preferable to grow at a slower pace and be established within an existing organisation to facilitate the alignment with public sector. Moreover, he mentioned that their parent public body saw growth as a line on a graph based on predictions for economic impact and that they did not consider the complexity of managing this growth, less so considered the human aspect of the employees which are going through the fast pace of change.

5.3.3   Contribution to Contingency Theories

The diachronic analysis of FCC, TUBA, Paris&Co., Waag, and Cap Digital demonstrates that UIIs do not follow a single, standardized approach to adapting their structures and strategies; rather, they evolve through highly diverse pathways shaped by external challenges and internal transformations. This finding reinforces the core principle of Contingency Theories, which holds

that organisational forms and processes are most effective when finely attuned to specific environmental conditions.

Firstly, the cases highlight how variations in public-sector dependency, political priorities, and urban governance constraints compel UIIs to adjust their funding models, service portfolios, and degrees of formalisation. Mergers, shifts in grant cycles, and pressures to reduce reliance on government resources all exemplify how UIIs must continuously adapt if they wish to remain viable. These adaptations align with Contingency Theories by underscoring that structural or strategic decisions must fit the fluctuations in financial or political circumstances.

Secondly, the analysis reveals that simply pursuing rapid growth or scaling up cannot be seen as uniformly advantageous. While FCC initially expanded rapidly, others like TUBA and Waag deliberately chose smaller sizes to preserve flexibility and agility, an approach that better served their missions and stakeholder expectations. This divergence supports the argument that there is no universal formula for "ideal" organisational size. Instead, each UII's context (its mix of funding sources, managerial philosophy, and strategic goals) dictates whether a larger or smaller structure is optimal, again illustrating contingency theory's assertion that organisational success depends on context-specific design choices.

Lastly, the shift from opportunity-led to strategy-led business development pathways in some UIIs exemplifies how organisations refine their processes in response to changing resource constraints, stakeholder demands, and insights gleaned from earlier stages of operation. The findings affirm that effective strategy emerges not from any single best practice, but from an evolving alignment between what the environment permits and what internal capabilities can support. By demonstrating the necessity of flexible, context-sensitive adaptation in responding to multifaceted challenges, these insights extend Contingency Theories into the domain of urban innovation intermediaries, showcasing how these entities must remain context-responsive in their design and decision-making.

5.4   Conclusion

This chapter has presented a diachronic analysis of the evolution of the five cases. It has revealed that these organisations progress differently on their journey toward organisational maturation. The comparison of the stages of progression of the five cases has highlighted several key common characteristics regarding adaptability. These insights enhance our understanding by offering empirical evidence on environmental elements influencing UIIs' progression and internal mechanisms implemented to adapt to challenges.

Firstly, the examination of the environmental elements has evidenced four external challenges linked to UIIs' dependence on the public sector and to their role in deploying innovation to address urban challenges. Regarding the dependency on the public sector, the research has revealed that the cases are impacted by changes in administrative and political priorities and grant renewal cycles. Additionally, it has provided evidence demonstrating that it is common for the parent governmental body to request UIIs to diminish the portion of budget coming from the public sector as they mature and to force UIIs to merge with another state-sponsored organisation. About the main external challenges associated with the urban innovation context, this chapter proposes that the cases are confronted to rigid administrative and legal processes at the municipal level and to an unbalance between the scale of urban challenges and the financial resources accessible to develop sophisticated solutions. Secondly, the exploration of adaptability mechanisms has uncovered communalities associated with the evolution of structural parameters and a transition from an opportunity-led to a strategy-led development approach. Moreover, it has showed notable differences in the scale and growth rate of the entities.

Finally, the chapter concludes by summarising the contribution to Contingency Theories, illustrating how the diverse evolutionary trajectories and adaptation strategies of these UIIs underscore the importance of tailoring organisational design and decision-making to specific contextual factors. By highlighting distinct environmental pressures and varied internal responses, this analysis provides empirical support for the argument that no single 'best way' to

structure or manage UIIs exists; rather, the suitability of any given approach depends on the interplay between an organisation's mission, financial model, and the broader political, administrative, and urban context in which it operates.

6 Capability 2: Ensuring a sustainable pace of progression

6.1 Introduction

Building on the findings from the preceding chapter, which have demonstrated variability in the pace of organisational progression, this chapter delves into two of the underlying elements influencing such variations – i.e., ambition and risk-taking. Understanding these two elements ant their interplay is vital to comprehending UIIs' innovation capabilities and dynamic capabilities.

This inquiry is aligned with Levie and Lichtenstein's (2010) approach, which posits that an organisation's dynamic state emerges from a dual force of 'opportunity and tension.' As 'opportunity' refers to potential projects and collaborations, 'tension' denotes the organisational drive to capitalise on these opportunities, transforming potential into competitive advantages or revenue streams.

This chapter is structured in two sections. The first section employs content analysis, culture analysis, and climate analysis to assess the levels of ambition, and risk-taking within UIIs. Ambition is assessed through content analysis of interview transcripts and official documents. Risk-taking is evaluated through the analysis of relevant determinants from the culture questionnaire and the climate questionnaire. In addition, content analysis of interview transcripts was employed to gather deeper insights into the need to balance the level of risk-taking and content analysis of formal documents and interview transcripts was used to identify risk mitigation practices. The second section presents the main insights regarding the capability of ensuring a sustainable pace of progression based on the insights regarding the levels of ambition, and risk-taking.

6.2 Analysis of the pace of progression

This section initially examines the varying levels of ambition exhibited by each case, exploring the associated opportunities and challenges that these differing degrees of ambition present. Subsequently, it scrutinises the distinct levels of risk-taking characterising each case, along with the specific risk mitigation strategies implemented to manage these risks effectively.

6.2.1 Ambition analysis

The content analysis of interviews and organisational documentation was employed to study the level of ambition within the five cases. This analysis focussed on their desires related to their projected number of employees, the size of the territory they provide their services to, and the amplitude of their programmes. Furthermore, it examines the opportunities and challenges intrinsic to the various levels of ambition.

6.2.1.1 Future Cities Catapult

First, the results from the analysis of FCC's ambition revealed that, from its inception, it has strived to become a global leader in the shortest possible timeframe. The official documentation analysed proposes that FCC's goal was to grow to 150 world-class employees in five years. Their very high level of ambition is also depicted in their organisational mission which proposes to grow the vast, emerging market of advanced urban services. To achieve this mission, they have deployed several programmes with the objectives to help UK firms to become world leader; develop the capacities of cities around the world to increase their needs for buying these services; and remove the systemic barriers which hinders the growth of the market.

In terms of the opportunities and challenges rising from their level of ambition, the results proposed that their very high level has enabled rapid notoriety building and early collaborations with key international companies like Microsoft and Intel. However, the same analysis proposes that this aggressive market entry supported by substantial government funding has created perceptions of competition in the ecosystem they wanted to support. In addition, the important amount of money given by the government have led to strategic myopia from the national government which was focused on short-term goals at the expense of long-term sustainability. Interviews with the first CEO of FCC revealed that, in retrospect, the organisation's initial level of ambition may have been overly optimistic, particularly in light of the complexities inherent to operating within a dynamic urban environment. Reflecting on these early challenges, the CEO noted that "the ambition was enormous, but the way to get there was much more complex than

anyone thought" 5_3. This acknowledgement underscores the significant gap between vision and implementation, a tension that shaped the organisation's early trajectory and tested its internal capabilities.

6.2.1.2   Paris&Co.

Secondly, the content analysis of two interviews with the co-CEOs of Paris&Co. reveals that their ambition was to position the organisation as a European leader in start-up incubation and a primary provider of urban experimentation services within the Paris metropolitan region. This high level of ambition was grounded in a deliberate strategy of early entry into emerging markets and the continuous refinement of experimentation models. One co-director reflected that "When I joined the organisation, I felt it was far too small […] that we needed to grow in size to gain visibility, credibility, and recruitment capacity", highlighting a strong belief that organisational growth was essential to increase visibility, attract talent, and enhance legitimacy within the innovation ecosystem 2_1.

Firstly, the timely establishment of new incubators presents multiple challenges. In an interview, one of the co-CEOs shared that their ambition of developing emerging markets had led to the closure of three incubators. The first, a Fintech incubator, was shuttered in 2014 due to the sector's nascent stage, which resulted in insufficient client engagement to sustain economic viability. However, confident in the sector's potential growth, Paris&Co. strategically paused its operations while waiting for the ecosystem to mature. In 2017, they relaunched the Fintech incubator, which by December 2018, was flourishing and regarded as a success by the co-CEO. The second, the social innovation incubator, faced closure due to market saturation as other companies were already offering similar services. Adhering to their philosophy of avoiding direct competition with private firms, Paris&Co. opted to discontinue this incubator. The third, the digital technology incubator, was closed due to a shift in market trends – the themes it focused on had fallen out of fashion. This pattern reflects what another co-director described as an

adaptive approach, where the organisation must sometimes "make a strategic pause" in order to reallocate resources toward sectors showing stronger ecosystem readiness 2_1.

Secondly, the content analysis of interviews transcripts from the head of the Urban Lab at Paris&Co. provides insights on how diminishing their level of ambition for their experimentation services have improved the quality of this service. This shift in level of ambition was based on two main changes, one about reducing the experimentation sites and the second about reducing the number and time experimentations.

6.2.1.3   Cap Digital

Third, Cap Digital aims to retain its position as a regional leader. Unlike FCC, geographical expansion is not part of its strategic vision, as the cluster model it operates within is inherently place-based and regionally anchored. Instead, the organisation channels its ambition through expanding its membership base and enhancing the quality and breadth of services offered to its members. This ambition is not driven by the pursuit of dominance in a single field, but rather by an intent to maintain a transversal relevance across sectors. As one senior executive emphasised, "we've always avoided being too closely tied to any one sector; the idea is to maintain a cross-cutting vision of digital's impact on existing markets" 4_1. This underscores a strategic orientation centred on adaptability and cross-sectoral resonance, rather than territorial or thematic specialisation.

While this positioning may initially suggest a moderate level of ambition, further analysis reveals that the organisation has, in fact, undergone key transformations that reflect a more assertive strategic posture. First, the integration of other clusters, particularly Advancity, has enabled Cap Digital to reposition itself at the convergence of digital innovation and sustainable urban development. This merger, as one manager noted that it was both timely and strategic, "this opportunity came at a pretty good time [...] we can see that there's demand from many sectors to work on these topics." 4_6.

Second, during its third developmental phase, Cap Digital has moved beyond its initial role of supporting member firms to embrace a broader ambition of generating systemic societal impact. This shift has taken shape through initiatives in open innovation and digital transition, marking a redefinition of the organisation's value proposition—from service provider to ecosystem orchestrator with a civic mandate. Despite this expanded vision, internal challenges associated with such transitions are rarely foregrounded in interviews. One notable exception came from the CEO, who acknowledged that integrating another cluster involved considerable organisational friction, particularly in aligning new employees with Cap Digital's existing culture and practices. He described the process as one that required absorbing new ways of working while ensuring a coherent strategic direction. This internal complexity, while often invisible, reveals the labour involved in scaling ambitions while maintaining operational cohesion.

Taken together, these insights suggest that Cap Digital's ambition, is not outwardly framed in terms of scale or geography, but is defined by its ability to adapt, expand its domain of influence, and align internal structures with a broader societal mission.

6.2.1.4   Waag

Fourth, assessing Waag's ambition presents a more nuanced picture. While the organisation deliberately refrains from measuring success in terms of growth or market dominance, it positions itself as a national and European reference in citizen-centred technological transformation. Waag's ambition is to achieve societal impact by fostering systemic change in the fields of arts, culture, education, and democracy. As its CEO explains, the organisation's goal is not scale, but influence: "we don't have to control the Makker platz so for impact we don't need to scale we need to spread" 1_1. This philosophy is reflected in their decision to act as a catalyst and enabler for public institutions, rather than expanding Waag's direct operational scope.

However, pursuing this systemic ambition comes with organisational and operational challenges. One of the primary difficulties lies in managing the diversity of funding sources required to sustain such a wide-ranging mission. Waag's CEO highlights the complexity of aligning internal capacity

to the different languages and expectations associated with cultural, research, thematic, and consultancy funding streams: "to organise all the skills and the language that you need to make yourself known and been recognised for all four of these types of funding" 1_1.

This tension is echoed by Waag's Research Director, who notes that while their team excels at responding tactically to funding opportunities, this flexibility can undermine the organisation's ability to sustain long-term innovation agendas: "there is a tension between tactically following project funding and implementing innovation which may require five years of concerted research attention" 1_3. Together, these insights illustrate a high level of ambition at Waag. This was not tied to institutional expansion, but to advancing social and technological transformation despite the structural limitations imposed by fragmented and competitive funding environments.

6.2.1.5 TUBA

Fifth, interview analysis with TUBA's employees suggests that its ambition is best characterised by its aspiration to become a prominent regional actor within the Lyon metropolitan area's innovation ecosystem. Rather than pursuing rapid expansion, TUBA has embraced a philosophy of remaining intentionally small and nimble, embodying what one employee referred to as an "éternelle start-up."

he limited level of ambition presents its own set of challenges, as outlined in Stage 2 of development in Section 5.2.4.3. Their development strategy focuses on delivering tailored services to their founding partners, maintaining a co-working ecosystem for start-ups, and advancing their social mediation initiatives. However, this modest level of ambition generates specific operational constraints. For example, interviewees acknowledge a recurring tension between the identification of new business opportunities and the lack of internal capacity to pursue them. "We want to do the project, but we won't have the time to do it," noted one team member, indicating that projects are sometimes declined due to a lack of human resources. This mismatch creates considerable strain, particularly for roles focused on business development 3_5.

6.2.2 Risk-taking analysis

The second element studied for gathering insights on UIIs' pace of progression is the level of risk taken by the cases. The level of risk-taking has been analysed by combining determinants from the culture and the climate questionnaires and by performing a content analysis of the interview transcripts. More precisely:

- In the culture questionnaire, managers were asked to evaluate their organisation's propensity for risk-taking.
- In the climate questionnaire employees were asked to assess whether (a) their organisation a culture of risk-taking and (b) is oriented towards balancing risk and opportunity.

In addition, a content analysis of official documents, interview transcripts, and autoethnographic accounts was employed to identify practices to mitigate risk.

6.2.2.1 *Future Cities Catapult*

Firstly, the results from the culture questionnaire reveals that risk-taking is rather uncharacteristic for FCC. The content analysis of interviews with FCC's first CEO and with the executive director and chief business officer proposes that this low level of risk-taking can be attributed to several practices to assess and mitigate risk and the regular feedback mechanisms with their parent public sector body.

The content analysis of formal documentation has uncovered that assessing risk regularly and performing a technology scanning analysis are two strategic risk mitigation practices employed by FCC.

As revealed through content analysis of internal documents and interviews with FCC managers, a primary practice to mitigating risk consist of regularly assessing risk. This process was integral to both the preparation of FCC's five-year delivery plan and its annual revisions. The analysis of these plans shows an evolution in FCC's risk assessment methods. In one of the latest strategy documents, risk management was delineated across six parameters, as shown in Table 7. This

table categorises risks, describes them, assesses their probability and impact on a scale of 1 to 3, and then calculates a risk score out of 9. Following the risk score assessment, appropriate mitigative actions are identified, ranging from risk reduction, avoidance, acceptance, or sharing. The chosen mitigation techniques are then detailed, and a post-mitigation risk score is evaluated.

Table 6: Risk assessment matrix

Risk category	Risk (description)	Probability (1-3)	Impact (1-3)	Risk score (1-9)	Action	Mitigation	Risk score after mitigation (1-9)
Finance	Reduction in public funding	3	2	6	Reduce risk	Identify new sources of revenues	4
Finance	Long time before starting projects	2	3	7	Reduce risk	Develop a membership-based business model	2

A second set of practices for mitigating risk involves the development and application of market analysis tools. These tools are instrumental in comprehending market dynamics, providing actionable insights for tailoring organisation-specific strategies. At FCC, a key method for market examination is the 'Technology Horizon Scan.' This approach involves categorising emerging technologies and thoroughly evaluating aspects such as their Technological Readiness Level, adoption rate, barriers and drivers to adoption, and the scope and depth of their potential impact. Table 8 exemplifies the structure of the Technology Horizon Scan, illustrating an example of the immersive technology, the HoloLens:

Table 7: Market analysis matrix

Technology area	Sub-category	Technological readiness level	Adoption (1-5)	Barriers (1-5)	Drivers (1-5)	Impact breath	Impact depth (1-5)

		(1-9)				(1-5)	
Immersive technologies	HoloLens	5	2	4	2	3	3

This multi-faceted analysis is invaluable for strategic planning and understanding the nuances and potential of emerging technologies. It assesses the maturity of technologies, gauges market acceptance, identifies obstacles and incentives affecting adoption, and evaluates the extent and intensity of the technology's potential impact. This multidimensional analysis not only serves as an insightful tool for internal strategic planning but also provides a structured framework for understanding the complexities and potentialities inherent in emerging technologies.

6.2.2.2   Paris&Co.

Second, for Paris&Co., the analysis of the culture questionnaire proposes that risk-taking is rather characteristic for the organisation. In continuity with this finding, the analysis of the results from the climate questionnaire have shown that employees at Paris&Co. somewhat agree that their organisation promote risk-taking and is oriented towards risk and opportunity. With only one point of difference between the performance and importance score, this case is fairly balanced in regard to these determinants.

Senior manager interviews further illuminate this stance of neutrality and balance. The director of the Urban Lab at Paris&Co. encapsulated the essence of this balancing act in her query: "How can I take a little bit of risk? But not too much either" 2_2. Similarly, an employee in charge of organisational development at Paris&Co. posited that innovation necessitates maintaining the organisation in a state of calibrated instability, carefully avoiding the 'danger zone.' He asserted that the company is never in peril, given its conservative approach to risk.

Regarding mitigation practices, the content analysis of interview transcripts proposes that Paris&Co. mitigate risk through the financial autonomy of their incubators, centralising administrative tasks and employing people with a flexible personality.

One of the co-CEO mentions that one of the main ways to reduce risk is by creating projects that are closely related with each other but do not rely financially on each other. This approach involves managing funding in a way that allows each project to operate independently while still contributing to a larger objective for the organisation. He further explains that this practice is key for organisations which have an important proportion of their funding coming from the public sector because, when projects rely financially on each other, if one projects fail, there is a high probability that all projects will be negatively affected and risk to fail as well.

Furthermore, the co-CEO exposes that one of the ways they minimise risk in their incubators is by centralising administrative task, which are time consuming for small teams. He explains that by removing most of financial management and human resources management, the head of each incubator can spend more time supporting the start-ups.

6.2.2.3   Cap Digital

Third, the results from the analysis of the culture questionnaire suggest that risk-taking is neither a particularly characteristic nor uncharacteristic feature of Cap Digital. This neutral stance is further supported by the climate analysis, which reveals that employees neither strongly agree nor disagree that their organisation promotes risk-taking or adopts a distinctly opportunity-oriented posture.

However, a contrast between performance and importance scores indicates that employees believe the organisation could improve its ability to promote calculated risk-taking and develop a more proactive stance toward opportunities.

Two primary risk mitigation practices were identified in the operation of Cap Digital. The first involves the prioritisation of membership growth over organisational expansion. This strategy ensures that the organisation secures financial resources before committing to new hires or projects. One senior leader reflects on this principle by stating, "we're going to pause, we're hold off on this growth for the time it takes to properly re-establish the new Cap Digital", emphasizing the cautious approach of stabilising internally before pursuing further growth 4_1.

The second risk mitigation approach leverages external foresight expertise to inform and adapt strategic planning. The Director of Foresight outlines a methodical process by which Cap Digital uses continuous scanning and strategic intelligence to manage uncertainty. She explains, "we have an ongoing foresight activity throughout the year [...] it allows us to identify trends and to build a strategic roadmap," highlighting how this anticipatory practice enables the organisation to adapt its positioning while providing evidence-based justifications to public funders 4_4.

6.2.2.4   Waag

Fourth, the findings derived from the analysis of the culture questionnaire suggest that risk-taking is neither a defining nor an atypical trait of Waag. The climate analysis proposes similar results as employees somewhat agree that the organisation promotes risk-taking and neither agree nor disagree that the organisation is oriented towards risk and opportunity. The performance and importance for innovation of these two determinants are balanced.

One way that Waag mitigate the risks associated with inefficiently deploying resources to attain their ambitious goal of having impact on society is by leveraging internal competences in the development and revision of their research agenda. In his interview, the director of research proposes that by developing a dialogue between the directors and the teams through this process improve their capacity to have impact through the development of programs which are emerging and are likely to be crucial in the coming years.

Another mitigation practice at Waag aims to minimise over delivery, which consists of working more time on projects that the budget allows. This practice is operationalised using a spreadsheet that integrates the project's budget with a timesheet, delineating the allocated time for each task. As the project advances, employees record the time expended on the project, facilitating an automatic update that indicates the remaining budget and the residual time available until the project's conclusion. If the time expended surpass the initial estimate, it will imply a reduction in the project's profitability.

Fifth, the culture and climate analysis reveal that TUBA's level of risk-taking is neutral. The culture analysis proposes that risk-taking is neither characteristic nor uncharacteristic and the climate analysis suggests that employees neither agree nor disagree that their organisation promotes risk-taking and is oriented towards risk and opportunity. For this case, the difference between the performance and importance scores indicates that employees perceive a lack of promotion and orientation towards risk-taking.

The content analysis of interview transcripts has evidenced two main risk mitigation practices. First, in terms of leveraging external competences to reduce risk, TUBA collaborates with their members to create roadmaps that outline their needs and plan open innovation projects for the coming years. These roadmaps directly inform TUBA's two-year strategic plans, ensuring that their initiatives are closely aligned with member requirements and market demands.

Second, TUBA addresses risk at the project level through structured risk assessments and transparent communication with partners. One employee highlights the value of collaborative reflection: "What's important is to identify risks at the beginning and share them with partners; it helps anticipate issues, improve the projects, and above all, avoid repeating the same mistakes." 3_1. This practice strengthens trust, enhances collective learning, and encourages experimentation grounded in shared accountability.

Together, these practices indicate that while TUBA may not actively promote a culture of bold risk-taking, it has implemented targeted mechanisms to manage uncertainty and support sustainable innovation within its constrained resource environment.

6.3   Insights on a sustainable pace of progression

The findings from this chapter provides insights into ambition and risk-taking in influencing the pace of progression. This section provides insights regarding ambition and risk-taking as independent elements; the interplay between ambition and risk-taking and how it affects

organisational change; and the challenges caused by the variations in the optimal degree of ambition within an organisation, and by the limited period of opportunity to enter a market.

6.3.1 Ambition and risk-taking

First, this section presents insights on ambition and risk-taking independently. Firstly, ambition emerges as a compelling force shaping the pace and trajectory of organisational evolution. While ambition serves as a catalyst for development and expansion, the data reveal that overly ambitious stances can engender multiple forms of organisational vulnerabilities. These include competitive friction, potential strategic myopia, and a propensity to neglect the nurturing of internal capabilities.

The analysis of the five cases displays a spectrum of ambitions. Ranging from FCC's aspiration to be a global leader to TUBA's focus on achieving objectives with a small team, these varying levels of ambition directly influence the pace of progression they adopt to remain economically viable and support their urban innovation ecosystems. Paris&Co., Cap Digital and Waag exemplify organisations that have strategically grown at a pace they can manage, seemingly achieving a balance between growth, profitability, and ecosystem impact.

Secondly, risk-taking is identified as a variable that organisations approach with caution, underscored by a median risk propensity across the surveyed cases. Interviews with senior executives illustrate a heightened awareness of the need for risk to be calibrated carefully. This is in line with Teece et al. (1997) dynamic capabilities framework, emphasising the importance of sensing, seizing, and transforming opportunities in a balanced manner.

The results presented in this chapter suggests a consensus among both managers and employees: risk-taking is neither a defining nor a neglected characteristic of their organisations. The discrepancy between scores for the perceived performance and importance of risk-taking in fostering innovation suggests that employees believe UIIs should increase their level of risk-taking. This is particularly pronounced in the cases of TUBA and Cap Digital.

Moreover, the findings from this chapter have evidenced multiple practices implemented by UIIs to mitigate risks while ensuring a sustainable degree of innovation. Five main strategies have been discussed: the continual assessment of risk, market analysis prior to expansion, the concurrent fortification of autonomy and centralisation, the prioritisation of membership growth preceding organisational expansion, the formulation of collaborative roadmaps with stakeholders, and the strategic harnessing of both internal and external competencies amid organisational restructuring. Within FCC, this includes evolving risk management frameworks to evaluate and recalibrate risks, and employing tools like the 'Technology Horizon Scan' to navigate market dynamics and technological landscapes effectively. At Paris&Co.'s strategies for risk mitigation underscore the significance of financial autonomy among incubators, the centralisation of administrative tasks, and the prioritisation of personnel flexibility. At Cap Digital, they prioritise membership growth and leverages external competences through foresight analysis. This ensures the alignment of organisational objectives with market demands and enhances the capacity for strategic adaptation. Waag's mitigation strategies focuses on the efficient allocation of resources and minimising over-delivery. Lastly, TUBA's collaborative efforts in creating strategic roadmaps and fostering transparency in risk assessments with project partners represent a community-oriented approach to innovation. This facilitates a sustainable innovation ecosystem by aligning UIIs' initiatives with member needs and enhancing project optimisation. The implementation of these strategies might give the opportunity to UIIs to increase their level of ambition.

6.3.2   Interplay between ambition and risk-taking

This section elucidates the dynamic relationship between ambition and risk-taking. It provides empirical evidence of two primary balancing strategies and of the main risks inherent in disproportionate levels of ambition.

6.3.2.1   Strategies for equilibrium: Moderate and extreme balancing

The comparative analysis of ambition and risk-taking levels reveals two predominant balancing tactics. The first involves adopting a moderate stance, while the second entails balancing through contrasting extremes.

First, a positive correlation between the two determinants has been observed. As indicated in Table 9, the cases with moderate or low ambition tend to view risk-taking as neither a defining trait nor an anomaly. Conversely, the case with high ambition perceives risk-taking as relatively characteristic. These patterns suggest strategies that foster a balanced approach to organisational growth. For example, Cap Digital's strategy of scaling their membership prior to increasing employee numbers and strategically integrating two other clusters reflect this balance.

Table 8: Comparison of the results for the level of ambition, level or risk-taking

	Level of ambition	**Risk-taking**
Future Cities Catapult	Very high	Rather uncharacteristic
Paris&Co.	High	Rather characteristic
Cap Digital	Moderate	Neither characteristic nor uncharacteristic
Waag	Moderate	Neither characteristic nor uncharacteristic
TUBA	Low	Neither characteristic nor uncharacteristic

An exception to this trend is FCC, marked by a high ambition level coupled with a cautious approach to risk. Despite FCC's aspirations for rapid global leadership and market expansion, its 'rather uncharacteristic' stance on risk-taking suggests a preference for more secure, controlled

strategies. This approach is corroborated by the risk mitigation techniques detailed in Section 6.2.2.1.1, where FCC employs various methods to assess and mitigate risks across different areas. Furthermore, results from the content analysis of FCC's first CEO led to the conclusion that their significant government funding allows the organisation to pursue ambitious goals with a calculated approach. He notes that substantial public investment brings intense scrutiny and a consequent need to minimise failures, which in turns, may have steered FCC toward a more calculated growth strategy.

6.3.2.2 *Risks associated with unbalanced levels of ambition*

The results presented in this chapter provide insights about the main risks related to unbalanced levels of ambition. With low degrees of ambition, UIIs risk becoming unsuccessful in stimulating innovation internally and in their ecosystems. Conversely, with high degrees of ambition, UIIs face the complexities of nurturing emergent markets and the substantial costs of radical innovation, which can jeopardise their profitability.

On one hand, the analysis of the degree of ambition suggests that a low degree of ambition induces various challenges and risk. The content analysis of the interviews of TUBA employees proposes that insufficient ambition can impair UIIs' reputation as enablers of innovation within their ecosystems and that the risk of losing this recognition can impact their ability to achieve external innovation goals. This risk is exemplified by the potential shift towards focusing on serving individual clients rather than fostering open and collaborative innovation endeavours. To explain this risk, an employee leading open innovation projects at TUBA shared in an interview that providing services to a single client, as a private consultancy might do, is simpler than delivering open and collaborative innovation services, which often involve reaching out to many potential clients to initiate a few joint projects. This could lead UIIs to favour single-client engagements, potentially compromising their strategic role and foundational purpose in the innovation ecosystem. Moreover, the content analysis of Waag's CEO provides deeper insight into the risks associated with adopting a commercial consultancy model. She explains that such

organisations often align too closely with client demands, which can restrict their capacity for authentic innovation and compromise internal flexibility. "The friction, the independency and the flexibility disappear. You have to stay very close to what the client wants […] you can't steer it in another direction" 1_1. This dependency limits the organisation's ability to pursue long-term transformative goals and instead anchors it to the short-term interests of paying clients.

On the other hand, the results propose that a very high and high degree of ambition also entails significant risks. For instance, FCC's very high level of ambition has garnered early recognition but has generated negative consequences such as strategic myopia, a propensity to neglect the nurturing of the work environment and heightened competitive tensions within the urban innovation ecosystem. Another telling example is the Paris&Co. high level of ambition which has led to the failure of establishing three incubators. This situation illustrates the delicate balance UIIs have to maintain between pioneering new markets and being in competition in market already established. The analysis of Paris&Co. also reveals that reducing the level of ambition may lead to delivering a higher quality of services. This situation proposes that, if the scope of a programme is too wide, there is a greater risk that employees lack the time to offer a high quality. Additionally, the analysis of autoethnographic account 1 related to the development of extended reality (XR) technologies for urban planning demonstrates the financial strain of being highly ambitious by pursuing the implementation of groundbreaking technologies. The autoetnographic accounts are in Appendix T.

This experience at FCC parallels the broader challenges faced by UIIs that aspire to strive for innovation yet lacks the extensive budgets typical of corporate R&D departments in large firms.

6.3.3   Challenges to ensuring a sustainable pace of progression

Beyond the primary insights delineated in this chapter, the examination of transcripts and autoethnographic accounts reveals further intricacies concerning the ability of UIIs to maintain a sustainable rate of progression. Firstly, an internal challenge emerges from the differing perceptions within the organisation about the optimal level of ambition. Secondly, an external

challenge is identified in the form of a limited timeframe available for effectively entering the market.

First, the findings of this chapter propose that within an organisation, people and teams have different desires regarding the optimal degree of ambition. This creates fundamental challenges for managers such as balancing the innovative aspirations of their teams with the more pragmatic demands of their parent public organisations. This balancing act is especially challenging when UIIs have a team tasked with adopting a forward-facing attitude towards the future. The analysis of autoethnographic account 2 illustrates the desires of one of this team.

An additional challenge involves harmonising the aspirations of the most forward-looking employees with the profitability imperatives that managers must prioritise. Autoethnographic accounts indicate that while managers are aware of the risks associated with high levels of ambition, many employees aspire to work on radical innovations and to explore emergent technologies to drive their inspirations. Autoethnographic account 3 is a testament to this proposition.

This cessation of activities occurred during the onset of Stage 2, a time when external challenges like fiscal constraints and the need to meet short-term metrics set by the national government was identified by the diachronic analysis. These pressures likely influenced the realignment of resources towards more immediate, market-driven strategic developments.

Autoethnographic accounts 2 and 3 highlight that within UIIs comprised of multiple teams, distinct subcultures may emerge, each with its own aspirations for the organisation's ambition level. More generally, it gives insight into the intricate task of managing ambition and risk-taking in organisations committed to innovation, particularly those employing individuals who prioritise forward-thinking.

Second, the findings of this chapter suggest that a second challenges arises from UIIs need for alignment with its external environment in the development of their services. More precisely, the findings from the analysis of Paris&Co.'s experience with failing establishing three incubators

underline the idea that UIIs pace progression must be aligned with that of its external environment.

The analysis of the transcripts of one of the co-CEO at Paris&Co.'s explains these challenges by proposing that being overly ambitious and forward-facing risks the organisation to be faced with a shortage of companies to incubate. He adds that this situation has led to resource constraints for managing the incubator, which in turns made it non profitable. Conversely, it posits that insufficient ambition can result in excessive competition or pursuing themes that have become outdated. Reflecting on this tension, the co-CEO notes, "you first have to demonstrate that there's a real market. Then, it becomes a game of conflicting pressures between public actors, major private players, and maybe a few new entrants. But you don't know that in advance." 2_1. This highlights the difficulty of gauging the right moment for market entry and the strategic uncertainty intermediaries face.

The co-CEO of Paris&Co. explains that this approach is particularly relevant for innovation intermediaries who typically aim to avoid direct competition, thereby narrowing their window of opportunity for market entry. Nonetheless, the validity of this rationale appears somewhat limited, given that the very act of being first to market might inherently be viewed as a competitive strategy. By entering the market early, these intermediaries potentially preclude other ecosystem players from developing their incubation services in the same area. Once Paris&Co. establishes an incubator, they are unlikely to discontinue it simply because other organisations wish to expand into this market.

6.3.4   Contribution to Contingency Theories

The findings from Capability 2 illuminate that sustaining a suitable pace of progression in UIIs is not driven by a uniform prescription, but rather by context-specific factors that require continuous calibration. Internally, managers must contend with divergent ambitions among teams, exemplified by employees who wish to explore radical innovations and emergent technologies versus the parent government who demand near-term profitability. This tension

emerges particularly in organisations that employ forward-thinking individuals tasked with adopting a future-oriented perspective. Autoethnographic accounts highlight how mismatched aspirations lead to friction, as high-ambition teams may be forced to scale back projects once external financial or short-term evaluation constraints become pressing. These findings reveal that there is no singular "optimal" ambition level; instead, ambition must be adjusted to align with internal resources, stakeholder expectations, and the broader objectives set by parent public bodies.

Externally, the limited timeframe for effectively entering new markets underscores the significance of aligning UIIs' pace of progression with the readiness of their broader ecosystem. For instance, Paris&Co.'s attempts to establish incubators prematurely resulted in suboptimal uptake and resource inefficiencies, while a delayed entry might have resulted in lost opportunities or outdated service offerings. Balancing the desire to be a market leader with the risk of overshooting actual demand thus becomes a critical adaptation strategy. These findings show that selecting the right moment to launch new services—based on careful foresight, market analysis, and thematic relevance—strongly influences UII sustainability.

Taken together, these observations strengthen the core premise of Contingency Theories: neither ambition nor market timing can be governed by a universal template, and organisational pathways vary according to specific internal conditions and external constraints. UIIs must tailor their innovation strategies—whether in risk-taking or pace of market entry—to their unique constellation of stakeholder demands, resource availability, and overall mission orientation. By exposing the complexity behind "optimal" ambition levels and the challenge of synchronising market readiness with institutional goals, these insights contribute to Contingency Theories by demonstrating that effective UII management requires a flexible, context-sensitive approach.

6.4   Conclusion

This chapter has explored the intricate dynamics of ambition and risk-taking within UIIs, shedding light on their significant impact on the pace of organisational change. By examining the interplay between these two critical elements, this study contributes to a deeper understanding of the dynamic capabilities essential for adaptive and balanced innovation management in UIIs.

The first section of the analysis has assessed the varying levels of ambition across five distinct cases. For instance, FCC high degree of ambition propelled early recognition and significant collaborations but was accompanied by competitive tensions, underscoring the risks associated with overly aggressive market entry strategies. At the other end of the spectrum, TUBA's modest ambition led to a more focused approach but posed the risk of diminishing its competitive advantage by reducing their capability to seize opportunities when they arise.

Moreover, the study of the levels of risk-taking has uncovered a calibrated propensity for risk across the surveyed cases, with organisations like FCC adopting a cautious approach and has highlighted the importance of risk mitigation practices. For example, FCC's cautious approach to risk, despite its high ambition, was supported by regular risk assessments and strategic partnerships. Conversely, Paris&Co.'s balanced stance on risk-taking allowed for a more opportunistic growth strategy. These two examples propose two primary balancing strategies: moderate stances and balancing through contrasting extremes. While a positive correlation between ambition and risk-taking was observed, FCC stood out as an exception, showcasing high ambition coupled with cautious risk-taking. Moreover, the research highlighted the risks associated with unbalanced levels of ambition. It has proposed that low ambition can lead to a lack of innovation stimulation, while excessive ambition can result in financial strain and competitive tensions.

Furthermore, internal and external challenges in maintaining a sustainable pace of progression were identified in this chapter. Internally, differing perceptions of the optimal level of ambition among teams create a complex landscape for managers, who must align innovative aspirations

with pragmatic demands. This was particularly challenging for forward-facing teams like the 'City Futures' team at FCC, which grappled with implementing visionary ideas into practical projects. Externally, the need to align with environmental factors emphasises the significance of strategic timing for market entry was illustrated by FCC's ambition into extended reality (XR) technologies and Paris&Co.'s experience with its incubators emphasised the importance of aligning ambition with market readiness to avoid failures in the development of a new service.

Finally, the chapter concludes by summarising how these findings contribute to Contingency Theories. By demonstrating that there is no single "correct" level of ambition or universal risk-taking strategy that guarantees success, these insights reinforce the importance of context-specific factors in shaping UII trajectories. The capacity to calibrate ambition and risk-taking in accordance with both internal dynamicsand external demands underscores that organisational design and strategy must be flexibly adapted rather than universally prescribed.

7 Capability 3: Implementing management practices to enhance knowledge exchange and assimilation

7.1 Introduction

This chapter presents the analysis and findings pertaining to UIIs capability to implement management practices to enhance knowledge exchange and assimilation. The first section explores the employees' perception about their organisation's performance for organising internal meetings and organising and participating in external events and the importance of these meetings and events in enabling an innovative work environment. Furthermore, the comparison between the performance and importance scores is undertaken to analyse the extent to which their approach is calibrated. A content analysis of interviews transcripts further guides the exploration of the inefficiencies which may arise as key challenges from uncalibrated approach and strategies that may be developed to address these challenges.

The second section presents the results from the content analysis of semi-structured interviews and autoethnographic accounts to uncover diverse knowledge management practices. This exploration incorporates practices which enable various internal dynamics such as intra-team alignment, horizontal alignment, vertical alignment, and outside-in assimilation.

The third section articulates key insights into, (a) the capability of UIIs to support internal innovation; (b) the imperative to calibrate the number and frequency of internal and external events; and (c) the benefits and challenges of outside-in knowledge assimilation.

7.2 Analysis of the organisational performance regarding the implementation of knowledge management practices and their importance in fostering innovation

This section analyses the employees' perceptions regarding their organisation performance in organising and participation in internal and external events. First, the analysis of the results to the question: Does your organisation organise internal events to share information between staff? proposes that employees somewhat agree that their organisations organise internal events to share information between staff and agree that the organisation of internal events is important for enabling innovation.

These results suggest employees generally recognise and value the organisation of internal events for information sharing, as indicated by the close alignment between performance and importance scores. This implies a general perception of a calibrated approach to managing the amount and frequency of internal events. Further scrutiny of the data reveals minimal variability between the cases regarding the adequacy of internal events. The scores indicate a consensus among the cases on the performance and importance of these events.

Second, the analysis of the results reveals that employees perceive that organising and attending events' is at the core of UIIs strategy to enhance the assimilation of external knowledge. A subsequent cross-case analysis indicates a consensus on the value of engaging in external events pertinent to urban innovation, with two cases expressing strong agreement, one in agreement, and another neither in agreement nor in disagreement with the notion that their organisations actively participate in and organise such events. Moreover, the data elucidate varying degrees of importance attributed to the role of external events in fostering innovation: for two cases, these events are deemed somewhat important; for another, important; and for another, very important.

Notably, in three out of the four cases examined, the alignment between the perceived performance in engaging with external events and their attributed importance is congruent, underscoring a well-calibrated approach within these contexts. However, Cap Digital emerges as

an outlier, exhibiting a disparity of two points between the performance and importance scores. Illustratively, a manager from Cap Digital disclosed during an interview that the organisation had orchestrated and participated in over 100 events in 2018 alone, offering a tangible measure of their commitment to external engagement.

The content analysis of interview transcripts corroborates the role of external events in facilitating UIIs' to assimilate knowledge from outside the limit of their organisation. For example, the person in charge of TUBA's open innovation programme mentions that the Smart City Summit was an event where he met new people from the industry whit whom the organisation has developed new collaborations. Similarly, an interview with the manager of a Paris&Co.'s incubator unveiled that she successfully identified new startups for her incubator on sustainable cities through events she orchestrated. These anecdotes underscore the efficacy of external events in creating new connections that leads to new projects and new clients. This is further evidenced through the experiences shared by TUBA's service designer in a semi-structured interview in which she underscores the value of organising workshops with external partners in stimulating critical and lateral thinking among participants, thereby enhancing the creative capacity of the organisation.

Other advantages in relation to organising and attending events have been evidenced through the analysis of the data collected from interviews with TUBA's employees. Primarily, such events afford them the opportunity to gain insight into the activities of other stakeholders within the ecosystem. This knowledge proves advantageous as it informs the refinement of their business development strategies and business model. Secondly, participation in these events enhances their prominence as an intermediary within the field of urban innovation, thereby facilitating the path for future collaborations with other esteemed organisations. For TUBA, this heightened visibility has been instrumental in securing success in European tender processes.

Although organising and participating in external events offers advantages, the content analysis of semi-structured interviews reveals that engaging in multiple external events presents two

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primary challenges. One of the main challenges pertains to the management of time. An interview with a manager from a Paris&Co. incubator shows the awareness among UIIs' personnel of the need to adopt a strategic approach to balance networking activities with core organisational duties. She reflects on her experience of attempting to host multiple events and shared that she was unable to maintain the quality she aspired to, or to adequately follow up with participants. This led to the realisation that, to fulfil her regular responsibilities, she could feasibly organise no more than one event per month.

Similarly, an employee from TUBA, who regularly attends international events, highlighted the time management challenges within the context of his annual participation at the Smart City Expo in Barcelona. For TUBA, engagement in this event is deemed crucial, given its prominence within the urban innovation sector. However, employees recognise the imperative of adopting a strategic approach to ensure their time and financial resources are optimally utilised. The interviewee pointed out the potential for participants to be overwhelmed given the vast number of attendees and underscores the importance of a premeditated networking strategy with clearly defined goals prior to attending the event. To mitigate the risk of being overwhelmed, he elaborates on his method of selecting a concise list of individuals he aims to connect with, proactively reaching out to them before the event to express his interest in meeting and to arrange a specific time for their interaction. This deliberate and focused approach facilitates maximising the value derived from participation, ensuring that TUBA's involvement is both efficient and effective.

As he explains, ''You can't just go to Barcelona like that, without knowing who you want to meet. You need to make a list, prepare, send messages, and schedule appointments. Otherwise, you waste your time. It has to be strategic'' 3_1. This insight highlights that to effectively assimilate strategic knowledge from the ecosystem, participation must be intentional and grounded in preparation.

A further challenge associated with participating and organising external events is the financial disparity between the costs incurred and the direct revenue generated. For instance, Cap Digital's marquee event, 'Futur.e.s en Scène,' incurs expenses that surpass the revenue it brings to the organisation. The employee responsible for the event's management highlighted that such events have consistently failed to yield a profit. Specifically, in 2018, Cap Digital was required to allocate 20% of its total budget towards this event, underlining the substantial financial commitment necessary to host such engagements. This discrepancy between expenditure and income reflects a broader financial challenge inherent in orchestrating and participating in external events, necessitating careful budgetary planning and the exploration of alternative funding strategies to mitigate financial strain.

7.3   Analysis of knowledge management practices

The second section of this chapter aims to showcase a range of knowledge management practices and elucidate their impact on fostering internal innovation. These practices encompass meetings and events to facilitate the exchange and assimilation of knowledge within UIIs' operations. These practices are organised around four principal types of dynamics: intra-team, horizontal, vertical, and outside-in, each playing a distinct role in enhancing the organisational synergy.

7.3.1   Intra-team alignment

First, the analysis of interview transcripts and autoethnographic accounts from FCC suggests that it was standard for teams to conduct regular meetings to discuss project progression, assign tasks for the week, and address any project issues. While these meetings typically occurred weekly, their frequency could fluctuate based on the team's leadership, the specific team's dynamics, and the volume of work required each week. The primary focus of these weekly meetings was to address workload management challenges and redistribute tasks among team members for better efficiency.

The content analysis of an interview with the individual overseeing the transversal team at Paris&Co. reveals that, in addition to regular meetings, her team conduct an annual strategic

workshop. This event is designed for team members to plan for the upcoming year and envision their roles three years into the future. Such forward-thinking helps individuals align their personal aspirations with the organisation's goals, thereby enhancing engagement, commitment, and motivation. This process leads to a retro-planning exercise to set clear priorities and establish strategic development axes for the years ahead.

Beyond these formal meetings, autoethnographic accounts 4 and 5 underscore the importance of informal, spontaneous conversations for fostering alignment among employees. In autoethnographic account 4, an observation at FCC reveals that casual exchanges often took place while preparing tea, providing a space for team members—and occasionally those from other teams—to discuss project concerns and share insights. Similarly, autoethnographic account 5 from Paris&Co. describes a chance meeting at the coffee machine that led to the efficient scheduling of appointments with two incubator representatives. These unplanned interactions not only allowed tasks to be addressed more swiftly but also contributed to intra- and inter-team alignment by creating a shared understanding of each other's work and immediate needs.

7.3.2 Horizontal alignment

A second dynamic of alignment happens horizontally. The content analysis of interview transcripts demonstrates that the horizontal alignment between different units is a primary concern for UIIs. This finding is evidenced through numerous practices adopted by the five cases to enhance alignment. This section details a variety of internal events designed to foster organisation-wide knowledge exchange. It presents the following six examples: all staff meetings, weekly standup meetings, 'demo' meetings, Show & Tell meetings, yearly seminars and away days.

As first example, all-staff meetings are conducted at FCC, Waag, and Paris&Co. These gatherings serve multiple purposes: they facilitate critical announcements from leadership and senior managers about board meetings or organisational restructuring; they provide a platform to

present projects that require company-wide involvement; they introduce new team members; and they announce new funding, projects, and key updates on organisational or project-related milestones. Interviews reveal varying frequencies for these meetings across the cases: Waag holds them bi-weekly, FCC monthly, and Paris&Co. quarterly.

Secondly, every Monday morning at FCC, teams from 'cities lab' would conduct a quick 15-minute 'stand-up' meeting to share updates. Each member would discuss their previous week's achievements, current week's tasks, and any immediate assistance they required from colleagues. This standup meeting proved to be an efficient method for gaining an overview of ongoing projects and offering support where one's skills and knowledge could be beneficial. The format of standing in a circle and taking turns to speak fostered a sense of unity and effectively bolstered team spirit.

Thirdly, at Waag, an informal meeting called 'demo' took place where individuals could share updates and demonstrate prototypes they were developing. During this session, both alcoholic and non-alcoholic beverages were served, encouraging relaxed and informal conversations about work. Often, these demo sessions would transition into a more casual gathering, with a group of employees continuing their discussions at a local cafe, extending the informal networking opportunity.

Fourthly, FCC hosted an event called 'Show & Tell' designed to encourage informal discussions about both personal and work-related topics. This 30-minute session, initially started as a team initiative and later expanded to the 'cities lab' teams and then organisation-wide event, offers a platform to share ideas, stories, and project achievements. Originally conducted during work hours, it was rescheduled to 5 pm at the management team's request. The primary aim of these meetings is to create a safe and supportive environment for employees to express their personal interests and showcase projects they're proud of. Autoethnographic account 6 further highlights how "Show & Tell" helped break down silos between teams. It proposes that these presentations made it easier for staff to approach one another for collaboration or insights. Although the

planning process was time-intensive and eventually led to the sessions being held less frequently, the gatherings remained a key forum for building connections and reinforcing inter-team alignment.

Fifthly, TUBA, with a smaller employee count compared to other organisations, implements two distinct types of meetings each week, one on Monday and one on Friday.

The Monday meeting was dedicated to project management, where the team reviews ongoing projects, addresses challenges, and discusses resource allocation to guide each project's direction effectively. This session also nurtures alignment by allowing team members to present and assess new projects, which in turn facilitates collective decision-making. The Friday meeting focused on logistics and organisational planning. It covered imminent events and the management of their open space, serving as the forum for coordinating roles and responsibilities within the institution. This structured approach aimed to ensure a continuous and holistic oversight of both the project and organisational aspects throughout the week.

Finally, at FCC, staff participated in biannual 'away days' aimed at enhancing team dynamics through various team-building exercises. These events provided an opportunity to recap the team's accomplishments over the past six months, update on organisational progress, and engage directly with directors by asking questions. A particularly impactful exercise involved understanding different personality types. Participants first identified their personality type through a questionnaire and then collaborated in a workshop to draw a city, symbolising their life perspectives.

Another especially memorable aspect was the arrangement of staff in order of seniority, which, over time, reflected individual growth within the organisation and fostered a stronger sense of belonging. Autoethnographic account 7 illustrates how preparing and participating in an away day exercise reinforced this sense of connection. In this account, the researcher, which was a newcomer to FCC, recalls brainstorming team-building ideas with five colleagues in the basement and deciding to build small catapults out of stationery supplies to launch an egg as far as possible.

Organising and taking part in the activity was a pivotal moment, offering a chance to form deeper bonds with team members and ultimately sparking feelings of happiness in being part of this vibrant organisation.

7.3.3   Vertical alignment

A third dynamic of alignment occurs vertically between directors, managers, and employees. During the immersion at FCC, two main practices were found to be particularly effective in fostering this alignment. First, the director of the "Cities Lab" (later the chief information and technology officer) held regular "Drop In" and "Open Surgery" sessions, ranging from two to four hours, during which employees could discuss any work-related topic. Autoethnographic account 8 underscores the positive impact of these sessions on the researcher's experience, highlighting the director's focused attention, constructive feedback, and willingness to connect staff with external contacts.

In addition, monthly meetings with line managers, described in autoethnographic account 9, further promoted vertical alignment. These sessions served as a forum for presenting progress, gathering feedback, and strengthening personal relationships with one's manager. Although beneficial for advancing research interests and nurturing support from within the organisation, these meetings ultimately fell short of securing broader institutional backing. Still, both practices demonstrate how deliberate, direct engagement between different levels of leadership can enhance alignment across the organisation.

7.3.4   Outside-in assimilation

Fourth, the analysis of the structured and semi structured interviews provides empirical insights concerning the imperative for strategic assimilation of external knowledge to enhance organisational innovation. Three main practices have been evidenced. One of them consist of the

presence and interaction with the governance bord and two others are implemented to gather insights from UIIs' innovation ecosystems.

The first practice implemented to strengthen the assimilation of external knowledge are UIIs' governance board. Table 10 presents the information collected through the structured interview regarding the presence and members of the cases' governance boards. It serves as a seminal reference point for elucidating how these governance mechanisms are instrumental in shaping the innovation capabilities within these intermediaries.

Information presented in Table 10 delineates four key findings. Firstly, all four UIIs have a governing board, proposing that it is a common attribute for UIIs. Secondly, the number of board members varies significantly, ranging from 5 in Waag to 40 in Cap Digital. Thirdly, despite the variances between the cases in the composition of the boards, they have members from the public and the private sectors. Fourthly, in all the cases, the appointment of the CEO is a responsibility of their boards.

Table 9: Governance board and their composition

	Waag		TUBA		Paris&Co.		Cap Digital	
Presence of governing board	Yes (Raad van toezicht)		Yes (Conseil d'adminiatration)		Yes (Conseil d'adminiatration)		Yes (Conseil d'adminiatration)	
Number of members	6		16		11		41	
Composition of board	Chairman	1	Lyon Metropole	1	Paris Metropole and city of Paris	5	Start-up and small businesses	8
	Treasurer	1	Governments and large organisations	8	Private organisations	4	Large businesses	8
	General member	3	CEO (no vote)	1	Elected by the members of the general assembly	2	Academic institutions	7
	Trainee	1	Organisations from their innovation ecosystem	6			Investors	2
							Paris Metropole and city of Paris	7
							Qualified individuals	9
Appointment of CEO	Board		Board		Board		Board	

Interviews with TUBA's CEO propose that their board has both an advisory and approval role. First, the board is informed of the challenges the organisation faces, changes in organisational branding, and external events they organise. Furthermore, it must approve the yearly strategic plan, the adhesion of new partners, and the budget. When asked if the board has a role in defining strategy for new market development or project prioritisation, she clarified that this is not part of their responsibilities. As she notes, "strategies today are not really carried by the board members [...] it's more a space where we inform them, explain the issues, and receive a form of approval or attentive listening" 3_6.

Another employee from TUBA mentions that the board controls the decision pertaining to hiring new employees and that they found it difficult to prove to the board that they have enough money to hire new employees. This finding gives complementary insights regarding the slow pace of progression detailed in Chapter 6. It suggests that the constraints on growth may stem not solely from a desire to remain small and agile, but also from challenges encountered in the recruitment process.

The interview with Cap Digital's CEO reinforces the idea that the governance board's role is primarily consultative and formal. He notes that when strategic documents are submitted for approval, they are already close to completion, thereby limiting the board's influence on strategic orientation. As he explains, "The board of directors comes in afterward to discuss documents that are practically finalised" 4_6. The board's role is therefore more about endorsing than shaping strategy.

Cap Digital's board stands out for its diversity. It comprises representatives from academic institutions, startups, large corporations, Parisian public entities, investors, and qualified individuals from among its membership. This diversity has evolved over the years to ensure the board reflects the innovation ecosystem it supports. The most recent additions, investors and startup representatives, add new strategic perspectives to the organisation's governance.

To support the board's function, Cap Digital has also established an executive committee. This group, composed of members from the wider board, meets every two weeks for one hour to discuss urgent matters and prepare for the quarterly board meetings. Unlike TUBA, Cap Digital's board does not intervene in human resources' decisions such as hiring, except for the CEO role, further highlighting its limited operational involvement.

In addition to the interaction with their governing board, the analysis of semi-structured interview transcripts suggests that the different cases employ distinctive practices to assimilate knowledge from their innovation ecosystems. Two practices have emerged as best practices for their level of sophistication and potential for reproducibility in other UIIs.

The first practice for knowledge assimilation from UIIs' innovation ecosystem is a web-based questionnaire employed by Paris&Co. which is designed to glean insights from their innovation ecosystem. The questionnaire serves a dual purpose: it identifies ways in which Paris&Co. can assist its stakeholders and identify business opportunities amongst these stakeholders. One of the aspects that make this practice sophisticated is that the feedback it collects is methodically prioritised and integrated into both their service models and operational strategies. The organisation also engages in keyword data mining for targeted informational needs. However, the interview highlights challenges associated with this voluminous influx of data, exceeding 1,000 entries at the time of the research. A key concern is the risk of unproductive engagements with firms largely interested in capitalising on Paris&Co.'s network of startups. To mitigate this, inquiries are prioritise based on their congruence with the immediate needs of resident startups. Subsequently, comprehensive market analysis is conducted to ascertain the quality of prospective partnerships, thereby ensuring startups receive optimal service offerings.

The second practice for knowledge assimilation from UIIs' innovation ecosystem is a continuous foresight research process. At Cap Digital, the responsibility for ecosystem knowledge assimilation rests with the foresight team. This team engages in the fortnightly publication of short updates and bimonthly in-depth thematic reports, designed to reflect the concerns of their member organisations. These publications serve dual functions: they guide the annual strategic planning process and validate the organisation's positioning, especially during periodic audits such as the quadrennial 'pole de compétitivité' evaluations. As the director of foresight explains, "It is because we have an ongoing foresight activity throughout the year that we're able to identify trends and also build a strategic roadmap with stronger arguments about what is likely to happen."4_4. This approach allows Cap Digital to identify sectoral trends, anticipate member needs, and align internal priorities with broader market shifts.

The data collected by the foresight team includes statutory onboarding interviews with approximately 150 new members annually, as well as in-depth thematic consultations with sectoral leaders. This rich dataset is structured through recurring "strat camps," during which

members collaborate to identify pressing challenges and opportunities. These iterative insights contribute directly to Cap Digital's roadmap development and strategic renewal.

7.4 Insights about implementing knowledge alignment practices

This third section delves into key insights concerning the efficacy of these practices in fostering innovation; the principal challenges encountered in this endeavour; and the importance and challenges associated with the calibration of these practices.

7.4.1 Insights about the enhancement of internal innovation capabilities

The empirical evidence presented in this chapter proposes that UIIs strategically enhance their internal innovation capabilities by implementing a diversity of internal meetings to exchange knowledge; and organising and attending multiple external events to assimilate knowledge. Moreover, the implementation of practices for outside-in knowledge assimilation emerges as another critical facet of UIIs' strategies to enhance their internal innovation capabilities.

First, the analysis of employee perceptions underpins the strategic importance of internal events for information sharing and the seminal role of organising and participating in external events for enabling innovation. The organisation of internal events emerges as a fundamental mechanism for knowledge exchange among staff, as evidenced by the alignment between performance and importance scores. This alignment indicate that employees recognise the value of internal events in fostering an innovative work environment. The minimal variability in responses across different cases underscores a consensus on the efficacy of these events in enabling innovation.

Second, the analysis further explores a range of alignment practices that UIIs employ to manage knowledge. These practices, organised around intra-team, horizontal, vertical, and outside-in alignment, are instrumental in facilitating the exchange and exploitation of knowledge within UIIs. For instance, intra-team alignment through regular meetings and strategic workshops enables teams to align their efforts with organisational goals, thereby enhancing motivation and commitment. Horizontal alignment through various internal events fosters organisation-wide

knowledge exchange, while vertical alignment practices ensure alignment between different hierarchical levels of the organisation.

The examination of these practices indicates that, while the majority are designed to facilitate the exchange and assimilation of knowledge for strategic purposes, certain activities, such as 'Show & Tell' at FCC and the 'Demo' at Waag, primarily aim to strengthen the ties between employees by affording the opportunity to share information on a subject of their choosing. Providing a platform for employees through these events plays a crucial role in reinforcing team cohesion. 'Show & Tell', in particular, has proven instrumental in strengthening the ties among staff members. Following each session, employees gained a deeper understanding for their colleagues' interests, the nature of their work, and the projects they are passionate about. This enhanced understanding fosters closer relationships, which in turn, can be helpful in identifying the most knowledgeable individual to consult when faced with a challenge in a project. For instance, by showcasing their prior research, and their personal and professional projects, 'Show & Tell' participants have enabled their colleagues to recognise the strengths and expertise within the team. The researcher's involvement in organising 'Show & Tell' provide insight into the time-consuming nature of this practice alongside the challenges inherent in maintain such endeavour over an extended period, particularly considering the busy work schedules of UIIs employees.

Third, the analysis proposes that the organisation and participation in external events constitute a core strategy for UIIs to improve their operations and activities. The empirical evidence suggests that these events serve as crucial moments for UIIs to forge new connections, strengthen existing collaborations, and gain insights into the ecosystem's dynamics.

Fourth, the analysis of practices implemented for outside-in assimilation of knowledge is another critical aspect of UIIs' strategy to enhance internal innovation capabilities. By engaging with external entities and leveraging inputs from their governance board, UIIs can assimilate external knowledge, thereby enhancing their operational capabilities and their notoriety in their innovation ecosystem.

7.4.2 Calibration of knowledge management practices

Regarding the UIIs' main challenges in fostering innovation, the analysis of the perceived importance of these events and their actual performance proposes that UIIs are conscious of the importance of adopting a calibrated approach to innovation management.

First, the analysis of UIIs' organisation and participation in external events reveals key insights about the requirement of calibrating internal operations with external engagement. It proposes that UIIs' employees must strategically manage their involvement in these activities, carefully weighing their benefits against the potential challenges of time management, resource allocation, and financial implications. UIIs must carefully consider the optimal proportion of events they organise and attend, as overcommitment can lead to organisational dysfunction and negatively impact innovation performance. By doing so, they can optimise their external engagement to support their innovation ecosystem while safeguarding the organisation's profitability.

The analysis reveals that challenges associated with participating and organising multiple events primarily revolve around time management and cost-effectiveness. Interviews with Paris&Co. and TUBA employees reveal the need for strategic planning and clear objectives to ensure that time at events is well-spent and beneficial. For example, TUBA's strategy of setting clear networking objectives and pre-arranging meetings for the Smart City Expo in Barcelona demonstrates a deliberate approach to maximise the value of event participation.

Furthermore, the financial implications of these events are significant. As noted by Cap Digital, their flagship event required substantial investment, often exceeding direct revenue. This highlights the need for UIIs to critically assess the financial viability and overall benefit of events, ensuring they contribute positively to the organisation's goals without imposing undue financial strain.

Second, the investigation presented in this chapter has showcased that the intricate interplay between UIIs and their governance board and with their innovation ecosystem is complex. In terms of the knowledge assimilation from the governing board, the findings propose that these

governance structures have an impact on UIIs' internal innovation capability. Particularly, the diverse composition of their board can be an asset in the strategic decision-making process for nurturing internal capabilities. Nevertheless, the results propose that for TUBA, the governing bord hinders UIIs capacity to hire new employees and new members in their association. This finding proposes that, in some instances, governance board hinders UIIs' dynamic capabilities efficiently as more employees and members could mean a richer diversity of knowledge and competences, and to accept new lucrative mandate.

Third, the findings have shown that UIIs gather insights from their innovation ecosystems through questionnaires and interviews. Paris&Co.'s use of questionnaires and Cap Digital's ongoing foresight research to inform their strategic plans have been identified as key practices which maximise the assimilation of external knowledge, benefiting their operations. The findings have also highlighted that having too many inputs from the ecosystem may present a challenge, as seen in the case of Paris&Co., which implemented a sophisticated data management based on the needs of their clients.

7.4.3   Contribution to Contingency Theories

The insights from Capability 3 underscore that managing knowledge exchange within UIIs is not simply a matter of following universal practices; rather, organisations must carefully calibrate how and when they engage in knowledge-sharing activities to fit their particular circumstances. On one hand, UIIs must strike a balance between orchestrating or attending enough external events to remain visible and innovative, and avoiding excessive commitments that could overtax human and financial resources. On the other hand, they must manage internal governance processes and ecosystem inputs in a way that supports, rather than constrains, their dynamic capabilities.

Overall, the necessity of strategically limiting or prioritising different knowledge activities (based on factors such as cost-effectiveness, time allocation, and stakeholder diversity), highlights the contingent nature of knowledge management. For instance, TUBA's and Paris&Co.'s reliance on

clear objectives and data management systems shows that approaches to knowledge exchange and assimilation vary depending on each organisation's size, resource base, governance board influence, and broader ecosystem demands. Consequently, no one-size-fits-all prescription exists for maximising knowledge flows across these different environments. Instead, success lies in tailoring knowledge management strategies to accommodate the unique interplay between internal governance, external partnerships, and market positioning, which demonstrate that Contingency Theories are relevant in the realm of knowledge exchange and assimilation practices.

7.5   Conclusion

This chapter has conducted an exploration of the implementation of knowledge management practices as a critical capability for fostering innovation within UIIs. It proposes that the paramount importance of knowledge management lies in its potential to access, exchange and incorporate diverse knowledge from employees and external stakeholders. The exploration has delved into the multifaceted dimensions of knowledge management practices that aims to foster team alignment, unit alignment, vertical alignment, and knowledge assimilation from their governance board and their innovation ecosystem.

The analysis has underscored the importance of internal and external events in fostering innovation within UIIs. By strategically organising and participating in these events, UIIs can enhance their internal innovation capabilities, and foster a calibrated and dynamic approach to innovation management. Furthermore, this chapter proposes that the diversity of the governance board members may enable innovation capabilities, while also highlighting the constraints the governance board may impose on the recruitment process and the alignment of new members into an organisation, potentially impeding the innovation capabilities of UIIs. Additionally, it elucidates two practices that exemplify the refinement of the knowledge management strategies adopted by UIIs to assimilate knowledge and thereby demonstrating their sophisticated approach to fostering internal innovation.

Finally, this chapter has illuminated key challenges faced by UIIs regarding the effective implementation of knowledge management practices. Firstly, it has proposed that middle management faces the complex challenge of balancing strategic alignment with the emotional and professional needs of their teams. This role is marked by intricate trust dynamics, where maintaining credibility with both senior management and employees is critical and challenging. Secondly, the organisation's capability to manage resources effectively for meetings and external events is highlighted as a key internal challenge. Finally, the chapter concludes by showing that there is no universal practice for implementing knowledge management in UIIs. Rather, each organisation must calibrate event participation and refine internal alignment to match its unique structural conditions, resource constraints, and stakeholder expectations. This underscores the need for context-specific design and implementation of knowledge practices, reinforcing the core premise of Contingency Theories.

8 Capability 4: Enabling a positive work atmosphere

8.1 Introduction

This chapter explores the cases' capability of enabling a positive work atmosphere. This fourth capability focuses on four key elements of interpersonal interactions: playfulness and humour, trust and openness, organisational valuation of employees, and straightforwardness in communication. The first section of the chapter presents an analysis of the data collected through the climate and culture questionnaires, interviews, online exploratory research, and the researcher's immersion to provide insights on the influence of the four key elements on the cases capability to enable a positive work atmosphere. The second section elucidates the primary insights concerning the cases' proficiency and the challenges encountered in enabling a positive work environment.

8.2 Analysis of the work atmosphere

This first section presents the results from the analysis of the four key elements. It assesses employees' perceptions regarding the influence of playfulness and humour, trust and openness, as well as the organisational valuation for their ideas and accomplishments. Furthermore, it enriches the analysis with autoethnographic accounts to provide deeper insights into practices that either positively or negatively impact the enabling of a positive work atmosphere. Moreover, the examination of online reviews and interviews supplements these methods to identify challenges stemming from deficiencies in trust and straightforwardness.

8.2.1 Playfulness and humour

The first element analysed pertain to playfulness and humour. Within the climate questionnaire, such elements are delineated as constituting a relaxed ambience, a workspace suffused with jokes and laughter, and where instances of spontaneity are frequently observed. The findings suggest that, although climate questionnaire responses ranked this determinant relatively low in perceived importance, observations throughout the research immersion underscore its positive impact. Autoethnographic accounts 10 through 14, focused on FCC, highlight the organisation's playful environment. These accounts recall joking with the incoming CEO during an all-staff meeting (account 10), celebrating birthdays with creative gestures such as a "pineapple party" (account 11), organising spirited farewell events (account 12), gathering for recognition drinks that turned into improvised mime performances (account 13), and weekly pub outings where strong friendships were forged (account 14). In addition, autoethnographic account 15 showcases how TUBA similarly fosters playfulness by encouraging staff and co-workers to cook and share a meal together, followed by group card games before returning to work. These moments have fostered open communication and deeper connections, ultimately enabling a positive work atmosphere.

8.2.2   Trust and openness

The second element studied to analyse if and how UIIs enable a positive work atmosphere include trust and openness. In the climate questionnaire, they are delineated as key elements of a work environment where individuals experience emotional safety, characterised by transparent communication, and an atmosphere where all members are encouraged and feel at ease to contribute ideas for collective discussion.

The analysis of the culture and climate questionnaire proposes that there is a disparity in the perception regarding the trust level between managers and employees. While senior managers in three of the surveyed UIIs believed trust to be a strong characteristic of their organisations, employees in those same UIIs expressed only moderate or neutral perceptions of trust. The results demonstrate that managers at Waag were more conscious about the medium trust level in their organisation and that managers at FCC already recognised trust-related challenges and provided the lowest questionnaire scores in the sample.

Analysing autoethnographic accounts and online reviews give further information regarding the fact that even if the management team were aware of the lack of trust, they were not able to regain the trust. Autoethnographic account 16 sheds light on how trust deteriorated at FCC when a new CEO announced another major reorganisation and encouraged employees to look for opportunities elsewhere. Although a committee of employees attempted to convey their concerns to senior management, their efforts were ultimately dismissed, creating a significant breach in trust. Echoing these sentiments, many of the online reviews analysed from former and current employees pointed to recurring conflicts with human resources, perceptions of favouritism in hiring, and a general lack of consistency or transparency at the senior management level.

This example further supports the finding that recuring avoidance by managers when they need to deal with a conflictual situation problem led to a lack of trust. This situation is a turning point in the degradation of the climate of FCC. The following year was characterised by numerous

departures. Moreover, the lack of trust became a recurrent subject in employees discussion during and outside work, which created a negative mood which impacted employees' productivity and wellbeing.

The departures from 2018 were indicative of a deteriorating climate. This finding is supported by the great majority of the reviews (24/28 reviews) made by FCC employees and former employees on Glassdoor between December 2017 and May 2019. The analysis of these reviews depicts an organisation with considerable challenges regarding trust. Even with only three entries which directly mention trust issues, the lack of trust is palpable in most of the reviews. A thematic analysis of these responses has identified three main practices which may have caused the lack of trust. These practices are related to repeated conflicts with human resources team; hiring resources with strong ties with the CEO instead of supporting internal career development; and the lack of transparency, consistency, and direction from senior management.

Firstly, the thematic analysis of 28 online reviews proposes that former and present employees had a very bad rapport with the human resources team during this period. Their lexical analysis reveals 15 negative allusions to human resources using words such as: worst (3 different entry), combative, bully (2 different entry), disrespectful, appalling, unethical, ethical misconduct, low standards when it comes to acting with ethics, respect, and dignity, to characterise their interaction with them. As employees did not trust enough the managers for expressing their concern directly to the human resources or did not feel heard when they did. This situation led them to write these online reviews.

Secondly, hiring new employees with personal ties with the CEO instead of supporting internal career development has been raised as a major issue in the online reviews. From May 2018, this issue is mentioned in six entry which advise management to stop the 'cronyism' and 'chumocracy'. These reviews present the frustrations associated with actions perceived as favouritism. In four entries, this favouritism highlights the division between a 'clique' of people and the rest of the staff. Lastly, the analysis of the reviews proposes that practices related to the

lack of transparency, consistency in strategy, direction from senior management have led to a lack of trust in the management team capacity to successfully manage the organisation.

In addition to the online reviews, trust issues with a manager and the director of human resources have been evidenced through autoethnographic account 17. This account further illustrates such issues through the personal experience involving the hiring process. This situation eroded trust between the researcher and the human resource director, as it appeared that management entertained hope for a promotion while fully aware of the underlying HR constraints which restrained the researcher from obtaining the promotion.

Despite these trust deficits, earlier managerial practices at FCC demonstrated approaches that can build stronger trust and openness. Autoethnographic account 18 highlights a breakfast meeting the first CEO arranged with employees who shared his birthday month, allowing direct access and personal conversation that established a sense of authenticity and recognition. Autoethnographic account 19 shows how a balanced level of transparency may improve trust by diminishing frustrations regarding potential avoidance and by shielding employees from unnecessary worries. Autoethnographic account 20 extends this perspective, suggesting that within teams, total openness about potential restructures and challenges, as well as mutual support among team members and team leads, is critical to maintaining trust at the immediate working level. Lastly, autoethnographic account 21 offers two instances in which positive, authentic leadership from a senior manager fostered higher trust: showing genuine, day-to-day appreciation for employees and involving them in presenting their work when key individuals visit the workspace.

These examples indicate that, while trust can be undermined by mismanagement and poor communication, proactive and empathetic leadership practices, such as, demonstrating accessibility, balanced transparency, and recognition, can significantly strengthen the trust and openness necessary for a positive work atmosphere in UIIs.

8.2.3 Organisational valuation of employees

The organisational valuation of employees is the third element analysed to better understand the cases capability to enable a positive work atmosphere. Data were collated through the examination of four determinants derived from the climate questionnaire and four indicators from the culture questionnaire to elucidate insights pertaining to this dimension.

The results from the climate questionnaire suggest that there is a consensus among the cases that their organisations hold a sense of pride in their employees and their accomplishments, exhibit enthusiasm towards the capabilities of their personnel, and are supportive of employees' propositions. The scrutiny of the perceived significance of these determinants highlights a concurrence among employees regarding their pivotal role in innovation. Concerning the provision of regular, clear feedback and support from supervisors, the responses indicate a recognition among employees that there is a requisite for organisational enhancement in delivering regular, clear feedback and support. Further exploration into the organisational culture via the culture questionnaire reveals a generally positive appraisal of managerial attitudes towards employees. The result indicates positive perceptions regarding respect for individual rights and empathy but suggests room for improvement in care and support.

Taken together, these findings underscore a broadly favourable outlook on managerial attitudes toward employees, while highlighting the need to enhance care, feedback mechanisms, and overall support. This view is reinforced by various autoethnographic accounts: "Show & Tell" sessions encouraged empathy and care (account 6), birthdays and farewells revealed team-level acts of appreciation (accounts 11 and 12), and as shown in autoethnographic account 22, public acknowledgments of employees' work during staff meetings and away days underscored their value. These examples illustrate that while current practices help build a sense of appreciation and belonging, more systematic attention to feedback and supportive structures could further strengthen the positive work climate essential for innovation.

This perspective is also supported by interviews at Paris&Co, where managerial efforts to foster a sense of pride and belonging are intentionally combined with moments of lightness and engagement. One of the co-CEOs explained that values were co-developed during a team seminar designed to be both inclusive and enjoyable: "We did this work during the last seminar. A two-day annual seminar. With all the teams. Quite fun, quite playful" 2_1. Similarly, at Cap Digital, team cohesion is reinforced through informal gatherings such as the winter party and offsite retreats, which, as one employee described, contribute to team bonding and create moments of shared enjoyment: "There are events like the Winter Party, gift exchanges, and also a Cap weekend. It's team building" 5_3. These practices reflect how joy, playfulness, and recognition are used to build trust, strengthen relationships, and maintain a vibrant work culture that supports innovation and employee well-being.

Taken together, these findings underscore a broadly favourable outlook on managerial attitudes toward employees, while highlighting the need to enhance care, feedback mechanisms, and overall support. This view is reinforced by statements from senior leaders across the organisations. This emphasis on recognition is echoed by Paris&Co, as one co-CEO emphasises the role of leadership in cultivating meaning and motivation: 'It's about being a bringer of enthusiasm. Being able to give the team a reason to care, to share my energy […] so that we're happy to go to work in the morning and can go to bed at night knowing we've acted on something meaningful' 2_1.

8.2.4   Straightforwardness

The fourth element explored in assessing how interpersonal dynamics affect internal innovation capabilities is straightforwardness in communication. Findings from both immersion and online reviews suggest that extremes of avoidance and directness can undermine a positive work atmosphere. Autoethnographic account 23 highlights several instances at FCC in which management side-stepped uncomfortable issues. They are ranging from unclear responses to employees' offers of support, to delayed communication regarding contract extensions.

In addition to these examples, reviews on Glass door also support the idea that avoidance mechanisms from the management team have hindered FCC's work atmosphere. An online review from April 2018 gives the following advice to the managers: 'listen to staff and respond to their honesty instead of burying your head in the sand'. Another entry from an employee in September 2018 proposes that the main drawback of working at FCC is the following: 'An inept and self-serving leadership that seem unable or unwilling to address any of the issues which threaten the long-term viability of the company.' This review further proposes to managers to: 'Stop pretending or ignoring the increasingly worsening leadership problems. Address them head on and in full to show that you do care about the long-term viability of the place.'

By contrast, autoethnographic account 24 points out that overly direct exchanges, as observed at Paris&Co. and TUBA, can also feel unsettling for those unaccustomed to blunt communication. While directness can be beneficial in preventing misunderstandings, it may create discomfort and tension if applied without regard for context or interpersonal sensitivities.

Based on these results, striking a balance between these two extremes of communication appears essential. On one hand, addressing concerns head-on helps to avoid the frustration that arises from perceived inaction or disregard. On the other hand, practicing empathy and tact when delivering frank feedback can minimize discomfort and conflict. By cultivating a culture where openness is both valued and managed thoughtfully, UIIs can promote clearer collaboration without compromising morale.

8.3   Insights on the capability to enable a positive work atmosphere

The findings exposed in this chapter have shown that the cases' atmosphere is conductive of innovation due to their playfulness and humour and to the organisational support, empathy, proudness for their employees, their ideas and achievements. These elements are crucial because they set the stage for generating motivation and collaboration. The act as lubricant in the innovation 'machine'. On the contrary, the lack of perceived reciprocal trust between employees

and managers; the lack of clear feedback; and the lack or excess of straightforwardness is perceived has hindered the enabling of a positive work atmosphere.

8.3.1 Fun place to work

Firstly, the findings in this chapter proposes that UIIs' employees perceive their work environment as conductive of playfulness and humour and that these determinants are important in supporting innovation. Further studies of autoethnographic accounts reinforce this finding by illustrating and describing multiple moments in which FCC's employees were having fun.

The researcher's immersion proposes that the presence of a positive atmosphere, characterised by jokes and informal gatherings afterwork strengthen the ties between some of the employees. With additional time spent having fun with a colleague and a more profound understanding of its personal life, it becomes easier to ask for help for a work-related challenge from this person. In general, the presence of playfulness and humour seems to reduce the psychological barriers between colleagues and create a safe space for addressing challenges, which represent barrier to innovation. This finding is key in an industry with rapid turnover, because a positive work environment is one of the key determinants in employees' retention (Mesmer-Magnus et al., 2012; Shipton et al., 2006b).

8.3.2 Trust must be nurtured

Secondly, the analysis presented in this chapter proposes that ensuring an optimal level of trust and openness is challenging, and therefore, trust must be carefully nurtured. The in-depth examination of trust levels has shown that one of the main challenges is the disparity between the perceptions of managers and employees. While managers from three cases perceive trust levels as very high, employee feedback often contradicts this view. This discrepancy reveals the profound impact of trust within an organisation, which according to the content analysis of online review led to frustration and to difficulty in retaining talented individuals. The autoethnographic accounts presented in this chapter proposes that levels of trust as a direct impact on the work atmosphere. For example, after the breach of trust experienced at FCC, employees were

discussing this challenge regularly in formal and informal settings, which brought a negative atmosphere and hampered employees' motivation to give their best in their projects. In light of these findings, trust emerges as a pivotal element underpinning an organisation's capacity to foster its innovative potential because a lack of trust generates a frustrating environment to work in. This frustration often leads to demotivation and increased difficulty in retaining talented individuals, which has a direct impact on an organisation innovation capability.

Another key contribution is the identification of practices with a negatively or positively impact trust levels. In terms of specific practices diminishing trust levels, the analysis has proposed that, in the case of FCC, a conflict with human resources, hiring people close to the CEO, and a lack of clear direction have contributed to a frustrating work atmosphere.

The analysis of the researchers' immersion at FCC has highlighted key practices augment trust levels. First, it has proposed that trust can be enhance through a greater accessibility to leaders. The opportunity to directly interact with the CEO instils a sense of worth and recognition among employees. Such interactions humanise the hierarchical structure and reduce the perceived gap between the leadership and staff. Second, building trust isn't only vertical and needs to be nurtured among peers. Honesty and transparency at the team level is proposed as crucial for improving trust and collaboration. This finding relates to the fact that a team should be a safe space for people to share their thoughts without being judge. This trust is likely to improve the team spirit, which serve as a shelter from the frustration associated with the lack of trust between employees and senior managers. An autoethnographic account has highlighted the complexity of middle management positions which need to take into consideration the wellbeing of their teams while implementing organisational strategies which are designed with the organisational performance in mind.

This situation also indicates that middle management occupy a very precarious situation and a very strategic role in aligning the workforce with the ever-evolving organisation. If they fully embrace the strategical side, they risk losing the trust from their employees and if they resist and

criticise the dismantlement of his team, he risks losing the trust from senior managers and directors. He needs to find a way to be empathetic to employees' perceptions and help them to find the best way for moving forward. Moreover, team leads must report to senior manages how his team perceive this restructuration. They need to be transparent on both front, which makes this position very emotionally demanding.

Third, the analysis of interviews has elucidated that the level of transparency between senior managers and employees must be calibrated. Despite that the acknowledgement of organisational issues by managers may foster trust with employees, the findings proposes that leaders must shield employees from certain complexities to maintain their motivation and their focus on their core responsibilities. Fourth, the researcher immersion has provided insights on the crucial role of positive leadership on trust levels. The autoethnographic accounts propose that small acts of kindness, recognition, and genuine interactions can foster a positive work environment, and that trust grows when managers actively showcase an employee's work to esteemed visitors.

8.3.3   Employees valuation must be sustained

Thirdly, the exploration of organisational valuation of employees within UIIs reveals a collective pride and enthusiasm towards employees' capabilities and their contributions to innovation. There was a consensus on the critical role of the valuation of employees, their ideas and achievements in enabling innovation. Public acknowledgements, such as thanking teams for their achievements during all-staff meetings and away days, have been cited as practical demonstrations of valuing employees' work.

However, the findings also illuminate areas needing enhancement, particularly regarding the provision of regular, clear feedback and support from supervisors. A discernible gap between the performance and perceived importance of such feedback indicates a pressing need for organisational improvement in this domain. Similarly, while managerial attitudes are generally positive, with respect for individual rights and empathy towards employees scoring highly, there

is a moderate view on the actual support and care for employees, suggesting room for growth in these aspects. Autoethnographic accounts add depth to these insights, highlighting practices such as 'Show & Tell' and gatherings for birthdays as emblematic of efforts to cultivate a caring and empathetic work environment.

8.3.4   Calibrating straightforwardness in communication

Fourthly, the findings presented in this chapter have suggested that calibrating the level of straightforwardness is therefore crucial. While avoidance weakens trust and derails constructive dialogue, excessive directness can alienate those unaccustomed to blunt exchanges.

The results also propose that the relationship to direct communication might be influenced by the national culture. At FCC, avoidance mechanisms seemed to be their prevailing culture. Avoiding or not addressing issues, as seen in the examples provided, can hamper an individual's motivation and effort to bring forth innovation or to actively participate in the development of the organisation. In contrast, the researcher's immersion in three French organisations has proposed that employees are accustomed to direct and strong interactions, which could be perceived as confrontational in another context. However, this directness can be seen as a sign of strength and conviction. This might indicate that, within certain cultures, open or direct confrontation can be perceived as constructive.

8.3.5   Maintaining a positive work atmosphere while restructuring might not be feasible.

Finally, in relation to dynamic capabilities, findings from this chapter indicate that maintaining a positive innovation climate during major organisational restructuring is highly challenging. This difficulty arises primarily from the leadership and management styles required for effective restructuring.

Additionally, alignment issues between employee competences and organisational goals become pronounced during restructuring. For example, long-tenured employees at Paris&Co. suggested that knowledge acquired over time could become an impediment rather than an asset in adapting to new organisational objectives. When organisations have period of restructuring, it often

necessitates the departure of employees whose competencies are no longer aligned with the new direction. Such transitions can foster resentment and frustration, therefore challenging the innovation climate.

This situation was exemplified at FCC, where dissatisfaction among employees towards the new administration emerged. As mentioned in online reviews, those aligned with the new vision formed a 'clique' focussed on aligning with the public sector vision to prove to be worthy of the subsequent core grant. This underscores that during periods of significant change, fostering an innovative and positive work atmosphere becomes even more challenging.

To minimise the negative collateral effects, it could be interesting for UIIs to be attuned to employee sensibilities to avoid potential harm to the organisation's credibility and reputation within the innovation ecosystem. The experiences of former employees, especially if negative, can influence the organisation's perception as they transition to new roles within the same ecosystem. Therefore, proactively addressing employee dissatisfaction becomes a critical task. A judicious approach could involve supporting employees in aligning their competences with the organisation's new goals or assisting them in career transitions within the ecosystem. This former alternative could not only mitigate negative impacts but also potentially turn former employees into allies, which in turn, has the potential to enhance the organisation's legitimacy and strengthen its ties within their innovation ecosystem.

8.3.6   Contribution to Contingency Theories

The insights from Capability 4 reinforce the notion that fostering a positive work atmosphere within UIIs is deeply influenced by context-specific factors, thereby challenging the context-agnostic stance often adopted in climate studies. While such studies may treat elements like trust, playfulness, and employee valuation as universally beneficial, the results presented here suggest that the effectiveness of these determinants hinges on how well they are adapted to each UII's structural conditions, cultural norms, and strategic objectives. For instance, one organisation's reliance on humorous and spontaneous gatherings may boost morale and employee retention,

whereas another organisation might find these same practices less impactful or even counterproductive.

Furthermore, the evidence shows that any attempt to sustain a positive work environment through restructuring must be accompanied by carefully designed interventions that acknowledge employee sentiments and diverse job roles. Rigidly applying an "ideal" set of climate measures (without tailoring them to the size of the organisation, leadership style, or degree of turbulence in the external environment) can undermine trust, promote a sense of misalignment, and erode key innovation drivers. Hence, the findings demonstrate that climate research, while invaluable in identifying general determinants of a positive atmosphere, must avoid universalising these principles.

Overall, these observations affirm Contingency Theories' central argument: there is no single, universally applicable formula for constructing and maintaining a positive climate. Rather, the practices that foster trust, straightforward communication, or recognition must be contextually calibrated if they are to reinforce a strong innovation capability. By illuminating both the successes and challenges that UIIs face this study underscores that organisational climate is most effectively nurtured through a contingent approach that respects each UII's unique constraints, resources, and cultural backdrop.

8.4   Conclusion

In conclusion, this chapter has presented the main findings pertaining to the cases' capability to enable a positive work atmosphere and the challenges they encounter. In term of the enhancement of internal innovation capabilities, the study has highlighted the critical role of playfulness, humour, trust, openness, employee valuation, and the calibration of straightforwardness. These elements act as facilitators for motivation and collaboration, which are essential for enabling innovation.

The results have proposed that the presence of a positive work atmosphere, marked by playfulness and humour, alongside organisational support, empathy, and pride in employees'

contributions, enhances the innovative capacity of the studied UIIs. Several autoethnographic accounts from the researcher's immersion at FCC have illustrated the contribution of playfulness to enabling a positive work atmosphere. In addition, the expressions of gratitude towards individuals' accomplishments during all-staff meetings and away days were identified as tangible manifestations of the organisation's appreciation for its employees' contributions. Moreover, practices that enhance trust were evidenced. They include direct interactions with leadership, honesty and transparency within teams, calibrated transparency about organisational challenges, and positive leadership.

Conversely, some of the main challenges to fostering a positive work environment have been associated with a lack of reciprocal trust, inadequate feedback, and improper calibration of straightforwardness. One of the major challenges that was identified is the nurturing of trust and openness within the organisation. The findings have proposed that the disparity between managers and employees' perceptions of trust levels and the negative reviews has hinder the establishment of a trustful work environment. The results have proposed that the lack of trust can lead to frustration and demotivation, adversely affecting talent retention and, by extension, innovation capabilities. Moreover, the findings have pointed to specific practices that negatively impact trust levels, such as conflicts with human resources, hiring individual perceived as close to the CEO, and a lack of clear direction have contributed to a frustrating work environment during a certain period. With respect to dynamic capabilities, the findings presented in this chapter revealed that another major challenge pertains to the maintaining a positive work atmosphere amidst organisational restructurings.

Finally, these insights contribute meaningfully to Contingency Theories by demonstrating that commonly cited determinants of a positive climate must be adapted to the specific cultural, structural, and leadership contexts of each UII. While climate studies often treat these elements as universally beneficial, the present findings underline that their success depends on whether managers calibrate them in line with internal conditions and external pressures. In this sense,

achieving and sustaining a positive atmosphere is a context-contingent process rather than a one-size-fits-all blueprint, reinforcing the broader premise that organisational effectiveness is inseparable from its unique environment.

PART C: Reflections and conclusion

Part C presents the main theoretical and methodological contributions of this research. It offers recommendations for UIIs' managers and proposes an exemplar of future area for research. It culminates with the conclusion of this thesis, followed by an epilogue that offers reflections on the end of this scholarly odyssey.

9 Contributions, recommendations, and future research

9.1 Introduction

This chapter presents a summary of the primary theoretical and methodological contributions, alongside a reflection on the methodological journey and an acknowledgment of the methodological limitations inherent in this research. Following this, practical recommendations for UII's managers based on the main findings are presented. The final section delineates prospective trajectories for future research.

9.2 Main theoretical findings and methodological contribution

This first section presents the main theoretical and methodical contributions of the present research. In addition, it reflects on the exploratory and iterative nature of the methodology utilised and its main limitations.

9.2.1　Theoretical contributions

This section presents the study's theoretical contributions by synthesising findings from the three research questions, explaining how these insights extend and refine contingency theories and the broader field of innovation management, and offering a more cohesive framework that highlights the interrelations among the four core capabilities of UIIs.

9.2.1.1　Insights based on the three research questions

This research expands existing knowledge on innovation capabilities in the context of UIIs by addressing the following three research questions:

- RQ1: How do urban innovation intermediaries enhance their internal innovation capabilities?

- RQ2: What are the predominant challenges they encounter in this endeavour?

- RQ3: How does the examination of these innovation capabilities contribute to our comprehension of dynamic capabilities?

Regarding RQ1, the insights derived from this research suggest that UIIs enhance their internal innovation capabilities by:

Progressively refining their operations. Findings from the analysis of Capability 1 propose that UIIs progressively refine their operations. Empirically, this includes the refinement of service offerings, process formalisation, ecosystem expansion, and a strategic shift from being opportunity-driven to strategy-driven. In line with contingency theory, these findings suggest that the refinement of service offerings indicates an evolution towards more targeted, efficient, and impactful solutions. Process formalisation marks a maturation stage in the lifecycle of UIIs as this formalisation aids in improving their operations and the delivery of services. This pattern both confirms and extends Burton et al.'s (2021) claim that effective design is an iterative "diagnose–modify–reconfigure" cycle; however, our cases show that public-sector funding triggers additional redesign loops not captured in their private-sector exemplars.

Having a suitable level of risk-taking. The findings related to Capability 2 propose that UIIs exhibit a moderate "median" risk stance, carefully balancing potential transformative outcomes against resource constraints and societal expectations. Empirical evidence shows that risks are managed through rigorous assessment, stakeholder consultations, and leveraging internal/external competencies. This measured approach helps them function as catalysts in their ecosystems by facilitating the diffusion of new ideas and practices within their innovation ecosystem, while ensuring that these innovations are grounded in a pragmatic assessment of their feasibility. Some of the main practices implemented include regular risk assessment, market analysis, early-stage growth of memberships, and leveraging internal and external competencies are used to manage risks. The evidence nuances Verdu et al. (2012) which propose that institutional and contingency fit are partly substitutable, by demonstrating that UIIs exhibit the necessity to fit both.

Implementing diverse management practices to exchange knowledge internally and to assimilate external knowledge. The findings related to Capability 3 have provide insights into their ability to implement management practices to exchange knowledge within a team, and across teams and levels of hierarchy and to assimilate knowledge from outside the organisation's boundaries. These practices serve multiple purposes, such as, fostering strategic internal alignment, obtaining managers' support and validation, improving interpersonal ties, providing a safe space for employees to voice their concerns, improving services based on external knowledge, and improving the recognition from their innovation ecosystem. In regard to outside-in assimilation of knowledge findings propose that the organisation and participation in external events constitute a key strategy for improving UIIs operations and activities. Although these events serve as crucial moments for UIIs grow their network, strengthen existing collaborations, and gain insights into the ecosystem's dynamics, they must be resourced carefully to avoid time and resource inefficiencies. This finding refines González-Benito et al. (2011), who show that the value of integration rises with environmental uncertainty, by adding that over-integration (too many events) creates a cognitive overload threshold unaddressed in their supply-chain study.

Providing a work atmosphere perceived as being conductive of playfulness and humour. Findings related to Capability 4 propose that UIIs benefit from a work atmosphere that supports playfulness and humour. Empirically, these elements have been found to have an influence on innovation capabilities as higher levels of playfulness and humour within workplace appears to diminish psychological impediments among colleagues. In turn, it has the potential to facilitate the process of seeking assistance with work-related issues, therefore enhancing employees' performance. Emotionally, it has the potential to augment employees' satisfaction, motivation and engagement. Consistent with Müller et al. (2024), we find that a psychologically safe climate amplifies wellbeing, the results contradict their suggestion that such climates naturally emerge during agile roll-outs.

Implementing practices to improve trust levels. Findings related to Capability 4 propose that FCC has implemented practices enhancing trust levels between the leadership team and employees. Empirically, this research found that informal and personal access to the CEO and its management team gives a sense of being known and heard which have the potential to improve employee's belonging to the organisation. In addition, the research has identified practices associated with 'positive leadership' which has enhance the researcher's happiness and sense of belonging in the organisation. At the team-level, the results highlight the importance to create a safe space for employees to share honestly and openly their professional struggles. At this level, high level of trust and openness has the potential to improve the motivation and belonging in a period of major organisational transformation. This insight refines Wendler (2024), who treats trust mainly as a by-product of agile governance, by showing it can also be a precursor.

Regarding RQ2, the present research proposes that some of UIIs' main external and internal challenges for enhancing their internal innovation capabilities include the following four external challenges and five internal challenges:

Their dependency on public sector (external challenge). Findings associated with Capability 1 have evidence that UIIs are significantly impacted by changes in administrative and political

priorities affecting funding, the influence of grant renewal cycles on organisational transformation, the mandate to decrease reliance on public funding, and restructuring through mergers. Examples include FCC's struggle with reduced public funding and Cap Digital's challenges due to political shifts.

Deploying innovation in urban settings (external challenge). Findings from Capability 1 indicate that cities' legal and administrative processes delay urban experimentation and are time and resources' consuming. Moreover, it suggests that the complexity of urban issues often exceeds current technological solutions, which may affect UIIs' capability to address them. Financial constraints further complicate addressing these vast urban challenges. These findings echo Shafiee Kristensen et al. (2021), but the present research has extended their agility framework by demonstrating that municipal legal cycles, not just market turbulence, have an impact on structural adaptation.

The limited window of opportunity for deploying new services (external challenge). The findings related to Capability 2 provide insights on the challenge associated with the necessity for UIIs to align their service development to the dynamics of the external environment. Empirically, this is illustrated by Paris&Co.'s difficulties in establishing three incubators and TUBA's difficulties in interesting people in testing urban technology in their first show room. Moreover, methods used by Cap Digital suggests that a market foresight and analysis to pinpoint the optimal market entry timing is key in ensuring a sufficient demand for incubation services.

Developing a market positioning approach which does not create competition with potential clients, partners, and collaborators (external challenge). The findings from the analysis of Capability 2 discuss the challenges associated with the strategic positioning of innovation intermediaries, who strive to support other organisation without being in competition with them. The findings propose that there might be a notable difference between the perception of one manager which consider that being the first on the market is not a competitive approach, and the potential impact of this approach on deterring other organisations from establishing similar

services. The findings propose that once a UII deploy a service, it is unlikely they will cease it if it is profitable.

Enabling a suitable level of ambition (internal challenge). The findings identify several challenges in ensuring a sustainable degree of ambition within UIIs. For instance, a low level of ambition may impede the growth of innovation capabilities due to diminished recognition as an enabler of innovation within the ecosystem. Conversely, a high degree of ambition might endanger the organisation due to the significant resource allocation required for radical innovation, competitive friction with potential partners, and a propensity to neglect the nurturing of internal capabilities.

Difference in the perceptions between managers and employees on optimal level of sustainable level of ambition (internal challenge)**.** The findings propose that employees would prefer higher level of ambition in comparison to managers. This might be attributed to the fact that managers must align innovative aspirations with pragmatic demands and employees wants to develop the most innovative solutions.

Fostering trust between managers and employees (internal challenge). The findings underscore the complexity of fostering an optimal level of trust and openness within the cases. A significant challenge identified in relation to Capability 4 is the divergence in perceptions of trust levels between managers and employees. Managers in three distinct cases perceived trust levels as exceedingly high, a view often contradicted by employee feedback.

Complexity of the middle management position (internal challenge). Middle managers act as intermediaries between the strategic directives of senior management and the emotional and professional well-being of their teams. The findings propose that one of the challenges associated with the position of middle management is characterised by its necessity to balance strategic alignment with the organisation's goals and fostering a safe space for its team to speak freely.

Calibrating resources utilisation to organise and attend meetings and external events (internal challenge). The analysis of Capability 3 provides insights on the requirements to balance the

resources utilised to organise and participate in internal meetings and external events. It proposes that while these activities are fundamental for fostering innovation and collaboration, they must be strategically managed to avoid organisational dysfunction. This expands Edwards et al.'s (2013) mis-fit logic by proposing that UIIs experience diminishing returns when meeting frequency or event scale exceeds the 'saddle point', which is where knowledge gains no longer offset coordination costs.

Regarding RQ3, the research enhances our compression on dynamic capabilities by providing the following insights:

Dynamic capabilities require balancing and calibrating different organisational parameters to maximise stability while the environment and organisation is changing. As a general understanding of dynamic capabilities, the findings from this research propose that the act of calibrating are crucial to gain stability through transformation. This search of equilibrium aims to maximise the alignment of employees within the organisation, and the alignment of the organisation with the governance board, their parent governmental body, and their innovation ecosystem. Moreover, the findings elucidate three types of alignment: strategic, operational and interpersonal. The calibration mechanisms resonate with Warner and Wäger (2019) yet contradict their linear sequencing (sense → seize → transform), suggesting alternative ordering in politically constrained contexts.

UIIs must adapt to political and administrative changes and public funding fluctuation. The findings which have emerged from the analysis of Capability 1 propose that the dynamic nature of innovation capabilities within UIIs is significantly shaped by their dependency on the public sector. This relationship imposes a series of challenges such as political and administrative changes, funding volatility, grant renewal cycles, and strategic restructuring through mergers.

Grant renewal cycles guide organisational transformation. The findings demonstrate that the rhythm of grant renewal cycles plays a significant role in shaping an organisation's developmental trajectory. The necessity to align with government requirements, produce progress reports, and

strategies to secure subsequent funding cycles induce substantial pressure on UIIs. This cycle influences their strategic alignment and mandates periodic reassessment and realignment of their objectives to meet the evolving priorities set by the public sector. Ellström et al. (2021) treat digital re-configuring as primarily opportunity-driven, whereas UIIs illustrate an obligation-driven variant.

Securing and diversifying funding. As UIIs mature, there is an observable trend towards decreasing dependency on public sector funding. This shift is exemplified by all cases, which have made concerted efforts to diversify their funding sources. It obliges UIIs to invest resources in diversifying their funding, which require to adapt their vocabulary and service model.

There are multiple suitable growth strategies. In term of the influence of growth strategies on innovation capabilities, the research underscores that there's a pronounced heterogeneity among UIIs. Instead, it suggests that the optimal size of a UII should facilitate seizing new opportunities, effective coordination of employees, alignment with the mission, knowledge exchange, and the cultivation of a shared identity.

There are different approaches for balancing ambition and risk-taking. Key insights on the relationships between ambition and risk-taking includes that ambition emerges as a catalyst for development and expansion yet must be balanced to minimise creating major risks. The findings propose two main balancing strategies between ambition and risk-taking: moderate stances and balancing through contrasting extremes.

Maintaining a positive work atmosphere when restructuring is a major challenge. Findings related to Capability 4 provide insights regarding complexities of sustaining a positive work atmosphere amidst significant organisational restructuring. A particular issue that exacerbates during restructuring phases is the misalignment between employee competences and evolving organisational objectives. The findings propose that this process can generate resentment and frustration, adversely affecting the innovation climate. This finding is building on Fiedler's (1967)

contingency leadership model but contradicting Müller et al. (2024) by showing that trust-building rituals must *precede* digital-transformation competencies.

9.2.1.2   *Contribution to Contingency Theories*

This doctoral research makes a significant contribution to Contingency Theories by showing how UIIs tailor their internal innovation capabilities to align with dynamic and context-specific challenges. While much scholarship on innovation intermediaries focuses on external roles, this work places the spotlight on UIIs' internal capabilities and the rich interplay between ambition, risk-taking, trust-building, and knowledge management within highly variable environments. In doing so, it both confirms and extends Burton et al.'s (2021) "design scripts" by revealing additional recalibration loops triggered by public-sector dependencies that their private-sector examples do not capture. Our evidence suggests that 'design scripts' require an additional module for handling public-sector dependency, a contingency largely absent in their private-sector templates.

First, the study highlights that no single "universal practice" dictates how UIIs refine their operations. The diachronic analyses (Capability 1) emphasise that UIIs systematically evolve their service offerings, formalise processes, expand ecosystems, and pivot from opportunistic to strategically driven growth. Such transformations are far from uniform considering that each UII balances short-term funding constraints, political mandates, and employee wellbeing in unique ways. The strategic shift from being opportunity-driven to strategy-driven represents a significant evolution in the operational strategies of UIIs. By aligning their activities with overarching strategic objectives, UIIs enhance their ability to contribute meaningfully to their innovation ecosystem and to minimise the risk of burnout for their employees. This finding refines Verdu, Tamayo and Llopis's (2012) "metafit" model, which treats contingency and institutional fit as partly interchangeable; UIIs require a double-fit approach, managing both simultaneously to sustain performance. By underscoring that these choices are shaped by local resource availability,

leadership style, and ecosystem maturity, the findings fortify Contingency Theories' premise that effectiveness emerges from context-specific organisational design.

Second, this research provides granular insights into the components of "context," a term often used generically. In contrast to González-Benito et al. (2011), who link environmental uncertainty to supply-chain integration, this research proposes that over-integration (e.g., excessive participation in external events) produces diminishing returns and internal overload in UIIs. By unpacking the administrative, political, and relational sub-dimensions of context, empirical findings from this research clarify what makes these settings especially complex.

Third, the research reveals that a median propensity for risk-taking (Capability 2) most effectively serves UIIs. Though moderate risk-taking may be perceived as universal good practice, the results show it cannot be prescribed in isolation from local factors such as stakeholder expectations, the organisational mission, and employees' capacity for experimentation. This nuance builds on Edwards et al.'s (2013) response-surface methodology, demonstrating that the "safe zone" of risk must be continuously re-mapped rather than assumed static.

Fourth, the analysis of knowledge management (Capability 3) offers further evidence that climate studies, which assume universal efficacy of frequent meetings or extensive event participation, should account for organisational context. UIIs found that externally focused events must be carefully calibrated to avoid overextension, and internal structures, such as, the governance board, could foster strategic clarity or impede innovation by restricting new hires. These insights reinforce that knowledge exchange, while crucial, must be shaped by situational parameters, including financial constraints, board mandates, and the stage of organisational maturity. More precisely, these insights extend Ellström et al.'s (2021) digital-capability microfoundations by showing that knowledge routines themselves are contingent on funding rhythms and board mandates, not merely on technology.

Fifth, the study of work atmosphere (Capability 4) demonstrates that trust, playfulness, and open communication—often treated as universally beneficial climate determinants—must be flexibly

adapted to the organisational setting. FCC's experience shows how a perceived deficit of trust, exacerbated by opaque HR practices and favouritism, undermined innovation. At the same time, small acts of recognition and "fun" initiatives strengthened cohesion elsewhere. These findings illustrate the importance of calibrating straightforwardness, avoiding either extreme avoidance or overly direct confrontation. Rather than applying a single universal approach, UIIs must deploy context-dependent actions, such as, realigning employee competencies or facilitating career transitions, to maintain an environment conducive to innovation. This finding contradicts Müller, Konzag et al.'s (2024) assumption that digital-transformation leadership competencies naturally engender trust; here, deliberate trust-building rituals preceded acceptance of new agile practices.

Overall, this work broadens Contingency Theories by situating UIIs as dynamic, internally focused entities that continuously adjust ambition, risk management, knowledge exchange, and workplace climate in response to external demands and other internal parameters. The synthesis of the four capabilities indicates that balancing and calibrating organisational parameters, serve as key levers of dynamic capability. UIIs' effectiveness flows not from a predetermined blueprint, but from adaptively integrating these capabilities to maintain organisational alignment in the face of shifting political priorities, market opportunities, and employee aspirations. Through these insights, the research underscores that any guidelines for developing internal innovation capabilities must be inherently contingent to contextual cues, and oriented toward continual recalibration.

9.2.1.3   *Toward a Coherent Integrative Framework*

Building on the above insights, this study proposes an integrative framework that weaves together Adaptability (Ad), Pace of Progression (PoP), Knowledge Management (KM), and Work Atmosphere (WA) as four interrelated capabilities shaping UIIs' innovation processes. These capabilities are not siloed; rather, they operate as a dynamic system. Below is an overview of two-way, and three-way Interrelationships which help to isolate dependencies between the capabilities:

- **Two-Way Interrelationships**:

  ο **Ad + PoP**: How quickly a UII adapts may catalyse or constrain the pace of growth. For example, forced mergers or abrupt policy changes demand a rapid calibration. Findings refine Warner and Wäger's (2019) linear sense–seize–transform model, by proposing that UIIs sometimes transform first and only then recalibrate sensing and pacing routines.

  ο **Ad + KM**: Refining service portfolios or calibrating the formalisation levels of processes is more efficient when based on robust feedback loops and knowledge flows. This both confirms Galbraith (1973) and extends Ellström et al. (2021) by demonstrating that digital-era sensing routines must be aligned not only with external opportunities but also with board-mandated resource constraints.

  ο **PoP + KM**: Highly ambitious UIIs need to maximise insights from external networks but risk resource depletion. This interrelation operationalises Shafiee Kristensen et al.'s (2021) agility-design practices by discussing optimal event–attendance frequencies against staff workload.

- **Three-Way Interrelationships**:

  ο **Ad + PoP + KM**: Swift adaptation coupled with high ambition requires well-managed knowledge flows to avert confusion or missed opportunities. Lawrence and Lorsch's (1967) differentiation–integration paradox finds expression here: UIIs must integrate cross-departmental learning just as they set ambitious growth targets, or risk fragmentation.

  ο **Ad + PoP + WA**: Transformative changes and rapid scaling can strain morale unless leaders cultivate trust and transparency. Our findings contradict Wendler (2024), who envisioned trust as an emergent by-product of agility; in UIIs, deliberate trust-building should precede any scaling efforts.

  ο **WA + Ad + KM**: A supportive work climate buffers employees against stress from frequent realignments, fosters open knowledge exchange, and sustains innovation

drive. Perrow's (1970) routine vs. non-routine technology thesis is enriched by our evidence that playfulness rituals and safe "Show & Tell" forums must accompany both structural pivots and knowledge dissemination.

Based on these interrelationships four key principles seems to emerge: adaptive decision-making, sustainable growth, continuous improvement, and shared learning. These dynamics emerge from understanding how these capabilities interconnect, creating a richer, more integrated view of how UIIs pursue innovative outcomes and how this research contributes to contingency theories and more broadly to the field of innovation management.

Adaptive decision-making. UII leaders often make decisions against shifting external pressures (e.g., public funding cycles or policy mandates). Adaptability (Ad) lets them pivot quickly, but the pace (PoP) must be carefully calibrated to avoid overstretching staff or resources. Knowledge Management (KM) underpins these choices by ensuring that teams are well-informed and by facilitating swift information exchange. Moreover, a supportive Work Atmosphere (WA) sustains psychological safety, which in turn promotes clearer, more transparent communication in decision-making. When employees trust their leaders and feel heard, UIIs can enact strategic pivots with less internal resistance.

Sustainable Growth. UIIs may be tempted to scale rapidly (PoP) in response to new market opportunities or political pressures (Ad). Yet, sustainable growth emerges when adaptability pairs with a realistic Pace of Progression. Overly aggressive expansion risks employee burnout (WA) or failed market entry; overly cautious approaches can stall momentum. Knowledge Management (KM) enables evidence-based planning, ensuring decisions about growth are informed by internal and external data. Simultaneously, a healthy Work Atmosphere (WA) helps teams remain motivated through growth phases, mitigating friction that arises from restructuring or changing strategic priorities. These insights are aligned with Child (1972) and Mintzberg (1979), because they demonstrate that growth must be neither too rapid nor too slow and expand Wendler (2024) proposition of phased agility transitions under public-sector constraints.

Continuous Improvement. Continuous improvement arises when adaptive practices (Ad) intersect with a reasoned pace of strategic and operational development (PoP). In particular, data from internal reviews, external events, and governance boards (KM) propels iterative enhancements. Moreover, a respectful, playful Work Atmosphere (WA) motivates employees to propose new ideas, experiment with solutions, and learn from setbacks. These loops operationalise the 'design-in-motion' principle advanced by Shafiee Kristensen et al. (2021), adding empirical metrics (event-hours per FTE, retro-frequency) useful for future comparative studies. In addition, the findings refine Warner and Wäger's (2019) transform stage by showing that "reconfiguration" can itself trigger new sensing needs, creating nested improvement loops.

Shared learning. Shared learning flourishes through proactive Knowledge Management (KM) practices, such as team debriefings, cross-functional meetings, and engagement with external networks. These activities fuel innovation by circulating best practices, revealing pitfalls, and integrating fresh insights from the broader ecosystem. A work atmosphere (WA) marked by trust and open communication encourages candid discussions about successes and failures. These insights gleaned from shared learning can accelerate Adaptability (Ad) and ensure that the Pace of Progression (PoP) remains well-calibrated. The insights of this research are aligned with Galbraith (1973) and Thompson (1967) in which it the boundary-spanning knowledge flows are emphasised. Furthermore, they expand our comprehension of Contingency Theories by discussing event-participation thresholds (González-Benito et al., 2011) and by demonstrating how Knowledge Management (KM) routines must adapt (Ad) in response to funding cycles (Ellström et al., 2021).

9.2.1.4   Broader Implications for Innovation Management Literature

Here are six key ways these insights reshape theory and practice in the field of innovation management:

The primary contribution positions calibration as a fundamental requirement for capability development. Traditional frameworks, from Abernathy and Utterback's improvement cycles

(1975) to Cooper's stage-gate systems (1990), implicitly assume that once an organisation selects a structure or process, it merely refines around that stable mode. Likewise, Teece et al. dynamic-capabilities paradigm (1997) describes sensing, seizing, and transforming routines without prescribing how frequently or by what metrics those routines should be revisited. By foregrounding calibration as the ongoing tuning of four interlinked capabilities, this research insists that no organisational mode is ever final. Instead, leaders must continuously monitor funding cycles, policy shifts, and employee sentiment, retuning their configurations in real time to sustain both stability and change.

The second contribution positions intermediaries as a distinct organisational type whose study can fundamentally enrich innovation management theory. Unlike traditional analyses centred on private firms or private sector R&D units, UIIs blend the following two missions: developing their own innovative solutions and catalysing innovation across their ecosystem. This dual mandate generates complex interdependencies among calibration levers, making them an ideal focal point for scholars seeking to understand how organisations can continuously recalibrate. In doing so, it demonstrates that UIIs strategic cases for testing and extending theories of dynamic capability, contingency, and collaborative innovation.

The third contribution aims to reconcile structure and agility. Burns and Stalker (1961) and Woodward (1965) argued that mechanistic or organic structures suit different environments, and Cooper's stage-gate formalism (1990) later offered a disciplined sequence for new products. In practice, however, the insight from this research proposes that UIIs navigate both worlds where formal reporting coexist with iterative development methodologies. This research shows that structure and agility are not opposing ends of a spectrum but two dials which can be calibrated independently.

The fourth contribution extends dynamic-capabilities theory in various ways. First, the data reveal calibration as the core higher-order routine that lets UIIs remain "stable while moving". Calibration reframes Teece's sensing-seizing-transforming triad as an iterative search for

equilibrium rather than a linear sequence, especially when political veto players can reorder the steps (contrasting Warner and Wäger, 2019). Second, the research introduces a constraint-driven variant of dynamic capabilities. Whereas prior studies portray reconfiguration as opportunity-seeking (Ellström et al. 2021), UII capabilities are paced by exogenous grant-renewal cycles. Finally, the study highlights the people side of dynamic capabilities. Large-scale restructurings create competence–role misfits that damage the innovation climate unless trust-building rituals precede digital-upskilling efforts, amending Fiedler's contingency model.

The fifth contribution concerns bridging internal and external innovation imperatives. Open-innovation pioneers such as Chesbrough (2006) demonstrated how firms harness external knowledge to accelerate new products. Yet the empirical findings from this research show that external engagement only delivers value when tightly coupled with calibrated internal routines.

The sixth contribution embeds measurement and reflexivity into innovation practice. Beyond lagging indicators like revenue or patent counts, UIIs rely on almost real-time, qualitative cues. This research proposes that managers should adopt artefactual frameworks that make calibration visible and actionable, even in "soft" dimensions such as trust and playfulness. This is aligned with Edwards et al. (2013); Burton et al. (2021).

9.2.2   Methodological contribution

In terms of methodology, this research makes a contribution to the field of innovation intermediaries through its novel combination of diverse analytical approaches, offering varied perspectives on innovation capabilities. By combining cultural, climate, content, and autoethnographic analysis, the research aimed to maximise the depth of the research. The ensuing list explains the contribution of each type of analysis.

Climate analysis has provided quantitative result about the work atmosphere. It has served as the basis for investigating employee's perception regarding their organisation propension for risk-

taking, performance in organising knowledge exchange mechanisms and ability to enable a positive atmosphere.

Cultural analysis has provided a quantitative assessment of managers' perceptions concerning trust and various determinants influencing the organisation's valuation of its employees. These results were then compared with those from the climate analysis to deepen the understanding of the differences in perception between employees and managers regarding these determinants.

Content analysis of transcribed interviews, official documentation and website has provided deeper insights into UIIs best practices, external and internal challenges, and practical manifestations of interpersonal dynamics such as trust, adaptation, and straightforwardness in communication. It has also enriched the research through a diachronic analysis which has facilitated a deeper understanding of the progression of the cases by identifying external challenges and patterns in ambition and risk-taking.

Autoethnographic analysis was employed to leverage firsthand experiences from the researcher. It has given concrete examples to support or nuanced findings evidenced through the other methods. For example, autoethnographic accounts have given access to deeper insights into the work atmosphere and on the relevance of different knowledge management practices for organisational alignment. In the case of the two-year immersion at FCC, it has emerged as a salient method to explore playfulness, trust, and dissatisfaction amongst staff. In addition, the deep level of involvement that autoethnographic analysis demands from the researcher has transformed the PhD journey in an adventure of a lifetime. Ultimately, it gave the researcher the opportunity to grow as applied research and a reflexive practitioner.

9.2.3   Methodological improvements

Each of the methods used could be improved. In relation to the quantitative methods there was a lack of correspondence between some determinants used for the climate and the culture analysis. Moreover, since only the climate analysis had questions regarding the importance of

each determinant for enabling innovation, it was not possible to compare the perception of managers and employees regarding the importance of key determinants in generation innovation.

In relation to the interviews, there was a lack of questions about the work atmosphere. The analysis could have been more effective if more questions would have been asked on Capability 4. Another limitation is the number of interviews done at Waag and FCC. Only three semi-structured interviews were conducted in these organisations. In the case of FCC, two of these interviews were done after the analysis was done to validate the results and to add depth on dynamic capabilities.

Regarding autoethnographic analysis, the durations of one and two months for immersion provided a constrained timeframe for establishing trust with other employees and for maintaining a research journal. Specifically, for Paris&Co. and Cap Digital, the immersion periods coincided within the same month. Concurrently, nine semi-structured interviews were conducted at Paris&Co., and eight at Cap Digital. The scheduling and execution of these interviews significantly limited the time available for documenting autoethnographic observations. A more strategic approach would have been to schedule the interviews in advance and choosing a specific time for journal entries. To mitigate this limitation, a decision was made to spend additional time at Paris&Co. and less at Cap Digital. This decision can be attributed to the closer alignment of Paris&Co. with urban innovation, the smaller size of the urban lab team, and a more immediate sense of integration within the team and organisation upon my arrival. However, it is important to acknowledge a shortfall in the consistency of maintaining the researcher's journal as part of the autoethnographic process, which has led to not using the journal for the analysis.

9.3   Recommendations for fostering innovation capabilities in UIIs.

The findings from this study have been used to develop a set of strategic recommendations directed at senior management to enhance the cultivation of innovation capabilities within UIIs. These recommendations are intricately linked to the concept of dynamic innovation capabilities

and are structured into four dimensions: (a) the analysis and alignment of historical insights to inform strategic direction, (b) the assessment and enhancement of current operational efficacy, (c) the cultivation of an organisational culture that both fosters a positive work atmosphere, and (d) the deployment of an innovation strategy necessary for future planning. Each of these dimensions is instrumental to constructing a comprehensive approach to innovation management within UIIs. Based on this research's findings, managers should consider the following recommendations.

Understand and remember the past:

- Implement a thorough diachronic analysis, as delineated in Chapter 5, for managers to assess the organisation's progression trajectory. This historical analysis should encompass an examination of the organisation's culture, management priorities, developmental challenges, structural evolution, procedural formalisation, financial fluctuation, public sector relationship, and the scale and interconnectedness of their innovation ecosystem.

Evaluate and optimise the present:

- Evaluate and articulate the levels of ambition, and risk-taking that the organisation aims to strive for. Communicate this strategic intent across the organisation to align effort with expectation.
- Develop a repository of innovation management practices to serve as a developmental tool for managers during periods of organisational development and restructuring efforts. Several examples described in this thesis may be used as a starting point.
- Institute a quarterly risk assessment, followed by a collaborative risk mitigation strategy formulation.
- Implement annual audits of organisational processes, structure, funding, service profitability, public sector relations, and ecosystem connectivity. Specific objectives could include:

- Attaining a balanced level of process formalisation that enhances operational efficiency without overextending resource allocation.
- (re)Designing an organisational structure that enables the provision of key services.
- Aligning performance indicators to reflect the organisation's impact.
- Developing their innovation ecosystem within the confines of available resources.

- Formulate a strategy-led development approach that maintain a balanced portfolio that sustains economic viability while fostering ecosystemic and societal value creation. This approach should simultaneously ensure that services that demonstrate substantial profitability are prioritise and that services which may exhibit lower profitability or may not yield profit are calibrated to not overshadow the financial gains grown from the more profitable services.

- Implement a knowledge management strategy with formal moments for knowledge sharing. The knowledge management strategy should be calibrated to facilitate integrative learning and cross-teams collaboration with out excessively hindering the organisation productivity.

Create a positive work atmosphere:

- Promote playfulness, humour, trust, openness, empathy and care for employees as core organisational values.

- Schedule and promote informal cross-level and cross-team moments to foster organic knowledge exchange and organisational belonging.

- Allocate sufficient time in an employee weekly workload to organise the informal.

- Use a balanced level of transparency and straightforwardness regarding the challenges of not being fully autonomous and relying on the public sector for a considerable proportion of the funding.

- Support empathetic transitions for employees who may find misalignment with the organisation's evolving mission and objectives post-restructuring.

Plan for the future:

- Formulate and periodically update an innovation strategy that delineates the levels of organisation's ambition, and risk-taking. Implement a collaborative approach for engaging employees in the development of this innovation strategy. Ensure that this collaborative approach meaningfully influences strategic decision-making and share employees influences with them.

- Leverage digital technology to streamline the collection of insights regarding the needs of potential and actual clients, partners and collaborators.

- Implement foresight analysis to inform strategic development of the organisation, its programmes and services.

- In the event of an expansion, rigorously assess potential new markets and develop market entry strategies tailored to the desired innovation outcomes. Ensure to minimise competition with private sector organisations.

9.4   Future research

This section advocate for specific areas where subsequent academic investigations could yield additional insights into innovation and dynamic capabilities within UIIs. These propositions draw upon the insights and gaps unearthed in the current study and on other capabilities which were left aside when prioritising four capabilities. The proposed areas of exploration include:

- Replicating the research with the same or other cases.

- Enhancing insights into the four capabilities studied in this research.

- Investigating additional capabilities such as learning and external capabilities.

- Exploring the realm of external innovation capabilities.

- Developing a comprehensive taxonomy of UIIs.

- Gaining a nuanced understanding of the interplay between UIIs and their parent public sector entities.

- Refining the methodological approach, focusing on harmonising culture and climate determinants and enhancing qualitative research techniques.

Each of these research areas are detailed in the subsequent sub-sections.

9.4.1   Replicating the research

The first research avenue involves replicating the current study with the same organisations to enhance our comprehension of their evolutionary trajectories, potentially uncovering valuable insights into dynamic capabilities. Additionally, conducting similar research with different organisations could broaden our understanding of UIIs as a distinct organisational category.

9.4.2   Enhancing insights into the four capabilities studied in this research

To enrich our comprehension of Capability 1, future inquiries ought to examine the dynamics between environmental and organisational challenges and the adaptive strategies employed to address these challenges. While the initial research did not delve into the causal relationships between challenges and adaptation mechanisms, a deeper exploration into which adaptive strategies are most effective for specific challenges would be insightful.

In the case of Capability 2, researchers are encouraged to examine the ambition and risk-taking levels across a broader cohort of European UIIs. Such investigation could enrich our understanding of the propensity of UIIs towards ambition and risk-taking.

As for Capability 3, forthcoming research is encouraged to analyse the relationship between UIIs' level of internal and external complexity and the number and types of management practices to implement. This exploration has the potential to generate meaningful insights, as there exists a conceptual gap concerning the criteria for distinguishing varying levels of complexity, alongside a dearth of insight into the primary drivers of such complexity. A key focus could be on

understanding the optimum level of complexity an organisation can manage, and the most suitable managerial practices adapted to this degree of complexity.

Concerning Capability 4, there is a valuable opportunity for future studies to elucidate the interplay between individual and organisational factors that foster a positive work atmosphere. While the present research has primarily viewed organisational factors through the lens of individual perceptions, distinguishing the effects of specific employees' contributions to playfulness from those of the broader work environment could offer insightful distinctions. Moreover, exploring the evolution of perceived playfulness levels may reveal significant insights into the mechanisms driving dynamic capabilities.

9.4.3 Studying additional capabilities

Future research should consider studying additional capabilities. With only one doctoral student working on the present research, resources were limited, and the format of a thesis has restricted to study additional capabilities. If a team of researchers would be involved in performing research published as multiple articles or a book, it would be interesting to add an examination of the learning capabilities and the external capabilities.

9.4.4 Exploring external innovation capabilities

Considering that it is part of UIIs' core mission to support innovation outside the limits of their organisation, investigating external innovation capabilities presents a significant avenue for future research. While the current study primarily focuses on how UIIs foster internal innovation through the assimilation of external knowledge, it does not explore how they foster external innovation. A comprehensive understanding of their roles within their innovation ecosystems is crucial to delineate their purpose and impact more accurately. Thus, future research should delve into examining their mission, services, and specific actions from various perspectives to shed light on their ability to foster innovation externally. Drawing from the insights of content analysis from interviews and autoethnographic reflections, subsequent studies are encouraged to assess whether and how UIIs facilitate the enhancement of the following external capabilities:

- Capability A: Enhancing innovation within the public sector;

- Capability B: Coordinating communities of practices within their innovation ecosystem;

- Capability C: Supporting the development of private organisations involved in the 'smart city' and 'sustainable city' markets;

- Capability D: Fostering social innovation;

- Capability E: Fostering localised innovation.

9.4.5 Developing a taxonomy to classify UIIs

Considering the disorganised state of the field of UIIs, future research should develop a taxonomy of UIIs based on the five capabilities presented in Section 9.4.4. The need for such distinguishing between different types of UIIs stems from the diversity of terms used to describe intermediaries and innovation labs, which complicates the collective ability to comprehend and scrutinise these entities. Academically, the ambiguity is exacerbated by studies that concentrate on a singular type of UII without acknowledging the existence of others. In practice, the situation is amplified by the prevalent use of 'buzzwords' and the interchangeable application of terms such as innovation labs, hubs, and centres, contributing to a fragmented understanding and impeding theoretical development within the UII domain (Tiesinga and Berkhout, 2014). Ultimately, the disconnection between different streams of research and the lack of a commonly agreed overarching terminology hinders theory building in the field of UII.

The envisioned taxonomy could aim to serve as a multifaceted conceptual tool beneficial to researchers, practitioners, and public sector officials. For researchers, it could provide a framework to navigate the landscape of UIIs, potentially enabling the generalisation of findings to specific UII types. Practitioners could leverage this taxonomy to gain a clearer understanding of how their organisations compare to others, serving as a source of inspiration for development and restructuring initiatives. For public sector officials, this taxonomy could offer valuable guidance in selecting the UII type that best aligns with their needs.

9.4.6 Gaining a nuanced understanding of the interplay between UIIs and their parent public sector entities.

Another research domain that merits investigation is the development of a nuanced comprehension of UIIs' autonomy from their parent public sector bodies. A comparative analysis of the role and composition of UIIs' governance board holds the potential to elucidate the degree of public sector influence over UIIs' objectives and strategic direction. Such an investigation could yield valuable insights into the spectrum of autonomy levels and deepening our understanding of the dynamic interplay between governance structures and the operational autonomy of UIIs, thereby contributing to the broader discourse on public sector innovation.

9.4.7 Methodological advancements

In response to the limitation provided in section 9.2.4., future research should better harmonise the determinants used for the climate and culture analysis to be more easily compared. Qualitative methods should include additional questions in semi-structured interviews about the climate and culture and, in particular, on the work atmosphere. In term of capturing information as part of the autoethnography, there is a need to organise longer immersion time, better structure the researcher's journal, and plan moments to write the journal.

9.5 Conclusion

In conclusion, this final chapter has presented a summary of theoretical contribution, methodological advancements, and inherent limitations. This was followed by practical recommendations for UIIs' managers to steward innovation capabilities effectively and propositions for future research.

Firstly, it has presented the main findings and theoretical contribution for each research question. Regarding RQ1, the findings from this research have proposed that UIIs enhance their internal innovation capabilities by progressively refining their operations; having a suitable level of risk-taking; implementing diverse management practices to exchange knowledge internally and assimilate external knowledge; providing a work atmosphere perceived as being conductive of

playfulness and humour; implementing practices to improve trust levels. Regarding RQ2, the findings from the present research have highlighted some of UIIs' main external and internal challenges for enhancing their internal innovation capabilities. External challenges include their dependency on public sector; deploying innovation in urban settings; the limited window of opportunity for deploying new services; and developing a market positioning approach which does not create competition with potential clients, partners, and collaborators. Internal challenges consist of enabling a suitable level of ambition; the difference in the perceptions between managers and employees on optimal level of sustainable level of ambition; fostering trust between managers and employees; the complexity of the middle management position; and calibrating resources utilisation to organise and attend meetings and external events. Regarding RQ3, the findings from the present research have enhanced our compression on dynamic capabilities by providing the following insights: balancing and calibrating different organisational parameters to maximise stability while the environment and organisation is changing is crucial; UIIs must adapt to political and administrative changes and public funding fluctuation; grant renewal cycles guide organisational transformation, through UIIs' progression, there is a general trend towards the reduction in public sector funding; mergers are common strategy for adaptation; there are multiple suitable growth strategies; there are different approaches for balancing ambition and risk-taking; and maintaining a positive work atmosphere when restructuring is a major challenge.

Secondly, this chapter has acknowledged that this thesis represents a fraction of the conceptual exploration, data collection, and analysis conducted in this research. It has shared that an extensive exploratory phase to select the key capabilities for study was undertaken. This selection was guided by an abductive reasoning unfolding over five stages: exploration, focusing on innovation capabilities, data collection and analysis, narrowing the research scope to ensure depth, and refining the analysis and overall narrative. It has presented that, initially, the research had identified eleven capabilities and have finally focused on four that offer significant insights into the research questions. It has proposed that although a more focused approach on internal

capabilities from the outset could have been more resource-efficient, the comprehensive exploration has facilitated a broader understanding of innovation capabilities and laid the groundwork for future research.

Thirdly, this chapter has presented that the methodological contributions are comprised of combining five main analysis types to create a multidimensional understanding of innovation capabilities. However, it has acknowledged that variations in determinants used for climate and culture analysis, the limited number of interviews in two cases and inconsistent in maintaining the researcher's journal represent methodological limitations.

Fourthly, it has presented strategic recommendations for senior management in UIIs to enhance their innovation capabilities. These recommendations were structured into four key dimensions: understanding the past, optimising the present, cultivating organisational culture, and planning for the future. The first dimension has emphasised the importance of UII managers conducting thorough historical analyses, which covers various aspects of the organisation's journey, including culture, management priorities, challenges, and ecosystem connectivity. This retrospective insight was considered vital for informed decision-making and strategic direction. For present optimisation, it was recommended to clearly communicate the organisation's strategic intent regarding ambition and risk-taking. It was advised to develop a repository of innovation management practices to aid managers, especially during developmental phases and restructuring. The implementation of regular risk assessments and leveraging employee insights, have been suggested to inform collaborative risk mitigation strategies. It was advocated to organise annual audits to assess various facets of the organisation. In terms of creating a positive work atmosphere, it was suggested to foster informal dialogues across team levels to enhance collegiality and knowledge exchange. It has stressed the importance of maintaining transparency, especially regarding the challenges of limited autonomy and public sector dependency. Finally, for future planning, it was advised to create and periodically update an innovation strategy that outlines the organisation's ambitions and risk levels. Engaging employees in this process was proposed as a crucial element. Moreover, participating in external events and performing

foresight analysis was recommended to guide strategic direction. Furthermore, in scenarios of expansion, assessing potential markets and developing tailored market entry strategies are proposed as crucial.

Fifthly, the last section has delineated several key areas for further research. The proposed areas of exploration include the replication of the research with the same or other cases; the enhancement of insights regarding the four capabilities studied in this research; the investigation of additional capabilities such as learning and external capabilities; the exploration of the realm of external innovation capabilities; the development of a taxonomy of UIIs as a clarifying tool for the current diversity and terminological ambiguity in the field; the examination of the interplay between UIIs and their parent public sector entities; and the refinement of the methodological approach used in this research. Collectively, these avenues of research hold the potential to not enrich theoretical understanding and to provide actionable insights for practitioners and policymakers in the realm of innovation intermediaries, particularly within the urban context.

10   Conclusion

In conclusion, this research has elicited upon diverse types of innovation intermediaries and urban innovation intermediaries (UIIs) and the causes of their emergence. It has presented a novel combination of different concepts used to frame the analysis and methods with which to conduct the analysis. Ultimately, it has unveiled a deeper understanding of the multifaceted landscape of innovation capabilities within UIIs.

Chapter 2 delineated the foundation of UIIs, focusing on three core contextual factors shaping their emergence, diversity, and significance. It highlighted the increasing complexity within contemporary socio-economic systems, necessitating a wide spectrum of knowledge and expertise for organisations to thrive. The chapter introduced distributed, and collaborative innovation models as frameworks to manage this knowledge effectively. It emphasised the critical role of various innovation intermediaries in facilitating these innovation models and acknowledged the substantial growth and investment in UIIs across Europe. Despite their proliferation, a notable gap in research examining their internal innovation fostering capacity was identified, leading to the proposition of investigating four internal innovation capabilities within UIIs.

In Chapter, 3 the conceptual framework and models developed and applied for examining how UIIs nurture internal innovation was presented. It posits that exploring UIIs' innovation capabilities can unveil the practices, competences, and strategies essential for their operation, arguing for the importance of studying internal capabilities that have received less attention than external ones. Two types of conceptual models are introduced for this analysis: one based on a temporal axis to capture dynamic capabilities and another offering an organisational-level perspective focusing on specific concepts and determinants for each capability. The chapter has delineated the relevance and particularities of each capability through a literature review. It has covered UIIs' abilities to adapt dynamically to both external and internal challenges, the role of ambition and risk-taking in their developmental pace, the implementation of management

practices for knowledge exchange and assimilation, and the significance of a positive work atmosphere in fostering innovation.

Chapter 4 outlined the research methodology. It has posited that the research has employed a mixed-methods approach combining structured and semi-structured interviews, quantitative questionnaires, and autoethnography across five main cases. Each method's utility was discussed, highlighting that structured interviews were conducted for gathering standardised data, semi-structured interviews for rich descriptive insights, quantitative questionnaires for assessing the organisational climate supporting innovation, and autoethnography for introducing the research's personal experience to deepen and nuance the results from the other methods. While acknowledging inherent limitations, this methodology was presented as offering a novel framework to explore innovation capabilities within UIIs.

Chapter 5 presented a diachronic analysis of five UIIs, revealing their diverse progression towards organisational maturation and common characteristics regarding adaptability. The analysis provided empirical evidence on external challenges linked to UIIs' public sector dependence and the difficulty of addressing urban challenges. It highlighted the impact of administrative and political changes, grant renewal cycles, and the tension between urban challenges' scale and available financial resources. The chapter also explored adaptability mechanisms, revealing that the cases have progressively refine their operations and have transition from opportunity-led to strategy-led development approaches.

Chapter 6 explored the dynamics of ambition and risk-taking within UIIs, assessing their impact on the pace of organisational change. The comparison of the five cases showed how varying ambition levels and risk-taking strategies influence UIIs' innovation trajectories and their ability to navigate internal and external challenges. In addition, this chapter has highlighted risks associated with unbalanced levels of ambition, underscored different ways for balancing ambition and risk and evidenced risk mitigation practices.

Chapter 7 delved into the implementation of knowledge management practices as a critical mechanism to enhance innovation capability within UIIs. The chapter discussed the strategic organisation of internal meetings and participation in external events and the need to implement an optimal number and recurrence of these mechanisms to enhance innovation capabilities and to foster a dynamic approach to innovation management. It highlighted the importance of governance board diversity, the challenges in aligning new members with organisational goals, and the potential of assimilating knowledge from outside UIIs' boundaries.

Chapter 8 focused on the role of a positive work atmosphere in enhancing UIIs' internal innovation capabilities. It highlighted the importance of playfulness, humour, trust, openness, and employee valuation in facilitating motivation, belonging, and collaboration. The chapter also addressed challenges in fostering a positive work environment, including the disparity in trust levels between managers and employees and the impact of organisational restructurings on employees' satisfaction.

Finally, Chapter 9 summarised the theoretical contributions, methodological advancements, and limitations of the research. It offered practical recommendations for UIIs' managers to steward innovation capabilities effectively and proposed areas for future research. The chapter emphasised the importance of historical analysis, strategic communication, risk assessments, and fostering a positive work atmosphere. It concluded with suggestions for further investigation into UIIs' capabilities, the development of a taxonomy of UIIs, and the refinement of the methodological approach used in this research.

Epilogue

As the sun set on the horizon, I stand at the peak of my journey. Like an adventurer who had traversed uncharted lands, I gazed back at the path I travelled and see a journey marked by relentless exploration and multiple crossroads. I feel proud of the multiple knowledge peaks I have summited and the dense forests of literature I traversed.

Throughout this journey, there were times when I found myself wandering off the beaten path, wandering into territories that, though rich in learning and experience, did not find their way into the final narrative of my thesis. These explorations were not futile as it was essential to the fabric of my journey, contributing to a deeper, more nuanced understanding of the research domain. The knowledge I gathered and the texts I wrote will serve as foundation for future publications already in progress.

There were moments of feeling utterly lost, where the map of my research seemed to make me go around in circles. During these periods of uncertainty, I reminded myself that perseverance is needed in the face of such adversity. With each effort to reorient my research on the principal path, I gained invaluable perspectives about the field of UIIs and about the resilience and adaptability required by this academic endeavour.

As this doctoral journey draws to a close, I have embarked on a fresh adventure as the director of the Lab in Open Innovation (LLio), an innovation lab and applied research centre based in a college in Canada. I feel confident as I am equipped with a unique cartography of the innovation landscape and a backpack filled with knowledge and managerial tools I can use in this new endeavour.

May this research inspire scholars to pursue applied research within the realm of UIIs.

Let the adventure continue!

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Appendices

Appendix A: List of 69 UIIs analysed for selecting the five main cases

Appendix A list 69 UIIs analysed for selecting the five main cases. Their names, mission statement and websites are listed in the following table.

Organisations	Mission statements	Websites
Future City Glasgow	In Glasgow we're exploring ways to harness the power of data and technology to make our city a better place to live, work and play.	https://futurecity.glasgow.gov.uk/
Maastricht-Lab	The Maastricht-LAB is a co-creative development platform, in which the search for new forms of urban development is central. We give an impulse to the urban (re)development of Maastricht and are emphatically looking for the energy in the city to enable spatial matters.	https://maastrichtlab.nl/#missie
CitiLAB Cornella	Citilab is a citizen laboratory for social and digital innovation in Cornellà de Llobregat, Barcelona. It explores and disseminates the digital impact on creative thinking, design and innovation that emerges from digital culture. 1 -Fostering the knowledge society , disseminating new technologies and new relationships between society, art, science and ICT. 2- Bringing the general public closer to the latest technological innovations on the Internet in all its manifestations. 3- Maintain social cohesion within the digital culture , facilitating democratic access to information and encouraging the use of new technologies. 4- Promote and develop all kinds of training activities .	https://www.citilab.eu/qui-som/laboratori-ciutada/
Helsinki Design Lab	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. 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.	http://helsinkidesignlab.org/pages/about.html
Future by Lund	Future by Lund is an innovation platform that works for smart and sustainable solutions for growing cities, villages and the people who live there. A basic idea is that we can not solve all the challenges ourselves, but those who live and work in the city and the village play a crucial role in how it works.	https://www.futurebylund.se/om-oss-2
Paris&Co.	Agir avec les entrepreneurs pour la transformation durable de la cité	

Amsterdam Smart city	To ensure a liveable urban future, we need smart solutions and collaboration. Our innovation platform connects the people who build the cities of tomorrow.	https://amsterdamsmartcity.com/
TUBA	TUBÀ accompagne l'amélioration de la vie en ville grâce à un lieu qui favorise les rencontres, réflexions et actions par tous·tes et pour tous·tes (grand public, entreprises, collectivités, associations, chercheur·euses). TUBÀ conduit des projets d'innovation collaborative sur la thématique de la ville de demain.	https://www.tuba-lyon.com/
Forum Virium Helsinki	Forum Virium Helsinki is the City of Helsinki innovation company. It co-creates urban futures with companies, universities, other public sector organisations and Helsinki residents. Forum Virium Helsinki's mission is to make Helsinki the most functional smart city in the world.	https://forumvirium.fi/en/introduction/innovation-unit-developing-digital-services/
BLOXHUB	BLOXHUB is the Nordic Hub for sustainable urbanisation. We help our members to connect with partners, share knowledge and create business opportunities. Check out the programs and events to see how. The BLOXHUB Community has defined eight global and local agendas within sustainable urbanisation. They serve as a beacon and a steering factor for our programs and activities. They are: Circular economy, design dna, digitalisation, governance, livability, buildings, mobility, resilience	https://bloxhub.org/
cityLab Berlin	The CityLAB is a public experimental laboratory for the city of the future. Here, representatives from government, civil society, academia and start-ups collaboratively develop new ideas for how to both ensure and enhance the livability of Berlin as a city. The CityLAB combines elements of a digital workshop, a co-working space and event space into a single location where participation and innovation are jointly pursued. We see digitalisation as an opportunity to re-think existing processes, dismantle social barriers and create new forms of civic participation. The CityLAB is not a single, finalised concept. Rather, it's a dynamic experiment intended to be continuously developed and re-imagined.	https://citylab-berlin.org/en/about-us/
Connected Places Catapult	At Connected Places Catapult, we provide impartial 'innovation as a service' for mobility and built environment businesses, infrastructure providers and public institutions to catalyse step-change improvements in the way people live, work and travel. We connect businesses and public sector leaders to cutting-edge research. We help develop, implement and commercialise the latest technology and innovation for existing markets, as well as create demand and grow new markets in the UK and globally. In addition to the many projects we're working on with our partners, we run technology demonstrations and innovation accelerators for SMEs to help scale new solutions that drive business growth while contributing to the economic growth and a better, greener future for all.	
UrbanOvation	Share insights, opportunities and talents and build a better future	https://urban-ovation.com/
Bee Smart City	EMPOWERING INTELLIGENT CITIES bee smart city is the leading global community, connecting all smart city stakeholders with proven solutions, and the preferred network of United for Smart Sustainable Cities IP, the global smart city initiative of the United Nations.	https://www.beesmart.city/

Open and Agile Smart Cities	Together with our international member cities and partner organisations, and based on our core values – openness, agility, and cooperation – Open & Agile Smart Cities (OASC) is building the foundation for a global market where digital services can scale sustainably. We bring together smart cities & communities worldwide to shape the global market for digital services	https://oascities.org/
Social Innovation Exchange	SIX is a social innovation exchange built on mutual value, relationships and knowledge. We work globally to facilitate purposeful cross-sector conversations, that challenge and inspire people to use innovation to increase social impact.	https://socialinnovationexchange.org/about-us/introducing-six
FabCity	Help cities to produce everything they consume by 2054. Fab City Global Initiative is enabling this shift away from the industrial paradigm of Product-in Trash-out, by enabling the return of manufacture to cities supported by a Data-in Data-out urban model.	https://fab.city/
European Network of Living labs (ENOLL)	The European Network of Living Labs (ENoLL) is an international non-profit association which aims to promote and enhance user-driven innovation ecosystems, more precise the Living Labs concept globally. ENoLL focuses on facilitating knowledge exchange, joint actions and project partnerships among its historically labelled +480 members, influencing EU policies, promoting living labs and enabling their implementation worldwide.	https://enoll.org/about-us/
Future of London	We help build better cities through knowledge, networks and leadership. Our purpose is to share best practice and build skills, knowledge and networks among our public-sector members and private-sector partners.	https://www.futureoflondon.org.uk/about-us/
France Urbaine	L'association porte une vision politique et technique au service de ses adhérents et des citoyens en engageant un dialogue permanent avec l'ensemble des acteurs de la société aux niveaux local, national, européen et international. Elle éclaire la décision publique sur les principaux sujets qui concernent les territoires urbains et la décentralisation	https://franceurbaine.org/presentation/qui-sommes-nous-0
Centre for Cities	Our mission is to help the UK's largest cities and towns realise their economic potential.	https://www.centreforcities.org/about/
Nordic Smart city network	The Nordic Smart City Network is a collaboration initiative joining five Nordic countries, and currently 20 Nordic cities with a common goal: to explore the Nordic way to create livable and sustainable cities.	https://nscn.eu/
Startups Cities Allience Europe (SCALE.CITIES)	The ultimate goal is to provide local startup ecosystems (startups, tech teams, and facility providers) a City-as-a-Service, with better access to Talent, Capital, Launching customers, and Content in an entrepreneurial environment.	https://scalecities.com/who-we-are/
Eurocities	We strive for a Europe where cities are genuine partners with the EU to create a better future for all.	https://eurocities.eu/

Organization	Description	Link
Global Convent of Mayors from climate & energy	We serve cities and local governments to raise the bar on climat. We envision a world where committed mayors and local governments – in alliance with partners – accelerate, ambitious, measurable climate and energy initiatives that lead to a low-emission and climate-resilient future.	https://www.globalcovenantofmayors.org/what-is-our-mission/
C40 cities	A global network of mayors taking urgent action to confront the climate crisis and create a future where everyone can thrive. Mayors of C40 cities are on the leading edge of climate action, and are deploying a science-based and collaborative approach to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.	https://www.c40.org/about-c40/
United Cities and Local Governments (UCLG)	RENFORCEMENT DU RESEAU DE CGLU	Accroître la participation politique, créer de nouveaux outils pour une action synchronisée, renouveler les partenariats avec les différents acteurs et assurer une appropriation partagée par les différents membres : autant d'objectifs qui améliorent la transparence, la participation démocratique et la redevabilité. CGLU a la faculté d'organiser tout le collectif des gouvernements locaux et régionaux par le biais de la Global Taskforce des gouvernements locaux et régionaux, le mécanisme par lequel notre collectif délibère et définit sa voix politique dans l'agenda international.	https://www.uclg.org/fr/organisation/a-propos
Cap Digital	Un rôle d'agitateur et de facilitateur qui réunit tous les acteurs de l'économie numérique & du développement durable (et plus encore) et les fait travailler collectivement pour porter leurs visions, leurs prototypes, leurs projets, leurs technologies et leurs services au-delà des espérances de chacun. Pour y parvenir, nous proposons nos services de soutien à l'innovation, à l'accélération, à la transformation numérique et à la transition écologique.	https://www.capdigital.com/notre-collectif/notre-mission/
WAAG	Technology is not neutral. Waag strengthens critical reflection on technology, develops technological and social design skills and stimulates social innovation. Waag works in a team of designers, artists and scientists that applies public research methods to technology and society. In this way, Waag enables as many people as possible to help design an open, fair and inclusive future.	https://waag.org/nl/over-waag
Dark Matter Labs	We are a strategic discovery, design and development lab working to transition society in response to technological revolution and climate breakdown. Dark Matter Labs is focussed on the great transitions our societies need to respond to the technological revolution and climate breakdown we face. Our aim is to discover, design and develop the institutional 'dark matter' that supports a more democratic, distributed and sustainable future.	https://darkmatterlabs.org/About
Sheffield Sum Studio	SUM Studios is the revival of three beautiful Grade II listed Victorian School Board buildings into a dynamic mix of arts, business and community spaces. The team behind the development, Heeley Trust, had a vision – to transform this local landmark and a gem of Victorian architecture into the heart of a community in Heeley. And so following years of negotiations, work started in 2009 to bring this place back from the brink of dereliction and to make it the hive of activity it is fast becoming.	https://www.sumstudios.co.uk/

Stapeln Open Maker Space	STPLN (pronounced stapeln) is for you who have ideas and creative projects. The door is open to all experiences, levels and ages. We have workshops, studios and an open office space ready for use. We work inclusive, experimental and sustainable with technology, crafts, art and culture. Our mission is to provide space, time, structure and methods. Our target groups are individuals and organisations with creative, innovative ideas in arts and culture, technology and design, non-formal education and circular practice. We are housed in a 2000m2 former slipway where large ships were once repaired on our rooftop before being pushed out to sea.	
Urban Innovation Stadt neu denken!	The association "Urban Innovation – rethinking the city! eV" based in Heidelberg has been a competence partner and multiplier for innovative approaches to urban research and urban design since July 2017. Our goal is to bring together citizens, business and science and to develop innovative solutions in the field of urban development. In order to achieve this goal, we are constantly developing new structures and forms of cooperation at eye level as well as event formats that release innovative and co-creative creativity - and convert it into implementation power in the right places.	https://urbaninnovation.de/ueber-uns/#wer-wir-sind
The Young Foundation	The UK faces significant social, economic and environmental challenges, which demand urgent collective action. Our mission is to develop better-connected communities and shape a fairer future. Together with local individuals, organisations and policy-makers, we explore new ways to tackle the issues people tell us they care about. We believe that stronger communities, where people have influence, will secure the greatest wellbeing in society.	https://www.youngfoundation.org/about/our-work/
Nesta	We design, test and scale new solutions to society's biggest problems, changing millions of lives for the better.	https://www.nesta.org.uk/about-us/
Ceuvel (+Metabolic lab)	De Ceuvel is a cultural breeding ground at the interface between technology, sustainability and art. We want to be a figurehead for the social transition to a contemporary circular way of life. We inspire and involve kindred spirits in a larger growing movement of innovation towards a sustainable city, country and world through a idiosyncratic art and culture programming. The transition to a circular economy and society is not only a technical transition, it is also a cultural transition: people have to learn to deal with new techniques and the associated ideas. The cultural program at De Ceuvel aims to plant a seed in every visitor that will grow into greater awareness of sustainability, innovation and the role of art and culture in this.	https://deceuvel.nl/nl/
Mooi, mooier middelland	In Mooi, Mooier Middelland, residents, entrepreneurs and the municipality of Rotterdam are working on a program to improve the neighbourhood. This collaboration has been called co-creation by Mayor Aboutaleb and means that residents and entrepreneurs take the lead. They determine the course of development in the neighborhood and support the municipality	http://www.mooimooiermiddelland.nl/
Urban Farm	Projects always develop from current situations and needs in the district. Since the city on the Harter Plateau is constantly growing and is subject to a permanent process of change, there are always new problems and situations that require action. With an artistic approach, we try to introduce new ideas and perspectives in such situations in order to show people who are confronted with always the same, repetitive structures new possibilities and approaches.	https://www.urbanfarm.at/

BedZed	BedZED, in Sutton, south London, has gone down in history as the UK's first large-scale, mixed-use sustainable community. It has been an inspiration for low-carbon, environmentallyfriendly housing developments around the world.	https://storage.googleapis.com/ www.bioregional.com/downloads/ The-BedZED-Story_Bioregional_2017.pdf
Rotterdam Circular	And what are the minimum requirements for a comfortable lifestyle? Am I really attached to these knick-knacks? So many questions and so much to do. While Jan-Willem was busy designing, I was working on the interior and cosiness. I enjoy establishing a network and staying in touch with like-minded people. Learning from their experience, being inspired by their ideas and helping each other along.	https://rotterdamcirculair.nl/en/initiatieven/ tiny-house-at-concept-house-village/
HSB Living Lab	With HSB Living Lab, we take a big step into the future. In close collaboration between people, researchers and the business community, we create the housing of the future in the third generation Living Lab. HSB Living Lab is a world-unique arena where we develop new ways to build and shape the housing of the future. The project tests completely new technical and architectural innovations for 10 years. Tests that give us knowledge to build the homes of the future. We want to answer questions such as: How can we save resources and energy? How should we cook our food, how should we wash, how should we build and adapt the home to create sustainability - today and tomorrow?	https://www.hsb.se/hsblivinglab/
Newcastle City Living Lab	We're actively working with partners to establish the city as a 'Living Lab', a place to encourage experimentation, research and the development of solutions to city challenges and issues. The Living Lab framework includes digital and technology capabilities that enable prototyping, testing and evaluation of new products, services and ideas. It also includes the 'soft infrastructure' – workshops, user groups and community panels - to involve city residents in trialling new ideas and in citizen science projects.	https://newcastle.nsw.gov.au/ living/our-city/living-lab
Silicon Allee	Supporting entrepreneurs and the international tech community since 2011. Our network is your network – to help you find jobs, co-founders, apartments, office spaces, and stay up-to-date on tech news and advice.	https://www.siliconallee.com/
Galway City Innovation District	The non-profit Galway City Innovation District (GCID) was founded by some experienced like-minded volunteers in July 2015 to address this particular problem. Its purpose was to attract creators, innovators and entrepreneurs who wish to work in close proximity to others in a supportive and connected environment in Galway's inner city, as well as young technology companies with strong growth potential and, eventually, larger companies and multinationals.	http://www.galwaycity.com
Knowledge Quarter Liverpool	It links up like-minded cultural and commercial organisations, academics, clinicians and scientists, to promote the world-class innovation that exists within the Liverpool City Region. KQ Liverpool brings together the city's key partners to collaborate in a creative environment – making the whole greater than the sum of its parts – with the capacity to respond quickly to opportunities. At KQ Liverpool, we never accept the norm. We are change-makers, always looking to positively disrupt the market and drive sustainable inclusive growth, through partnership and collaboration.	https://www.kqliverpool.co.uk
Here East	Here East is located in London's Queen Elizabeth Olympic Park, we invite innovators, disruptors, visionaries and like-minded people to share – and participate – in the making of game-changing innovations.	https://hereeast.com

Knowledge Quarter	KQ focuses support for innovation, collaboration and knowledge exchange. We have fostered connections to achieve productive partnerships, fruitful networks and creative collaborations. Knowledge Quarter has developed a recognisable brand, signposting to our resources and enabling us to speak with a single voice on issues that are relevant to us.	http://knowledgequarter.london
Oxford Road Corridor	By 2025, Oxford Road Corridor will be Manchester's cosmopolitan hub and world-class innovation district, where talented people from the city and across the world learn, create, work, socialise, live and do business; contributing to the economic and social dynamism of one of Europe's leading cities.	http://www.oxfordroadcorridor.com
Newcastle Helix	Newcastle Helix exists to help us all live better lives. Easier, healthier, smarter and longer. Our focus is on data science, urban science and life science. Together, we're transforming the quality of life for families, communities and cities around the world. It's a 24-acre testbed and collaborative ecosystem for public and private bodies that's unlike anything else in the UK. Hundreds of innovators, businesses and progressive homeowners living and working side by side, along with great food, drink and entertainment venues. Businesses who co-locate here benefit profoundly from being in the centre of one of the most important innovation hubs in Europe.	https://newcastlehelix.com
Paris Saclay Innovation Playground	Paris-Saclay offers an exceptional density and variety of potential partners and resources, ranging from the multidisciplinary laboratories of Université Paris-Saclay to industrial players in strategic economic sectors, and from the large shared scientific facilities and infrastructures to the network of incubators and maker spaces.	https://paris-saclay.business
Stockholm Science City	We are an active and helpful expert organisation that facilitate knowledge transfer and growth. Our organisation is a non-profit foundation that was founded in 1990. We strengthen relations and increase collaborations between academia, industry and society to support the development of Stockholm as an attractive place for research and entrepreneurship. Our ambition is to create benefit for society and strengthen Stockholm's competitiveness in the area of life sciences.	https://ssci.se
Den Haag Central Innovation District	A national hub where 90,000 people earn their money and more than 30,000 people study towards a better, safer and fairer world in a digital age. Over the next twenty years, an enormous amount of investment in this area will converge. 25,000 homes will be added for 50,000 new residents. We expect an addition of 500,000 square meters of office space and the expected number of commuters will double to more than 400,000 per day. We are working together with the users of the area on a New The Hague. In 2040, which has developed into an attractive international hub from which the whole of The Hague will reap the benefits. Central to this is the creation of economic growth, with plenty of opportunities for entrepreneurship, personal growth and sustainable employment for future generations in an attractive, liveable and inclusive environment.	https://www.ciddenhaag.nl

Glasgow City Innovation District	Glasgow City Innovation District is a hub for entrepreneurship, innovation, and collaboration. It builds on Scotland's rich tradition of scientific excellence and industrial collaboration. Bringing together ambitious, forward-thinking people, the District is tackling societal and global challenges and driving inclusive economic growth. Located in the heart of Glasgow City Centre, the District is home to many innovative companies and organisations who've located here to nurture and accelerate growth, improve productivity, and access world-class research and technology from the University.	https://www.strath.ac.uk/workwithus/glasgowcityinnovationdistrict/
Cumulus Park	In Cumulus Park, companies, education, government and professionals come together to create new opportunities. We create opportunities through (self) development and through a good network. In Cumulus Park you will find those two elements based on four themes. Themes that fit into the new professional world: Finance, proffesional excellence, digital talent, economic transition.	www.cumuluspark.com
Lyngby-Taarbæk Vidensby City of Knowledge	One of Europe's leading knowledge and university cities with a world-class level of research and education A centre for innovation and development of knowledge-intensive business clusters An attractive hub for national and international talented individuals characterised by a high quality of life A living laboratory for sustainable urban and business development We want to find solutions to the challenges of the future locally and be a Danish beacon for open innovation on the world stage.	http://vidensby.dk/en/home/
Copenhagen Science City	Together with oru collaborators we will: Attract companies, talent and investments that reinforce our innovationecosystem Facilitate collaboration between knowledge institutions, innovation hubs and companies to promote knowledge-sharing and commercialisation Strengthen transport infrastructure and create space for urban life, compnies and other relevant actors to make the innovation district even more attractive	https://copenhagensciencecity.dk
Grand Canal Innovation District	We aim to make Ireland the tech capital of Europe and we have many of the ingredients to succeed.	https://www.tcd.ie/innovation-district/
Imperial College London White City Campus	We are transforming White City into a global beacon for innovation and growth and a leading destination for life sciences, tech and creative businesses, education and research, whilst also White City Campus provides a 23-acre platform for innovation and entrepreneurship at the heart of the White City Opportunity Area. White City north is home to multidisciplinary research facilities, innovation spaces for businesses of all sizes, accommodation for postgraduate students and a flagship residential tower, providing affordable accommodation for Imperial key workers. White City south is home to Scale Space, a new innovation space for London, bringing together the best research, talent and business-building expertise, and The Invention Rooms, a pioneering community engagement and outreach facility.	https://www.imperial.ac.uk/white-city-campus/

Porto Innovation District	he Porto Innovation District represents one of the largest density of talent, knowledge and innovation in Europe. In a little more than a square kilometer work more than 14,000 people, mostly with higher qualifications and in functions of great complexity. The district also hosts some 38,000 students in more than 500 higher education programmes and launches more than 10,000 graduates a year. The district is responsible for more than 20% of the national scientific publications and annually raises more than €70 million in basic and competitive research funding, affirming itself as the place of greater production of knowledge of the country. And a place where the strong presence of engineering technologies, health sciences and entrepreneurship lend considerable impetus to the process of innovation. Asprela is home to about 40 business innovation centers and other anchor companies, and to more than 70 startups in incubation at the University of Porto's Science and Technology Park (UPTEC), which benefit from proximity to the academy and the production of knowledge. UPTEC was recognised by the European Commission in 2013 with the Regio Stars Award in the category "Smart Growth".	https://web.fe.up.pt/~studyresearch/life-at-feup/innovation_district/
22@	Build a mixed city, Tissue conservation, Restructure the neighborhood, Promote emerging economic activities, Improving environmental quality, Streamlining the transformation	https://www.22network.net/ http://www.22barcelona.com/
Ørestad Innovation City	Ørestad Innovation City Copenhagen (ØICC) is Copenhagen's green innovation district. ØICC brings city district actors together, including universities, startups, public institutions, and private Companies, in a strong innovation partnership. Through networks and cross sector partnerships, we catalyse sustainable business development.	https://oicc.dk/en/
HafenCity	The aim is to create a new part of the city on the water in terms of urban planning and architecture, in terms of use and identity, but also emotionally. A total of approx. 2.5 million m² gross floor area (GFA) will be newly built above ground and more than 7,500 apartments for approx. 15,000 people, service areas with up to 45,000 jobs (including 35,000 office jobs), educational institutions (daycare centers, schools, universities), Gastronomy, retail, cultural and leisure facilities as well as parks, squares and promenades - for around 80,000 guests a day, who are expected after the overall completion.	https://www.hafencity.com
Smart Kalasatama	Smart Kalasatama, a brownfield district in Helsinki is a vivid Smart City experimental innovation platform to co-create smart&clean urban infrastructure and services. Smart Kalasatama is developed flexibly and through piloting, in close co-operation with 200 + stakeholders including residents, companies, city officials and researchers. Kalasatama district will offer a home for approximately 25,000 residents and jobs for 10,000 people by 2035. Currently, there are 3,000 people living in the area. The vision of Kalasatama is that smart services save one hour of citizen's time every day.	https://fiksukalasatama.fi/en/

Lyon Confluence District	Carrying out the full range of studies prior to development or construction work. Proceeding with all acquisitions of buildings and or undeveloped property for development, as well as any necessary demolitions. Establishing contracts or agreements to ensure land management before implementing development operations and managing transfers to third parties for the purpose of construction. Completing all necessary financial, commercial, industrial, property and real estate studies and operations. Undertaking operation, management, maintenance and development of structures by any means during the implementation phase and before delivery to the owner or end user. Promoting the Lyon Confluence project and engaging in communication and consultation actions likely to promote its implementation and thus participating in the international influence of Métropole de Lyon.	http://www.lyon-confluence.fr/en/index.html
MIND Milano Innovation District	Mind is the place to experience new ways of working, researching, living, being together, and moving. The Milan of tomorrow. The primary objective of redevelopment is to found a sustainable ecosystem capable of bringing out a new community and representing an exemplary model for the future urban regeneration of the world. Through a transformation and regeneration project, MIND promises to become a new urban catalyst, characterized by a substantial functional and social mix able to connect not only to the community of the center of Milan but to constitute itself, the mending between the neighboring epicenters , thus becoming a strategic area for the entire country. MIND will become a new district of Milan : a real city within a city that looks to the future with a vision that combines the scientific, academic and environmental aspects.	http://www.mindmilano.it
RDM Rotterdam Innovation District	The manufacturing industry of the future is taking shape at RDM Rotterdam. The former yard of the Rotterdamsche Droogdok Maatschappij (RDM) now accommodates companies, education, and research. In the middle of the port – yet close to the city – they work together on innovations that contribute to a smart port.	https://www.rdmrotterdam.nl
Sheffield Advanced Manufacturing Innovation District	The Innovation District produces research-led, technology-based solutions delivered by some of the world's most talented people working in aerospace, defence, transportation, nuclear, oil, gas and healthcare technologies. The Innovation District is the go-to-place in the UK, for global leaders looking for advanced manufacturing and engineering innovation. Born out of a unique partnership between Sheffield's two universities, private business and the region's Local Authorities, it builds on the region's established strength for manufacturing and engineering; accelerating the delivery of new technologies and creating excellent opportunities for trade and investment.	https://www.sheffieldbusinesspark.co.uk/the-advanced-manufacturing-innovation-district-amid https://www.welcometosheffield.co.uk/business/developments/innovation-district
Kista Science City	Here we work to create a sustainable future with the help of technology. With us on the journey, we have innovative companies, academia, authorities and citizens.	http://www.kista.com/

Appendix B: Overview of the structured interview guide

Appendix B presents an overview of the structured interview and the differences with the original COBRA questionnaire. The questionnaire has 26 questions that are structured in the following five sections:

1. Background information
2. Autonomy, steering and control
3. Organisational characteristics
4. Organisational culture
5. Information about the participant

Section 1: Background information

The first section aims to capture an extensive overview of the background information on each case. Based on the research from (Amabile et al., 1996; Arad et al., 1997; Charters, Knight, Thomas, & Munro, 2002; Dvir, Schwartzberg, Avni, Webb, & Lettice, 2006; Ekvall, 1996; Lægreid, Roness, & Verhoest, 2011)) the following nine factors have been chosen:

1. Age of organisation
2. Size of the organisation
3. Size of budget and sources of income
4. Legal status
5. Parent department/ministry
6. Way of establishment
7. Mission
8. Target groups
9. Competition

Section 2: Autonomy, steering and control

Section 2 aimed to assess the autonomy of each organisation and the steering and control mechanism implemented by the government. First, the autonomy was studied using questions about their strategic autonomy, operational autonomy, financial autonomy and political autonomy.

Second, the level of steering and control from the government was studied using 15 questions about:

- the level of involvement in goal setting,
- the kind of measured indicators,
- the reporting of attainment of goals and results,
- the results evaluation,
- the sanctions and rewards,
- the audits,
- the governing board,
- the evaluation of the CEO,
- the CEO accountability,
- the trust,
- the control of finance
- frequency of steering meetings and
- informational contact.

In the original COBRA questionnaire, this section was in two separate section "Cluster 2: Autonomy of the organisation" and "Cluster 3: Steering and control of the organisation". They were merged into "Section 2: Autonomy, steering and control" to simplify the questionnaire and because the section on autonomy only had three questions.

Section 3: Organisational characteristics

This section aims to gather information about the structure, professions, processes, events and technology used in UII. It was not part of the original COBRA questionnaire but was added to be able to gather crucial information about the organisation.

The subsections are:

1. Organisational structure
2. Diversity of professions
3. Standardisation of processes
4. Internal and external events
5. Virtual space/technology used

The questions about the organisational structure aimed to examine the level of hierarchy in selected organisations. The following question aimed to have an overview of the types of professionals hired by UII. Question 3 aimed to better understand the level of standardisation of UII processes regarding hiring, project selection, resourcing, and tracking projects. The question four aimed to understand if UII are involved in external events and if they organise internal events. Finally, the last question in this section aimed to explore the technological tools UII use for project management, internal communications, external communications, sharing ideas inside the organisation, human resource planning, tracking employees' tasks, salaries, human resources.

Section 4: Organisational culture

Section 4 aims to gather information about organisational culture in UII. In this section, the participants were asked to evaluate 37 criteria using a seven-point scale. The scale evaluates how characteristic are these criteria for each organisation. The seven points are as follow: very uncharacteristic, uncharacteristic, rather uncharacteristic, neutral, rather characteristic, characteristic, very characteristic.

The only modification from the COBRA questionnaire is that the determinant "impact oriented" was added. This determinant was included in accordance with the literature on sustainability transition. In this literature, several authors have studied the impact of intermediary organisations on sustainability transition policies (Mignon & Kanda, 2018).

Section 5: Respondent's information

The last section of the questionnaire aimed to gather information about job status of the respondent – e.g. position in the organisation, time working in the organisation. This questionnaire aims to collect factual information about the organisation, therefore anonymity should not be a problem.

Appendix C: The structured interview questionnaire

Appendix C presents the structured interview questionnaire as it was administered. The participants were invited to participate using the email in Appendix I. Each participant had to read the 'participant information sheet' in Appendix F and sign the consent form in Appendix G.

Section 1: Background information

Q1 - Age of organisation

- In what year was your organisation (in her present legal status/kind of affiliation) established?

Q2 - Size of the organisation

- How many employees did your organisation have on 31 December 2017? (approximate number is sufficient)

Q3 - Size of budget and sources of income

- Are you allowed to share the annual budget and revenue model of your organisation?

○	Yes
○	No

If you are allowed to share the annual budget of your organisation without further approval, answer the three following questions.

- What is the total size of the budget your organisation have worked with in 2017 (Approximate number is sufficient)?

- What are the sources of income for your organisation?

Public fundir ○

Private fundi ○

○

Academic funding

Delivering se○ es

Commerciali○ on of products

Other source○

- Can you give a roughly estimated share (in percentages) of each source of income in the total income of the organisation?

Sources of income	Percentage
Public sector	
Private sector	
Academic sector	
Delivering services	
Commercialisation of products	
Other sources	

Q4 - Legal status

- What is the link between the public sector and your organisation?

Part of the pi○ sector

Created by th○ iblic sector

Financed by t○ ublic sector

Works partne○ p with the public sector

- Has your organisation a legal personality/identity separate from that of the state/parent ministry?

○	Yes
○	No

If yes, what is the legal identity?

Q5 - Parent public body

- What department/ministry is the core department (mother department) of your organisation, given the ties your organisation has with the department/ministry for the execution of your tasks?

Q6 - Way of establishment and link to predecessor organisations

- Going back to the establishment of your organisation; how was it established, more specifically was it a:

- Fusion/merger

- Secession/split

- Succession

- Newly established

- Other

- In case of fusion, secession or succession, can you give the names of the predecessor organisations?

Q7 - Mission of the organisation

- What is the primary and secondary mission of your organisation?

o Primary mission:

o Secondary mission:

Q8 - Target groups

- Which of the following units are relevant customers/users/target groups of the activities, services and/or products of your organisation (several answers possible)?

Civil service agencies ○
Governmental companies/foundations ○
Units at local administrative level ○
Units at country/regional administrative level ○
Private organisations ○
Academic organisations ○
Voluntary organisations ○
Individuals ○
International organisations ○
Networks ○

Q9 - Competition

- Given the main tasks of your organisation; are there still other actors/organisations that deliver similar products and/or services in the same area as the one your organisation is active?

○	No
○	Yes, but few
○	Yes, a lot

- In case of 'yes', is your organisation in competition with these other organisations?

| ○ | Yes |
| ○ | No |

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Section 2: Autonomy, steering and control of the organisation

Q1. Strategic and operational personnel management autonomy

Can the organisation without interference from above/without ministerial or departemental influence/without prior consent of ministers and department set genal policy for the organissation concernint most aspects of:

	Yes	No
The level of salaries for groups of staff		
Conditions for promotions for groups of staff		
Way of evaluating personnel for groups of staff		
Way of appointing personnel for groups of staff		
General criteria of downsizing in the organization		
Set staff number (within budgetary limits)		

Q2 -Financial management autonomy

Financial management autonomy: can your organization itself:

	Yes without prior approval from above	Only with prior approval from above	No
Take loans for investments			
Set tariffs for services or products			
Engage in participations in private law legal persons			
Shift between the budgets for personnel– and running costs			
Shift between the budgets for personnel or running costs on the one hand and investments on the other hand			
Shift between the budgets of different years			

Q3 - Involvement of organisation in the setting of goals

Is your organization involved in the setting of these goals (other than purely financial goals) and to what extent is this mostly/predominantly the case (one answer)?

☐	we set the goals ourselves
☐	we set them after having consulted a political (e.g. minister) or an administrative (e.g. parent ministry) senior unit
☐	We set them together with a political (e.g. minister) or an administrative (e.g. parent ministry) senior unit (as equal partners) by a process of negotiation or concertation
☐	a political (e.g. minister) or an administrative (e.g. parent ministry) senior unit does it after having consulted our organization
☐	a political (e.g. minister) or an administrative (e.g. parent ministry) senior unit does it alone without consulting our organization

Q4 - Kind of indicators measured

To make goals measurable, indicators are used. What is measured with the indicators that are used?

	Yes	No
Societal effects	☐	☐
Quality of service delivery	☐	☐
Quantitative output	☐	☐
Use of resources	☐	☐
Effects, quality or output in relation to resources	☐	☐

Q5 - Use of indicators for steering and control

To what extent are the indicators used in the steering relation between the organisation and the parent ministry (as opposed to being used for internal organisational purposes)?

5 – point scale ranging from ' to a very large extent' to 'not at all'

Q6 - Reporting of attainment of goals and results

How frequently reports your organization about results and achieved goals (other than purely financial goals) to the political (e.g. minister) or the administrative (e.g. parent ministry) senior unit" (one answer)?

☐	By monthly reports or more frequently
☐	By reports every 2 to 4 months
☐	By reports every half year
☐	By yearly reports
☐	By reports with a frequency of less of once a year
☐	No reporting/not applicable

Q7 - Who evaluates the results

By whom are the results or goal attainment (other than purely financial goals) of the organization evaluated (more answers possible)?

☐	Organisation itself
☐	Parent department and/or minister
☐	Third parties by order of the organization
☐	Third parties by order of the parent ministry/minister
☐	Others
☐	Nobody

Q8 - Regular internal or external audit

Is your organization subject to a regular audit/inspection/scrutiny and who performs these regular audits (more answers possible):

☐	☑	No, our organization is not subject to a regular audit
☐	☑	Yes, we do it ourselves (internal)
☐	☑	Yes, we contract other to do it
☐	☑	Yes, by another unit of the executive government (e.g. Flemish Internal Audit Unit)
☐	☑	Yes, by an court of audit linked to the parliament does it
☐	☑	Yes, by other actors commissioned by the oversight authorities (please specify ...)

On what issues is the content of these audit(s) /inspection/scrutiny predominantly focused (more answer possible):

	Financial issues	Performance and General organisational results	Legality and rule-compliance	Internal control systems	Others	Not applicable.
Internal audit by ourselves	○	○	○	○	○	○
By other actors contracted by us	○	○	○	○	○	○
By other unit of	○	○	○	○	○	○
the executive government						
By the court of audit	○	○	○	○	○	○
By other actors commissioned by the government	○	○	○	○	○	○

Q9 - Ad hoc audits and specific inquiries

Have your organization been subjected to an ad hoc (non-routine) audit or specific inquiry within the last 5 years (more answer possible):?

☐	No, our organization was not subject to a ad hoc audit
☐	Yes, we do it ourselves (internal)
☐	Yes, we contract other to do it
☐	Yes, by another unit of the executive government (e.g. Flemish Internal Audit Unit)
☐	Yes, by an court of audit linked to the parliament does it
☐	Yes, by other actors commissioned by the oversight authorities (please specify ...)

On what issues was the content of the ad hoc audit(s) or specific inquiry predominantly focused (more answer possible):

☐	financial
☐	on general organizational results
☐	on legality and rule-compliance
☐	on internal control systems
☐	of another kind (specify...)

Q10 - Presence of governing board

Has your organization a governing board?

☐	Yes
☐	No

Q11 - Who appoints board members?

In case your organization has a (governing) board, by whom or which actor is it appointed (are the members appointed)?

☐	By the government or minister
☐	By the government or minister after nomination by or consultation of the organization (i.e. management or employees)
☐	By the general council of the organization (in case of company meeting of shareholders, general assembly)
☐	By the government or minister after nomination by or consultation of interest groups and/or stakeholders of the organization
☐	By the parliament after nomination by minister or government
☐	By another actor (specify)

Q12 - Composition of board

If there is a (governing) board in your organization, how many board members are there from the following groups, and how many of these have voting rights?

Type of representative	Number of these representatives	Number of these representatives with voting rights
Central Government reps		
Other Governmental reps		
Reps of employee organizations (labour unions)		
Reps of employer organizations		
Reps of stakeholders (e.g. interest groups, client groups)		
Reps of employees of the organization		
Independent experts		
The topmanagement of the organization		
Reps of private shareholders (in case of a company with shareholders)		
Other (please specify ...)		

Q13 - Appointment of CEO

By whom or what actor is the CEO of the organization appointed?

- ☐ By the governing board of the organization
- ☐ By the government or minister
- ☐ By the government or minister after nomination by or consultation of the board or of the organization itself (i.e. management or employees)
- ☐ By the general council of the organization (in case of company meeting of shareholders, general assembly)
- ☐ By the parliament after nomination by minister or government
- ☐ By another actor (specify)

Q14a - Frequency of formal and informal contact

How many times (approx.) does the senior management of your organisation have formal contact (in formal steering meetings with written proceedings or official agenda) with the responsible political (eg minister) and/or administrative (eg department/parent ministry) superiors?

☐	Once or more a week
☐	Once or more a month
☐	Trimestrial
☐	Twice a year
☐	Once a year
☐	Less than once a year
☐	Never
☐	Not relevant

How many times does the senior management of your organisation have informal contact (informal meetings without written proceedings, telephone calls, e-mails, …) with the responsible political and/or administrative superiors?

☐	Once or more a week
☐	Once or more a month
☐	Trimestrial
☐	Twice a year
☐	Once a year
☐	Less than once a year
☐	Never
☐	Not relevant

Q14b - Trust between organisation and parent minister

How would you describe the level of trust between your organization and the parent department/minister?
- Very high level of trust
- Rather high level of trust
- neutral
- rather low level of trust
- very little to no trust

Section 3: Organisational characteristics

Q1 - Organisational structure

- How many levels of hierarchy is there in your organisation?

Q2 - Diversity of professions

- What professions are represented in your organisation?

Q3 - Processes

The organisation where you work has standardise processes for:

- Hiring

   ○   ○   ○   ○   ○

Strongly Disagree   *Disagree*   *Neutral*   *Agree*   *Strongly Agree*

- Selecting projects

   ○   ○   ○   ○   ○

Strongly Disagree   *Disagree*   *Neutral*   *Agree*   *Strongly Agree*

- Managing projects

   ○   ○   ○   ○   ○

Strongly Disagree   *Disagree*   *Neutral*   *Agree*   *Strongly Agree*

- Resourcing

   ○   ○   ○   ○   ○

Strongly Disagree   *Disagree*   *Neutral*   *Agree*   *Strongly Agree*

- Tracking projects

   ○   ○   ○   ○   ○

Strongly Disagree   *Disagree*   *Neutral*   *Agree*   *Strongly Agree*

Q4 - Events

- Does the organisation runs external events intended to attract people from its network?

☐	Yes
☐	No

- Does the organisation takes part in external events?

☐	Yes
☐	No

Q5 - Virtual space (use of technology)

Does your organisation uses technology for:

	Yes/no	If yes, which ones
Project management		
Internal communications		
External communications		
Sharing ideas inside the organisation		
Resourcing		
Tracking employees tasks		

Salaries		
Human resources		
Other		

Section 3: Culture of the organisation

Self-assessment of the organisational culture

1 – Very uncharacteristic

2 – Uncharacteristic

3 – Rather uncharacteristic

4 – Neutral

5 – Rather characteristic

6 – Characteristic

7 – Very Characteristic

Focus on task accomplishment							
Innovation							
Training							
Trust							

Respect for individual rights							
Detail orientedness							
Emphasis on quality of service							
Promotion in the organisation							
Good financial rewards							
Support for employees							
Risk taking							
Giving customers what they expect							
Working hard							
Empathy with employees							
Integrity							
Equal rewards							
Honesty							
Cooperation with colleagues							
Valuing customers							
Fair compensation							
Goal oriented							

Willingness to experiment								
Precision								
Advancement possibilities								
Care for employees								
Accuracy								
Team spirit								
Result orientedness								
Prestation related compensation								
Creativity								
Keeping promises								
Personal career development								
Team orientedness								
Relationships with customers								
Cooperation with others								
Impact orientedness								

Section 4: information about the participant

1. What is your employment status?

Full tir ○

Part ti ○

Contra ○ r

2. For how long have you been working for this company?

1 year ○

2 year ○

3 year ○

4 year ○

5 year ○

More ○ ı 5 years

3. What is your level of seniority in the company?

Lead ○

Head ○

Execu ○ management team

Board ○

Appendix D: Semi-structured interview guide

Appendix D presents the interview guide utilised for the semi-structured interviews. The main objective of these interviews is to better understand innovation capabilities of the UII. These interviews address five main themes:

o Organisational autonomy
o Knowledge and skills management
o Level of creativity and innovation
o Change management
o Urban innovation

Each participant had to read the 'participant information sheet' in Appendix F and sign the consent form in Appendix G.

Section 1: Icebreaker about organisational creativity, innovation, flexibility and adaptability

The concepts of creativity, innovation, flexibility and adaptability are central to this research since these organisations have to design management practices that need to be both highly innovative and highly efficient.

In the context of urban innovation organisations, what comes to your mind when you hear:

- Creativity

- Innovation

- Flexibility

- Adaptability

Section 2: Organisational autonomy

- How would you describe the relationship between your organisation and your financing body?

- To what extent has the relationship towards the financing body changed during the past five years?

- Apart from financial support, how does your funding body help you to be successful in your mission?

- What is the main difficulty in managing an organisation which is steered by an external funding body?

- Do you think you have enough autonomy from your funding body to fulfil your mission?

- Do you think that the key performance indicators (KPI) allow the funding body to understand the impact that your organisation has?

Section 3: Knowledge, skills and competences management

- How do you organise the work to foster collaboration between diverse professions?
    - o   Structure
    - o   Processes
    - o   Space
- Do you have a knowledge management strategy?
    - o   If yes: Can you explain the objectives of your strategy and how it unfolds in the organisation
    - o   If not: Why not?
- Do you have processes or events with the aim to support bottom-up participation?
- Do you have processes or events with the aim to foster a sense of community?
- Is there some sort of management practices that aim to foster the learning of transversal skills for the staff?
- Why is it important for your organisation to be part of a network of organisations and people involved in urban innovation?
- What do you bring to the network?
- What types of support are you looking for by participating to the network?
    - o   What types of collaboration works the best?
    - o   What are the characteristics of a good collaboration?
    - o   What types of collaboration are the hardest? Why?

Section 4: Organisational innovation

- How do you organise teams to support the generation of novel ideas?
- What types of technology are you using to foster the generation of novel ideas?
- Have you organised the workspace with the idea to foster creativity and innovation in mind?
    - o   What are the characteristics of a workspace that have a positive impact on the level of creativity and innovation?

Section 5: Change management

- How much did your organisation change in the last five years?

- Are the changes planned or a request of the founding body?

- In the last year, has your organisation became more formal or less formal?

- What is your vision for the next five years?

  - Size of the organisation

  - Budget

  - Structure

Section 6: Urban innovation

- What percentage of your initiatives relates directly to urban development, and how does this influence your strategic focus?

- To what extent does your organisation collaborate with municipal authorities?

- Could you elucidate the principal distinctions between projects centred on urban innovation and those that are not?

- How do these differences manifest in terms of outcomes, and challenges?

- How would you characterise your entity's role and activities within the realm of urban innovation?

Section 7: Information about the participant

1. For how long have you been working for this company?
2. For how long have you been working in urban innovation?
3. For how long have you been working in a creative/innovative industry?

Appendix E: Overview of the creativity and innovation climate questionnaire

Appendix E gives an overview of the creativity and innovation climate the questionnaire and highlights the modification made from the questionnaire administered in the research by Moultrie and Young's (2009).

The creativity and climate questionnaire is structured in five sections:

- Section 0: Introduction, participant information sheet and consent
- Section 1: Questions about the general perception regarding the level of organisational creativity and innovation.
- Section 2: Narrative questions about the most and least important elements for fostering creativity and innovation
- Section 3: Quantitative questions regarding the current performances and importance attributed to 33 determinants.
- Section 4: Questions about the participants.

Section 0: Introduction, participant information sheet and consent

The introductory section of the questionnaire begins with a brief expression of gratitude towards participants and emphasises the confidentiality of their responses. In response to feedback, a note was added for certain cases, permitting respondents to answer narrative questions in French despite the questionnaire being in English. Despite efforts to accommodate language preferences, some participants found it challenging to respond due to time constraints preventing thorough questionnaire review. The second page outlines essential information mandated by the Research Ethics Committee, covering the research topic, objectives, participant entitlements, confidentiality, data handling protocols, and contact details. Consent to participate was solicited on the third page, requiring participants to affirm their understanding and agreement through checkbox validation. Finally, the fourth page offers a delineation of organisational creativity, clarifying the distinction between creativity and innovation within the research framework.

The questionnaire begins by providing definitions for creativity and innovation. After each definition, participants were asked to assess the level of creativity and innovation of their organisation and the importance of this determinant in fostering creativity and innovation.

Section 2: Narrative questions

In section 2, six narrative questions were included to identify additional elements which are perceived to support or hinder organisational creativity and innovation. **These questions are based on the SOQ but ask separate questions for the concepts of creativity and innovation. These narrative questions have been asked to discover new constructs based on participants' description (Isaksen & Ekvall, 2015).**

Originally in Moultrie and Young's (2009) questionnaire, the narrative questions were at the end survey. For the first case study, they were moved to section 1 to avoid respondent's answers being influenced by the other questions. The logic behind this change is based on the assumptions that if the participants have to answer questions about the level of influence of 32 determinants, they will be less likely to think about other determinants when answering the narrative questions. After analysing the data of the first case study, I realised that more tant 30% of respondents had stopped at this section. For the second case study, I made the section optional, and I directly speak with every member of the staff to tell them that this section was optional and that if they decide to answer they could do it in their mother thong. For the third and fourth cases the narrative questions were kept optional and moved to section 3 in order to motivate people to participate.

Section 3: Quantitative questions

In the third section, participants were asked to evaluate the levels of organisational creativity and innovation of their organisation regarding thirty-three determinants. In addition, they have to evaluate the importance of these determinants in encouraging creativity and innovation. Here is an example of the three subquestions used

1. Does the organisation explicitly value creativity and innovation?

a. Current performance

b. Is this in your opinion important for creativity?

c. Is this in your opinion important for innovation?

A seven point-scale was used and is presented in Table X.

Table X: Scale for analysing the thirty-three determinants from the climate questionnaire							
	1	2	3	4	5	6	7
performance	strongly disagree	disagree	somewhat disagree	neither agree nor disagree	somewhat agree	agree	strongly agree
importance	very unimportant	unimportant	somewhat unimportant	neither important nor unimportant	somewhat important	important	very important

Building on Moultrie and Young's (2009) questionnaire which include 17 questions inspired by Amabile's model and 10 questions for Ekvall's, five determinants were added. These determinants aimed to better understand the influence of the office layout, the flexible desk space, the location of the office in the city, developing and maintaining a network of collaborator, and organising and attending events. In addition, for each determinant, a question about the level of importance for innovation was added.

Section 4: Information about the participant

The last section of the questionnaire aims to gather information about job and socio-demographic status of the participants.

Appendix F: The creativity and innovation climate questionnaire

Appendix F presents the creativity and innovation questionnaire as it was administered.

On the landing page, a short message was written to thank the participants and to inform them about the confidentiality agreement. For case studies 3 and 4, I added a note to inform the respondents that they could answer in French to the narrative questions even if the questionnaire was in English. I added this note after I received two emails informing me that they were surprised that the questionnaire was in English. Later three people told me that it was a challenge for them to answer the narrative questions. Unfortunately, the lack of time on site was a constraint to my capacity to go through the questionnaire with them.

On the second page, participants were asked to read a series of information concerning the research topic, rationale for their selection, the questionnaire's objectives, potential advantages of participation, their entitlement to abstain or alter participation at will, confidentiality assurances, protocols for data handling, storage procedures, and avenues for departmental contact. This information was required by the Faculty of Arts and Social Sciences and Lancaster Management School's Research Ethics Committee in the form of a participant information sheet. The information sheet is in Appendix F.

On the third page, participants had to check seven boxes to prove that they have read and consent to participate in the research. This consent form was required by the Ethics Committee.

On the fourth page, the following definition for organisational creativity was given:

> 'Creativity and innovation are often confused and have no universally agreed definition. To facilitate the study of these concepts this research uses the integrative perspective where creativity refers to idea generation, and innovation refers to implementing ideas towards better procedures, practices, or products.'

Section 1: General perception on the level of organisational creativity and innovation

1. The organisation where you work can be considered as a 'creative organisation'

    ◯   ◯   ◯   ◯   ◯

Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree

2. Creativity is a key determinant for the success of the company

     ◯   ◯   ◯   ◯   ◯

Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree

3. The organisation where you work can be considered as an 'innovative organisation'

     ◯   ◯   ◯   ◯   ◯

Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree

4. Innovation is a key determinant for the success of the company

     ◯   ◯   ◯   ◯   ◯

Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree

5. What is your overall satisfaction rating with the level of creativity and innovation in the company?

  ◯ 5 - Very Satisfied

  ◯ 4 - Somewhat Satisfied

  ◯ 3 - Neither Satisfied Nor Dissatisfied

  ◯ 2 - Somewhat Dissatisfied

  ◯ 1 - Very Dissatisfied

Section 2: Narrative questions on organisational creativity and innovation

1. What aspect of your working environment is most helpful in supporting your creativity?

2. What aspect of your working environment is most helpful in supporting your innovation?

3. What aspect of your working environment most hinders your creativity?

4. What aspect of your working environment most hinders your innovation?

5. What is the most important action you would take to improve the climate for creativity in your working environment?

6. What is the most important action you would take to improve the climate for innovation in your working environment?

Section 3: Quantitative questions

1. Is the organisation explicitly value creativity and innovation?
2. Is the organisation oriented towards risk and opportunity?
3. Is the organisation proud of their employees and their achievements
4. Is the organisation enthusiastic about the abilities of its members?
5. Is the organisation adopting a forward facing strategy towards the future?
6. Are the management systems and processes flexible and adaptable? (As opposed to strict and formalised)
7. Is there adequate time to be creative and to produce innovative ideas?
8. Does all the staff have the expertise to complete their job creatively?
9. Is there unlimited funds made freely available to all members of the organisation?
10. Are material resources available to all members of the organisation?
11. Does all staff have free access to all organisation information resources?
12. Does the organisation organises internal events to share information between staff?
13. Is there a wide range of trainings opportunities available to all employees?
14. Are the project teams given complete autonomy with their work?
15. Are Individuals' skills and interests a major factor in team selection?
16. Are work groups formed based on complementary personalities?
17. Are the project goals clearly defined at beginning of the work assignment?
18. Does supervisors provide regular, clear feedback and support?
19. Does your organisation promote involvement?
20. Does your organisation promote freedom?
21. Does your organisation support people ideas?
22. Does your organisation promote risk taking?

23. Does your organisation provide time to explore new ideas and to find novel ways to implement them?

24. Does your organisation promote trust and openness?

25. Does your organisation eventful and dynamic?

26. Does your organisation promote playfulness and humour?

27. Does your organisation promote debates?

28. Does your organisation promote conflict resolution?

29. Is your organisation located in a lively neighbourhood?

30. Is the office layout support creativity and innovation?

31. Does your organisation offers a flexible desk strategy?

32. Does your organisation promote collaboration with diverse stakeholders?

33. Does your organisation attend and organise external events?

Section 4: information about the participant

4. What is your name?

5. What is your email?

6. What is your employment status?

7. How long have you been working for this company?

Project Title: Organisational innovation in urban innovation intermediaries

My name is Jimmy Paquet-Cormier and I'm a student in Lancaster University and I would like to invite you to take part in a research study about innovation management in urban innovation labs. Please take time to read the following information carefully before you decide whether or not you wish to take part.

What is the research about?

As part of my applied Ph.D. in design, I am studying the most innovative organisations operating in the field of urban innovation. My thesis aims to analyse managerial practices which support the growth of innovation capabilities and the main challenges for their implementation.

Why you?

I have approached you because you were a senior manager in an organisation that stands out as a leader in the field of urban innovation.

What will you be asked to do if you take part?

If you agree to take part in the semi-structured interview, the researcher will ask you questions about: the relationships with the funding body; the organisational culture; the work atmosphere, knowledge management practices and change management practices.

The interview should take between 60 and 90 minutes.

What are the possible benefits from taking part?

Taking part in this study will allow you to share your experiences in governing an urban innovation lab and to contribute to our understanding of the best practices in urban innovation. Also, the organisation will benefit from this research by having access to the full results and outputs of this PhD. Finally, I would be happy to give a personal presentation of the most relevant learnings for your organisation.

Do you have to take part?

No. It's completely up to you to decide whether or not you take part. Your participation is voluntary. If you decide not to take part in this study, this will not affect your position in the company and your relations with your employer.

What if you change my mind?

If you change your mind, you are free to withdraw at any time during your participation in this study. If you want to withdraw, please let me know, and I will extract any ideas or information you contributed to the study and destroy them. You can withdraw up to 2 weeks after taking part in the study.

What are the possible disadvantages and risks of taking part?

I don't see major disadvantages to taking part in this research, but I would like to point out that to taking part will mean that you will need to be available for 90 minutes for the interview.

Will my data be identifiable?

After having conducted the interviews, only I and my supervisors will have access to the ideas you shared with me. For the survey, I will keep all personal information about the participants (e.g. names and other information that can identify them) confidential, that is I will not share it with others. I will remove any personal information from the written record of their contribution. The above is common practice.

How will we use the information you have shared with us and what will happen to the results of the research study?

I will use the information you have shared with me for research purposes only. This will include my PhD thesis and other publications for example journal articles. I will also present the results of my study at academic conferences and to the other organisation that will participate in the study.
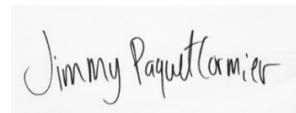
How my data will be stored?

Your data will be stored in encrypted files (that is no-one other than me, the researcher will be able to access them) and on password-protected computers. I will store hard copies of any data securely in locked cabinets in my office. I will keep data that can identify you separately from non-personal information. In accordance with University guidelines, I will keep the data securely for a minimum of ten years.

What if you have a question or concern?

If you have any queries or if you are unhappy with anything that happens concerning your participation in the study, please contact myself ([j.paquet@lancaster.ac.uk)](mailto:j.paquet@lancaster.ac.uk) or my supervisor Nick Dunn ([nick.dunn@lancaster.ac.uk)](mailto:nick.dunn@lancaster.ac.uk). If you have any concerns or complaints that you wish to discuss with a person who is not directly involved in the research, you can also contact **Paul Cureton** (paul.cureton@lancaster.ac.uk).

Thank you for considering your participation in this project and it would be a great pleasure to discuss at your best convenience.

Jimmy Paquet-Cormier

This study has been reviewed and approved by the Faculty of Arts and Social Sciences and Lancaster Management School's Research Ethics Committee.

Appendix H: Consent form for interviews

Project Title: Organisational innovation in urban innovation intermediaries

Name of Researchers: Jimmy Paquet-Cormier
Email: j.paquet-cormier@lancaster.ac.uk

Please tick each box

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily	☐
2. I understand that my participation is voluntary and that I am free to withdraw at any time during my participation in this study and within 2 weeks after I took part in the study, without giving any reason. If I withdraw within 2 weeks of taking part in the study my data will be removed. If I am involved in focus groups and then withdraw my data will remain part of the study.	☐
3. If I am participating in the focus group I understand that any information disclosed within the focus group remains confidential to the group, and I will not discuss the focus group with or in front of anyone who was not involved unless I have the relevant person's express permission	☐
4. I understand that any information given by me may be used in future reports, academic articles, publications or presentations by the researcher/s, but my personal information will not be included and I will not be identifiable.	☐
5. I understand that my name will not appear in any reports, articles or presentation without my consent.	☐
6. I understand that any interviews or focus groups will be audio-recorded and transcribed and that data will be protected on encrypted devices and kept secure.	☐
7. I understand that data will be kept according to university guidelines for a minimum of 10 years after the end of the study.	☐
8. I agree to take part in the above study.	☐

_____   _____   _____

Name of Participant   Date   Signature

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

Signature of Researcher _____ Date _____ Day/month/year

One copy of this form will be given to the participant and the original kept in the files of the researcher at Lancaster University

Note to examiners: Signed consent forms from participants are available for review upon request.

Appendix I: Consent form for being identifiable in images

Project Title: Organisational innovation in urban innovation organisations

Name of Researchers: Jimmy Paquet-Cormier
Email: j.paquet-cormier@lancaster.ac.uk

Please tick each box

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily	☐
2. I understand that my participation is voluntary and that I am free to withdraw at any time during my participation in this study and within 2 weeks after I took part in the study, without giving any reason. If I withdraw within 2 weeks of taking part in the study my data will be removed. If I am involved in focus groups and then withdraw my data will remain part of the study.	☐
3. If I am participating in the focus group I understand that any information disclosed within the focus group remains confidential to the group, and I will not discuss the focus group with or in front of anyone who was not involved unless I have the relevant person's express permission	☐
4. I understand that any information given by me may be used in future reports, academic articles, publications or presentations by the researcher/s, but my personal information will not be included and I will not be identifiable.	☐
5. I understand that my name will not appear in any reports, articles or presentation without my consent.	☐
6. I understand that any interviews or focus groups will be audio-recorded and transcribed and that data will be protected on encrypted devices and kept secure.	☐
7. I understand that data will be kept according to university guidelines for a minimum of 10 years after the end of the study.	☐
8. I agree that images of me be presented in the thesis, without blurring my face.	☐
9. I agree to take part in the above study.	☐

_____   _____   _____   _____
Name of Participant   Date   Signature

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

Signature of Researcher _____ Date _____ Day/month/year

One copy of this form will be given to the participant and the original kept in the files of the researcher at Lancaster University

Note to examiners: Signed consent forms from participants are available for review upon request.

Appendix J: Invitation emails to participate as a case study

Appendix J presents two emails that were sent to invite UIIs to participate in the research and for managers to participate in the structured interview.

Email of invitation for first contact with an organisation

Dear Mr (name of the director),

I hope you are well. My name is Jimmy Paquet-Cormier and I'm a student in Lancaster University. As part of my applied Ph.D. in design, I am studying the most innovative organisations operating in the field of urban innovation. My thesis focuses on factors influencing creativity and innovation in organisations which are working in the field of urban innovation.

The (name of the organisation) stands out as a leader in this field and would be a very interesting case to study considering its activities and research programs. The (name of the organisation) will benefit from this research by having access to the full results and outputs of this PhD (Booklets, photo and video). Also, I would be happy to give a personal presentation of the most relevant learnings for your organisation.

This research is partly funded by Future Cities Catapult, which will be one of the case studies. Other organisations may include: Alexandra Institute, Fraunhofer UIO 'Morgenstadt program', TUBÀ and Forum Virium Helsinki.

Thank you very much for taking the time to read this email. It would be a great pleasure to discuss about this possibility at your best convenience.

All the best,

Jimmy Paquet-Cormier

Dear Mr (name of the director),

I hope you are well. My name is Jimmy Paquet-Cormier and I'm a student in Lancaster University. As part of my applied Ph.D. in design, I am studying the most innovative organisations operating in the field of urban innovation. After exchanging emails and organising a skype meeting with (name of the person), it has been agreed that your organisation would be a case study in my research.

As part of this research, I am interested in studying the characteristics and autonomy of your organisation. To do so, I use a questionnaire which aims to gather insights about the main characteristics and the relationships and level of autonomy between your organisation and your funding partner(s). The questionnaire also examine background information, structure, processes, and culture of the organisation.

You have been identified as a strategic person to answer this questionnaire since you have extensive knowledge about the organisation. If you agree to take part in the research, you will be asked to answer a questionnaire with 26 questions. Answering the questionnaire takes approximately 45 minutes.

Taking part in this study will allow you to share your experiences in governing an urban innovation lab and to contribute to our understanding of the best practices in urban innovation. Also, your organisation will benefit from this research by having access to the full results and outputs of this PhD (e.g., a website and booklets). Finally, I would be happy to give a personal presentation of the most relevant learnings for your organisation.

You can find all the information about your participation, what happens if you change your mind and about privacy and anonymity.

Thank you for considering your participation in this project and it would be a great pleasure to discuss at your best convenience.

All the best,

Jimmy Paquet-Cormier

Appendix K: Results from the structured interviews

Section 1: Background information

Questions	FCC	Waag	TUBA	Paris&Co	Cap Digital
Q1 - Age	2014	1994	2014	2015	2006
Q2 - Size	110	60	7	70	44
Q3 - Budget	20M	3M	1M	12 M	7M
Sources of income					
Public sector	50%	18%	10%	33%	50%
Private sector	25%	7%	55%	66%	
Academic sector					
Delivering services		25%	35%	35%	25%
Other sources	25% (Collaborative research and development)	50% (European Union)			25% (members)
Q4 - Legal status					
Part of public sector	No	No	No	No	No
Created by the public sector	Yes	No	Proposed by public sector	Proposed by public sector	Proposed by public sector
Financed by the public sector	Yes	Yes	Yes	Yes	Yes
Works partnership with the public sector	Yes	Yes	Yes	Yes	Yes
Own legal identity	Yes	Yes	Yes	Yes	Yes
What is the legal identity?	Company limited by guaranty	Foundation (ANBI status)	Association (Law 1901)	Association (Law 1901)	Association (Law 1901)

Q5 -Parent pulblic body	Money comes from Base, that gives it to innovate UK, which gives it to FCC	Amsterdam's fonds voor de Kunsten (AFK) Creative Industries Fund (CIF)	Metropole de Lyon	City of Paris	Ministry of industry
Q6 - Ways of establishment	Newly established	Spin off	Newly establish	Merger	Newly established
	Merger soon				Have absorbed other cluster
Q7 - Mission	Grow the UK economy	Making society & technology more open fair and inclusive	Accompagner l'émergence et du développement de projets innovants collaboratifs et pluridisciplinaires pour répondre à des problématiques concrètes des milieux urbains, à travers l'expérimentation	Developing innovation and attractivity of the territory	Animate the network
	Making Cities Better	Increasing civic agency towards emergent technologies	Acculturation et médiation auprès de tout public des enjeux et des nouveaux usages dans la ville	Developing the ecosystem	Foster projects creation in the cluster to be able to answer call for projects from the public sector. And grow the economy
Q8 - Target groups					
Civil service agencies	Yes	Yes	No	Yes	Yes

Governmental companies/foundations	Yes	Yes	No	No	No
Units at local administrative level	Yes	Yes	Yes	No	No
Units at country/ regional administrative level	Yes	Yes	Yes	No	No
Private organisations	Yes	Yes	Yes	Yes	Yes
Academic organisations	Yes	Yes	Yes	No	Yes
Voluntary organisations	Yes	Yes	No	No	No
Individual	No	Yes	Yes	No	No
International organisations	Yes	Yes	Yes	Yes	Yes
Network	Yes	Yes	Yes	Yes	Yes
Q9 - Other organisations delivering similar products and/or services	Yes, but few	Yes, but few	Yes, but few	Yes, but few	Yes, but few
Is your organisation in competition with these other organisations?	No	Yes	Yes	Yes	Yes

Section 2: Autonomy, steering and control

	Waag	TUBA	Paris&co	Cap Digital

Q1 - Strategic and operational personnel management autonomy				
The level of salaries	No	From the board	Yes	No
Conditions for promotions	No	No	Yes	No
Way of evaluating personnel	No	No	Yes	No
Way of appointing personnel	No	No	Yes	No
General criteria of downsizing in the org	No	From the board	Yes	No
Set staff number	No	From the board	Yes	No
Q2 - Financial management autonomy				
Take loans for investments	Yes	From the board	Yes	Yes
Set tariffs for services or products	Yes	From the board	Yes	Yes
Engage in participations in private law legal persons	Yes	From the board	No (depending on the amount)	Yes
Shift between the budgets for personnel and running costs	Yes	From the board	?	Yes
Shift between the budgets for personnel or running costs on the one hand and investments on the other hand	Yes	From the board	?	Yes
Shift between the budgets of different years	Yes	From the board	?	Yes
Q3 - Involvement of organisation in the setting of goals				
	We set the goals ourselves	Set goal themselves, but the need approbation from the board and Metropole is on the board	We set the goals ourselves	We set the goals ourselves
Q4 - Kind of indicators measured				
Societal effects	Yes	Yes	Yes	No
Quality of service delivery	Yes	Yes	No	No
Quantitative output	Yes	Yes	Yes	Yes

use of resources	No	Yes	Yes	No
Effects, quality or output in relation to resources	No	No	Yes	No
Q5 - Use of indicators for steering and control				
To what extent are the indicators used in the steering relation between the organisation and the parent ministry? (Scale of 5)	2	4	4	2
Q6 - Reporting of attainment of goals and results				
	By yearly reports	No reporting to parent public sector body Reporting only to the board: Trimestral activity report and for each project	Yearly - Annual report	reports every half year
Q7 - Who evaluates the results?				
	Organisation itself and Parent department	Organisation itself	City of Paris	Parien miistry
Q8 - Regular internal or external audit				
Is your organisation subject to a regular audit?	Yes, we contract other to do it	Commissaire au compte de la cours des comptes	Cours des comptes	by another unit of government
Who does the audit?	by other actors contracted by us	By other actors contracted by us	other actors contracted by us	by other actors commissioned by the oversight authorities
On what issues?	financial issues	Performance	Financial	Financial
	Performance and general organisational results	Internal control systems	Legality and rule-compliance	performance
	Legality and rule-compliance	Financial	Internal control systems	legality
	Internal control systems	Legality and rule compliance	By the court of audit	
Q9 - Ad hoc audits and specific inquiries				

No, our organisation was not subject to a ad hoc audit	No		Yes, performance and business model	No

Q10 - Presence of governing board				
	Yes	Yes	Yes	Yes

Q11 - Who appoints board members?				
	the board	By the general council of the organisation	Paris & co, metropole and mayor of Paris	The board

Q12 - Composition of board	**See 'Governance Board' worksheet**			
Q13 - Appointment of CEO				
	By the governing board of the organisation	board	Board	Board

Q14a - Frequency of formal and informal contact				
Formal	once a year	Trimestral	once of more a month	Board: Trimestral Report to government: Twice a year
Informal	Trimestral	Once or more a week	once of more a month	Once per week

Q14b - Trust between organisation and parent minister				
	Rather high level of trust	Rather high to very high level depending of who	Rather high to very high level depending of who	Very high level of trust

Section 3: Organisational characteristics

	FCC	Waag	TUBA	Paris&Co	Cap Digital
Q1 - Organisational structure					
How many levels of hierarchy is there in your organisation?	5	4	3	4	4

Q2 - Diversity of profession				
	Creative designers	Engineers	Chargé d'expérimentation		Multiple background as long as they are good to make relations
	Standards experts	Designers	Chargé de projets	Engineers	Urbanist
	Economists	Coders	Service designer	Financiers	Economist
	Social Scientists	Philosophers	Multimedia designer	Communication	Event managers
	Experts in SME	Lawyer	Social psychologist	Business development	
	Planners	Finance	Project manager	Project mangers	
	Urbanists	Project managers	Stakeholder management		
	Market Analyst	fund raiser	Business development		
	User Researchers	communication expert	Facilitators		
	EU funding	photographers	Facility management		
	Bid team	Makers			
	Data scientists	facilitators			
	Software engeneers	researchers			
	technologist				
	urbanists				
	project managers				
	event managers				
	legal				
	finance				
	HR professionals				

Q3. Process standardisation					
Hiring	5	4	4	5	4
Selecting projects	5	1	2	3	5
Managing projects	5	3	4	4	4
Resourcing	3	4	2	4	4
Tracking projects	4	3	4	3	4
Q4 - Events					
Run external events	Yes	Yes	Yes	Yes	Yes
Take part in external events	Yes	Yes	Yes	Yes	Yes
Q5 - Virtual space (use of technology)					
Project management	Assana	Trello, google spreadsheets, self-made time sheet	Excel spreadsheets, Google Drive	Excel, trello, proprietary software developed internally, Bloomin	Slack, shared servers, email
Internal communications	emails Intranet	Rocket chat, Zimbra, email	Slack	emails	Slack Serveur partagé email
External communication	Twitter LinkedIn	Website and all social media	Website and all social media	website, newsletter and social medias	website, newsletter and social medias
Sharing ideas inside the organisation	Slack	self-made timesheet			Slack
Resourcing	Spreadsheets	Time sheet, spread sheet			
Tracking employees tasks	Freckle	Time sheet, spread sheet	Nilcabot		internal software
Salaries	SAP	Time sheet, spread sheet		silae, Carla	
Human resources	Sage people	Time sheet, spread sheet			hiring: welcome to the jungle

				Workflow, achat, contrat, vente programme comptable	
Other	Mail chimps and Microsoft 365	coding, FabLab, biolab, textile lab	Calameo	Workflow, achat, contrat, vente programme comptable	Customer relations managers

Section 4: Organisational culture

	FCC	Waag	TUBA	Paris & co	Cap Digital	Average
Focus on task accomplishment	5	4	6	6	5	5.2
Innovation	6	5	7	7	6	6.2
Training	3	3	4	3	2	3
Trust	4	5	7	7	7	6
Respect for individual rights	6	6	5	7	7	6.2
Detail orientedness	6	3	4	4	6	4.6
Emphasis on quality of service	6	2	5	7	6	5.2
Promotion in the organisation	3	4	4	5	7	4.6
Good financial rewards	4	1	3	4	2	2.8
Support for employees	5	4	6	4	6	5
Risk taking	3	4	4	5	4	4
Giving customers what they expect	6	1	3	6	6	4.4
Working hard	7	6	6	7	7	6.6
Empathy with employees	5	6	5	6	7	5.8
Integrity	6	6	6	7	7	6.4
Equal rewards	5	4	3	7	6	5
Honesty	6	5	5	7	7	6
Cooperation with colleagues	7	4	6	6	5	5.6
Valuing customers	6	3	6	6	7	5.6
Fair compensation	5	5	2	3	2	3.4
Goal oriented	6	4	6	6	5	5.4
Willingness to experiment	6	6	7	7	6	6.4
Precision	4	4	4	5	5	4.4
Advancement possibilities	4	5	2	3	3	3.4
Care for employees	5	4	5	5	3	4.4
Accuracy	6	4	4	4	5	4.6
Team spirit	4	5	7	5	4	5
Result orientedness	6	6	5	7	5	5.8
Prestation related compensation	2	1	1	4	1	1.8

Creativity	7	6	7	7	4	6.2
Keeping promises	6	4	5	7	5	5.4
Personal career development	5	5	2	4	2	3.6
Team orientedness	6	4	7	5	4	5.2
Relationships with customers	4	2	7	5	6	4.8
Cooperation with others	6	6	7	5	5	5.8
Impact orientedness	7	4	6	5	6	5.6

Appendix L: Results from the creativity and innovation questionnaire

Appendix L summarises the aggregated results by organisation from the climate questionnaire. The complete dataset is provided in Appendix S.

		Paris & Co.	TUBA	WAAG	Cap Digital	Average
Q1	The organisation where you work can be considered as a creative organisation	5.17	5.75	6.75	3.67	5.33
Q2	Creativity is a key determinant for the success of the company	5.17	6.75	5.85	5.33	5.77
Q3	The organisation where you work can be considered an innovative organisation	6.00	5.50	5.85	5.33	5.67
Q4	Innovation is a key determinant for the success of the company	6.67	4.50	5.77	6.33	5.82
Q5	What is your overall satisfaction rating with the level of creativity in the company?	4.00	4.25	4.31	2.67	3.81
Q6	What is your overall satisfaction rating with the level of innovation in the company?	4.00	3.50	3.85	2.67	3.50
Q7-Q12	Results for these open-ended questions are in Appendix O					
Q13 - Explicit value of creativity and innovation	Current performance	5.40	4.25	5.38	5.00	5.01
	Is this in your opinion important for creativity?	4.00	5.75	5.31	5.67	5.18
	Is this in your opinion important for innovation?	4.60	6.25	5.38	6.00	5.56
	Current performance	5.20	4.25	4.08	4.00	4.38

Q14 - Is the organisation oriented towards risk and opportunity?	Is this in your opinion important for creativity?	6.00	5.00	3.85	6.00	5.21
	Is this in your opinion important for innovation?	5.80	5.75	4.46	6.33	5.59
Q15 - Is the organisation proud of their employees and their achievements?	Current performance	5.40	6.00	4.92	4.67	5.25
	Is this in your opinion important for creativity?	6.20	6.50	5.92	5.67	6.07
	Is this in your opinion important for innovation?	6.60	6.25	5.85	6.00	6.17
Q16 - Is the organisation enthusiastic about the abilities of its members?	Current performance	4.80	6.00	5.08	3.33	4.80
	Is this in your opinion important for creativity?	6.00	6.25	5.77	5.67	5.92
	Is this in your opinion important for innovation?	6.20	4.75	5.23	6.00	5.55
Q17 - Is the organisation adopting a forward facing strategy towards the future?	Current performance	4.40	2.50	4.69	4.67	4.06
	Is this in your opinion important for creativity?	4.60	6.25	4.62	5.00	5.12
	Is this in your opinion important for innovation?	5.60	7.00	5.85	6.33	6.19
Q18 - Are the management systems and processes flexible and adaptable? (As opposed to strict and formalised)	Current performance	4.60	6.25	3.15	4.67	4.67
	Is this in your opinion important for creativity?	4.60	6.75	4.62	6.33	5.57
	Is this in your opinion important for innovation?	4.60	5.25	5.00	6.00	5.21
Q19 - Is there adequate time to be creative and to	Current performance	4.00	3.00	3.31	3.00	3.33
	Is this in your opinion important for creativity?	6.00	4.75	6.08	6.33	5.79

produce innovative ideas?	Is this in your opinion important for innovation?	5.80	4.25	5.69	6.67	5.60
Q20 - Does all the staff have the expertise to complete their job creatively?	Current performance	4.00	4.50	4.23	4.00	4.18
	Is this in your opinion important for creativity?	4.40	4.50	4.38	6.33	4.90
	Is this in your opinion important for innovation?	4.60	5.75	5.15	6.33	5.46
Q21 - Is there unlimited funds made freely available to all members of the organisation?	Current performance	1.80	1.50	0.85	2.00	1.54
	Is this in your opinion important for creativity?	3.00	2.50	3.15	4.33	3.25
	Is this in your opinion important for innovation?	3.00	3.75	3.62	4.67	3.76
Q22 - Are material resources available to all members of the organisation?	Current performance	4.40	3.75	3.46	4.00	3.90
	Is this in your opinion important for creativity?	4.60	5.50	3.85	5.67	4.90
	Is this in your opinion important for innovation?	4.60	4.75	4.31	6.00	4.91
Q23 - Does all staff have free access to all organisation information resources?	Current performance	3.40	3.50	4.15	3.00	3.51
	Is this in your opinion important for creativity?	4.40	4.25	4.15	5.67	4.62
	Is this in your opinion important for innovation?	5.20	6.00	5.15	6.67	5.76
Q24 - Does the organisation organises internal events to share	Current performance	4.60	5.50	5.15	4.67	4.98
	Is this in your opinion important for creativity?	5.00	7.00	5.15	5.33	5.62

information between staff?	Is this in your opinion important for innovation?	5.20	6.00	5.31	6.00	5.63
Q25 - Is there a wide range of trainings opportunities available to all employees?	Current performance	3.00	2.00	2.15	3.67	2.71
	Is this in your opinion important for creativity?	4.40	5.25	4.62	5.33	4.90
	Is this in your opinion important for innovation?	4.80	6.00	5.00	5.67	5.37
Q26 - Are the project teams given complete autonomy with their work?	Current performance	5.60	6.00	4.46	4.33	5.10
	Is this in your opinion important for creativity?	6.00	6.25	5.31	5.67	5.81
	Is this in your opinion important for innovation?	5.60	5.50	4.77	6.33	5.55
Q27 - Are Individuals' skills and interests a major factor in team selection?	Current performance	5.20	3.50	4.77	4.00	4.37
	Is this in your opinion important for creativity?	5.60	4.50	5.46	6.00	5.39
	Is this in your opinion important for innovation?	5.40	4.25	5.46	6.00	5.28
Q28 - Are work groups formed based on complementary personalities?	Current performance	4.80	5.25	2.69	3.00	3.94
	Is this in your opinion important for creativity?	6.20	7.00	4.23	5.67	5.77
	Is this in your opinion important for innovation?	6.20	7.00	3.92	6.67	5.95
Q29 - Are the project goals clearly defined at beginning of the work assignment?	Current performance	3.40	2.75	3.38	3.00	3.13
	Is this in your opinion important for creativity?	4.80	4.75	3.69	4.00	4.31
	Is this in your opinion important for innovation?	5.40	6.75	4.92	5.33	5.60
	Current performance	4.80	2.67	3.31	4.00	3.69

Q30 - Does supervisors provide regular, clear feedback and support?	Is this in your opinion important for creativity?	4.80	6.67	5.15	4.67	5.32
	Is this in your opinion important for innovation?	5.60	6.50	5.62	5.33	5.76
Q31 - Does your organisation promote involvement?	Current performance	5.40	6.75	6.00	3.00	5.29
	Is this in your opinion important for creativity?	5.40	6.25	6.08	5.00	5.68
	Is this in your opinion important for innovation?	5.80	5.75	5.62	5.50	5.67
Q32 - Does your organisation promote freedom?	Current performance	5.00	6.50	5.31	5.33	5.54
	Is this in your opinion important for creativity?	5.60	6.50	5.31	6.00	5.85
	Is this in your opinion important for innovation?	5.80	6.00	5.00	6.00	5.70
Q33 - Does your organisation support people ideas?	Current performance	5.00	4.75	4.85	4.00	4.65
	Is this in your opinion important for creativity?	6.20	7.00	5.62	6.00	6.20
	Is this in your opinion important for innovation?	6.00	6.25	5.85	6.33	6.11

Q34 - Does your organisation promote risk taking?						
	Current performance	5.00	3.75	4.69	4.33	4.44
	Is this in your opinion important for creativity?	5.60	5.50	5.00	6.00	5.53
	Is this in your opinion important for innovation?	5.80	5.50	5.15	6.00	5.61
Q35 - Does your organisation provide time to explore new ideas and to find novel ways to implement them?	Current performance	3.80	3.25	3.15	4.00	3.55
	Is this in your opinion important for creativity?	5.80	6.25	5.23	6.00	5.82
	Is this in your opinion important for innovation?	5.40	6.00	5.23	6.33	5.74
Q36 - Does your organisation promote trust and openness?						
	Current performance	4.60	3.75	4.15	5.00	4.38
	Is this in your opinion important for creativity?	5.00	6.50	5.54	5.33	5.59
	Is this in your opinion important for innovation?	5.20	5.75	5.46	6.00	5.60
Q37 - Is your organisation eventful and dynamic?	Current performance	4.80	6.00	5.15	6.00	5.49
	Is this in your opinion important for creativity?	5.20	6.75	5.31	5.67	5.73

	Is this in your opinion important for innovation?	4.60	5.50	4.38	5.00	4.87
Q38 - Does your organisation promote playfulness and humour?	Current performance	4.80	7.00	4.77	5.33	5.48
	Is this in your opinion important for creativity?	4.80	7.00	5.15	6.00	5.74
	Is this in your opinion important for innovation?	4.80	5.25	4.69	4.67	4.85
Q39 - Does your organisation promote debates?	Current performance	4.40	4.75	4.69	5.00	4.71
	Is this in your opinion important for creativity?	5.40	5.50	5.38	6.33	5.65
	Is this in your opinion important for innovation?	5.80	5.50	5.31	7.00	5.90
Q40 - Does your organisation promote conflicts?	Current performance	3.40	5.00	2.31	2.00	3.18
	Is this in your opinion important for creativity?	4.40	3.25	3.46	2.00	3.28
	Is this in your opinion important for innovation?	4.60	3.25	3.00	2.67	3.38

Q41 - Is your organisation located in a lively neighbourhood?	Current performance	4.20	6.25	6.54	4.33	5.33
	Is this in your opinion important for creativity?	4.80	4.75	4.31	6.33	5.05
	Is this in your opinion important for innovation?	4.80	5.25	4.69	4.67	4.85
Q42 - Is the office layout support creativity and innovation?	Current performance	3.40	6.25	3.85	3.33	4.21
	Is this in your opinion important for creativity?	4.60	7.00	5.15	6.33	5.77
	Is this in your opinion important for innovation?	4.20	6.75	4.85	5.33	5.28
Q43 - Does your organisation offers a flexible desk strategy? (hot desking)	Current performance	3.80	5.25	3.31	2.00	3.59
	Is this in your opinion important for creativity?	3.80	4.50	4.31	4.33	4.24
	Is this in your opinion important for innovation?	3.80	3.25	4.15	4.33	3.88
Q44 - Does your organisation promote collaboration with	Current performance	4.20	6.25	6.31	4.33	5.27

diverse stakeholders?	Is this in your opinion important for creativity?	4.60	7.00	5.54	6.00	5.78
	Is this in your opinion important for innovation?	4.80	7.00	6.31	6.67	6.19
Q45 - Does your organisation attend and organise external events?	Current performance	4.80	6.75	6.23	6.67	6.11
	Is this in your opinion important for creativity?	4.40	6.75	5.69	4.33	5.29
	Is this in your opinion important for innovation?	4.60	7.00	5.85	4.67	5.53

Appendix M: List of websites analysed

Appendix M provides a list of the websites used in the diachronic analysis in Chapter 5.

Name	URL addresses	Date of consultation
Catapult programme evaluation framework, Innovate UK	https://assets.publishing.service.gov.uk/media/5a81e5aee5274a2e87dc00f7/catapult-programme-evaluation-framework.docx.pdf	21 October 2023
Catapult Network Review	https://assets.publishing.service.gov.uk/media/5a82b49ded915d74e623737f/Catapult_Review_-_Publishable_Version_of_EY_Report__1_.pdf	23 Octobre 2023
Inception of Future Cities Catapult (the Future Cities Special Interest Group)	https://web.archive.org/web/20120704184815/https://connect.innovateuk.org/web/future-cities-special-interest-group/overview	24 Octobre 2023
La politique des pôles de compétitivités	https://archive.wikiwix.com/cache/index2.php?url=http%3A%2F%2Fcompetitivite.gouv.fr%2Fpolitique-des-poles%2Fla-politique-des-poles-depuis-2005-472.html#federation=archive.wikiwix.com&tab=url	30 Octobre 2023
Pôles de compétitivité Phase 3 – Cap Digital	https://www.alliancy.fr/pole-de-competitivite-cap-digital-meme-cap-nouvelle-demarche	31 Octobre 2023

Appendix N: List of documents used in diachronic analysis

Appendix N provides a list of documents used in the diachronic analysis in Chapter 5. The documents are available in Annex I.

Name	Year of publication
The Current and Future Role of Technology and Innovation Centres in the UK	2010
Technology Innovation Centres: Applying the Fraunhofer model to create an effective Innovation Ecosystem in the UK	2010
Enhanced business Case	2012
Future Cities Catapult Annual Report 2013-2014	2014
Future Cities Catapult Five Year Strategy	2014
Review of the Catapult Network	2014
Future Cities Catapult Annual Report	2016
Future Cities Catapult 2.0 Guide	2016
Catapult Review	2017

Appendix O: NVIVO coding from structured and semi-structured interview transcripts

Coding methodology

Abductive Coding was used to integrate both deductive and inductive approaches. This choice was made to integrate theoretical structuration but also capture emerging or unexpected insights.

Data Preparation

- Transcribe interviews verbatim.

- Review transcripts for accuracy and completeness.

- Import files of the transcripts into NVIVO

Deductive coding

- Begin with preliminary categories derived from theory and interview questions. These codes were based on concepts that were framed for each of the three capabilities that were created based on the Burke-Litwin Causal Model.

Table 1: List of codes for each capability baed on the literature	
Capabilities based on the literature	Codes
Capability 1: Implementation of management strategies for optimal adaptation to fast changing environments.	External environment Management practices Strategy Process Structure
Capability 2: Implementation of management practices and systems to access and recombination of heterogenous	External Events Internal meetings

competences from inside and outside their organisation.	
Capability 3: Creation of an organisational culture and climate conductive of creativity and innovation	Values and norms Creativity

- o Research in the text by key concepts and label significant sentence or paragraph that fits the concepts.

- o Read transcripts closely and label other significant sentence or paragraph that use different words close to the concepts.

- o Group similar codes into broader capabilities

- **Inductive coding**

  - o Read interview notes and transcripts closely.

  - o Label significant phrases or paragraphs that appear recurrently or seem meaningful.

  - o Group labels under one or more capabilities, depending on the relationship with them.

Table 2: Emerging codes in relation to the final capabilities	
Capabilities reframed from analysis	Emerging codes

Capability 1: Adapting to challenges	Advisory board
	Autonomy
	Evaluation (internal)
	Finance
	Flexibility
	Foresight
	Organisational management
	Organisational development
	Public Governance
	Service model
	Size of the organisation
Capability 2: Ensuring a sustainable pace of progression	Ambition
	Foresight
	Organisational management
	Organisational development
	Risk
	Size of the organisation
Capability 3: Implementing management practices to enhance knowledge exchange and assimilation	Events (participating)
	Events (organising)
	Learning organisation
	Organisational management
	Organisational development
	Teams
Capability 4: Enabling a positive work atmosphere	Employees' wellbeing
	Experimentation

Codes and associated text

Advisory board

<Files\\3_6> - § 1 reference coded [5.94% Coverage]

Reference 1 - 5.94% Coverage

 Le rôle du CA, c'est... c'est de suivre les comptes. Y'a un rôle très, très financier, hein. C'est un rôle aussi de RH [resources humaines], de suivre l'évolution de l'équipe, de valider les recrutements. Le CA a aussi un rôle dans le volet partenariat, puisque c'est le CA qui approuve par vote l'entrée de telle ou telle structure dans l'association, l'adhésion, quoi. Le CA a aussi un rôle d'approbation de la feuille de route. Donc, on présente... nous, en ayant travaillé main dans la main avec les grands groupes, la collectivité, un certain nombre de projets que l'on mène et le CA a pour rôle de les approuver. Et le CA est informé... alors, après, y'a pas vraiment de rôle d'approbation, mais le CA est informé de ce que fait... de ce que fait Tuba en terme de communication. Donc, parfois, on a besoin d'approbation sur le volet communication, par exemple. J'sais pas, moi, une charte graphique ou quoi ou autre, mais il est aussi... il est informé des événements sur lesquels on va communiquer au titre du consortium Tuba, en fait. Donc, y'a plein... y'a différentes natures de rôles, en fait. Et après... et après le CA se transforme en AG, où là, assez classiquement, dans l'année, on approuve les comptes. On dépose les comptes... voilà, qui doivent être déposés une fois par an, enfin, voilà. C'est assez classique comme... alors, je sais pas si t'es familier, mais c'est pas un fonctionnement, je dirais, exotique d'une association, c'est très, très, très classique. Les... par exemple, les associations qui gèrent les pôles de compétitivité fonctionnent comme ça. Donc, c'est... y'a en partie dans les CA du contenu, donc qui fait le dispositif... et en partie, de l'administratif, en fait.

JP : Oui. Puis, en termes d'impact sur la gouvernance de l'organisation, est-ce que c'est un endroit, justement, où vous allez chercher une certaine stratégie pour le marché ou pour des projets, ou c'est vraiment plus de l'approbation et les laissez-savoir? Ou... Jusqu'à quel point...?

L : C'est plutôt... ouais, non, non, c'est pas... C'est pas là où on va chercher notre stratégie. JP : Non?

L : Ça, c'est certain. C'est plutôt là où on donne... informer, où on explique les enjeux et on a une forme d'approbation. Ou d'écoute, on va dire. Mais les stratégies sont aujourd'hui, ne sont pas portées réellement, par les membres du CA, qui sont nos directeurs territoriaux de nos grands groupes, quelques start-ups, etc. Les stratégies de projet, les stratégies autour de la donnée sont travaillées – surtout sur la donnée – sont travaillées de façon très proche en partenariat avec la métropole, puisque aujourd'hui, y'a des enjeux autour, ben,

justement, de (...) tiers de confiance des données d'une collectivité et ensuite... Et ensuite, sur les grands projets, on n'a pas un rôle... C'est pas aussi (...) qu'en brainstorm, par exemple, où (...) certains sujets sont amenés. C'est plutôt un rôle d'information sur les... sur les sujets.

<Files\\3_4> - § 3 references coded [2.48% Coverage]

Reference 1 - 0.91% Coverage

Et, malheureusement, on n'a pas la souplesse qu'on voudrait au niveau du conseil d'administration pour embaucher comme on veut derrière. Donc, en fait, gagner de l'argent, ça nous permet pas d'embaucher, donc... Ça sert à rien de gagner de l'argent.

JP : Tu veux dire le conseil d'administration (...) MD : Le bureau, surtout.

JP : (...)

MD : Le bureau. Donc, le président, vice-président, trésorier et tout, ils sont pas très... En tout cas, récemment, c'est un peu compliqué... la communication, comment. Et on a du mal à justifier le besoin d'augmentation de l'effectif. Ils comprennent pas. Ils comprennent pas ce qu'on fait, donc forcément, voilà. Et même si on a l'argent suffisant, on n'a pas forcément un gros « Go! » pour aller faire du CDI, surtout. CDD, ça va, mais CDI, ça fait peur. Je pense qu'ils sont pas encore assez sûr de notre pérennité, de notre stabilité financière.

Reference 2 - 1.21% Coverage

AP2R, c'est celui qui siège au CA. Et après, je connais... Je les connais pas tous, mais y'en a plusieurs qui passent régulièrement au Tuba, puisqu'ils nous aiment bien, hein. Donc, ils viennent. Ils sont...

JP : Ils viennent, pis ils comprennent pas.

MD : Non, ils comprennent pas ce qu'on fait. Enfin, je te jure, y'en a qui me demandent de faire des retours d'outil métier interne. « On peut faire un atelier pour un retour... ? » Mais non... Enfin, t'as pas... Tu comprends pas... Et ça fait 3 ans qu'ils sont là. Y'en a, ils sont membres fondateurs. Ils ont toujours pas compris, quoi. Alors, c'est... puis c'est épuisant, quoi, parce qu'après, il faut se battre. Si vous avez pas d'autres projets, machin, puis après on se fait retoquer. « C'est pas vous qui allez expliquer au grand groupe comment faut travailler. » J'ai déjà eu un truc comme ça pendant une heure et demie. C'était pas le DG, c'était celui juste en dessous de lui, qui m'a pourrie pendant une heure et demie en m'expliquant que j'étais qu'une

merde, qu'il avait vu les CVs au Tuba, que lui, il paierait pas 1000 euros la journée pour ça, qu'il fallait qu'on ferme notre clapet, qu'on fasse ce qu'on nous dise... Ouais, d'accord.

Reference 3 - 0.36% Coverage

Je sais toujours pas qui t'es, t'es toujours pas mon chef, je m'en fous de ce que tu dis. Mais ouais, non, c'est un peu la difficulté. Après, c'est peut-être moi, hein, j'aime pas trop la hiérarchie et pour moi, ma directrice, c'est Léthicia, basta, quoi. Les autres, pfft. Je leur rendrai jamais de compte et je veux pas leur rendre de compte.

<Files\\3_5> - § 1 reference coded [0.26% Coverage]

Reference 1 - 0.26% Coverage

Ce qui garantit, en fait, à la métropole d'avoir, ben, un suivi et un contrôle quand même de ce que fait le Tuba et surtout, de maintenir cet équilibre entre les grands groupes privés et le public.

<Files\\4_6> - § 1 reference coded [9.96% Coverage]

Reference 1 - 9.96% Coverage

JP : Est-ce que c'est un rôle qui est déchirant? Est-ce que c'est un rôle que... qu'on connecte bien? Ou...

PC : Bon, c'est un rôle qui connecte bien. J'ai jamais vécu de... de conseil d'administration difficile. Si, peut-être une fois, mais c'était pas à cause de Cap Digital. C'était à cause de (Jean-Paul, donc,) mon employeur... dans lequel je m'étais impliqué aussi. Et... Mais sinon, je voyais toujours un consensus fort au sein de... du conseil d'administration. Le... y'a... y'a évidemment une grosse préparation de... de ma part, de la part de l'équipe, pour... pour les conseils d'administration.

JP : Ils se regroupent à chaque combien de temps?

PC : Le conseil d'administration, j'en ai... un à tous les deux mois, en moyenne. JP : OK.

PC : Un tous les... 6 par an, à peu près, mais j'ai aussi un bureau qui se réunit tous les quinze jours, une heure tous les quinze jours.

JP : Ça, c'est un bureau de direction, un comité de direction?

PC : C'est un... c'est un bureau exécutif. Donc, ce... c'est une douzaine de personnes sous... JP : Qui se réunit aux quinze jours?

PC : Oui. Tous les quinze jours, une heure. Donc, c'est les... les membres de la gouvernance, donc, ils sont soit membres du conseil d'administration – ou pas, d'ailleurs –, mais nommés par le Conseil d'administration.

JP : OK, ouais.

PC : Donc, de façon à faire un lien beaucoup plus fort sur le... sur les sujets, je dirais, plus opérationnels. Donc, c'est un élément de lien entre le... entre moi et le Conseil d'administration, aussi. C'est une phase... On prépare aussi les grands sujets abordés au Conseil d'administration. Ils sont aussi préparés et changés sur le bureau exécutif.

JP : Est-ce que vous allez dans des détails jusqu'à... je sais pas, au temps dans la gestion des équipes, aussi?

PC : Non.

JP : Uniquement des projets, fec ça sert pas à ça.

PC : Non. Ça, c'est ma responsabilité, tout ce qui est organisation, etc. JP : OK.

PC : Donc, on est toujours sur les sujets... Là, sur le... Bon, sur le plan stratégique, on a beaucoup travaillé avec le bureau exécutif sur le... le contenu des documents, par exemple. Voilà, le... le conseil d'administration arrivant après sur des... donc, des documents qui sont pratiquement finalisés. Donc, on est... voilà, sur les sujets... Là, l'an dernier, le bureau exécutif, c'était sur les sujets de... d'EdFab, le programme Cap Digital campus, sur lequel on... ben, on échange sur le... voilà comment... comment on peut accélérer sur ce programme-là. Comment on peut mieux diffuser l'information, mieux le faire connaître, etc.

JP : Puis, dans ce bureau exécutif, y'a des gens de l'interne et aussi des gens de l'externe? Ou c'est seulement des gens de Cap Digital qui sont...

PC : Ah, ce sont... Alors, ce ne sont pas des personnes de l'équipe. Ce sont des personnes, donc... membres de... Des membres...

JP : OK, des membres.

PC : Oui. Nommés par le conseil d'administration.

JP : Du monde qui cotise, ça, les... Les personnes qui cotisent pour faire partie de Cap Digital? PC : Oui, oui. Ben, des... des... des membres des... Enfin, des personnes des organisations

membres, parce que c'est... Cap Digital, les membres sont forcément des personnalités morales, des organisations. On est... Y'a pas de membres individuels, en tant que personnes. Y'a que des organisations.

JP : OK. Puis, est-ce que vous trouvez au fil du temps que les rapports au Conseil d'administration a changé? De... J'sais pas comment dire, mais de...

PC : Ben, ils ont... ils ont... Ils ont évolué, parce que d'abord, la.. on a fait aussi évolué le conseil d'administration. Par exemple, au début du pôle, y'avait pas de... y'avait pas d'investisseur. Donc, on a fait évolué les statuts pour que les investisseurs soient représentés. On a un collège des investisseurs dans le... dans le pôle. Ensuite, on a refait évolué nos statuts pour que la représentation des... des moyennes entreprises soit plus forte, donc a on créé un collège moyennes entreprises. Donc, il y a des choses qui... qui évoluent. Qui ont évolué, pardon, pour être plus efficaces. En fait, ce qu'on recherche, à chaque fois, c'est... Voilà. On pense qu'y a un sujet où on est... Ce serait bien de faire comme ça pour être plus efficace, on est amené à le faire. Donc, on essaie globalement dans le pôle... Enfin, on est une industrie où on promeut la flexibilité dans l'organisation. On essaie aussi de s'appliquer... la flexibilité dans l'organisation.

<Files\\4_7> - § 2 references coded [5.11% Coverage]

Reference 1 - 4.15% Coverage

PR : On est une association. C'est public. Donc, aujourd'hui (…). Donc, y'a 6 collèges, y'a des grandes entreprises avec 9 membres, des entreprises moyennes, 2 membres, les petites et micro-entreprises, 8 membres, d'enseignement et formation et recherche, 7 membres, les collectivités territoriales, au plus 7 membres, mais ils n'ont pas le droit de voter sur tous les sujets. Typiquement, sur les sujets qui les concernent. Typiquement, « Est-ce qu'un projet qui va demander le financement de la région? » Ils ont pas le droit de voter. C'est... c'est nous qui votons, c'est pas eux. Et puis, y'a les investisseurs, qui ont 2 membres, et puis, y'a un représentant de l'État, c'est le préfet de région ou son représentant, mais qui n'a pas le droit de voter.

JP : Ouais.

PR : Et on peut avoir des personnalités qualifiées. Donc, ça montre, justement, une certaine indépendance et par rapport aux collectivités territoriales, et par rapport à l'État et on voit que, bon, ça... au début, on n'était pas dans ces chiffres-là. Je crois que c'était 9 pour les grandes entreprises, 6 pour les PME et ça, ça existait pas. On a quand même beaucoup ré-équilibré le...

le... le pôle pour, justement, qu'y ait de... plus de... de pouvoir donné aux PME et aux entreprises moyennes.

JP : Parfait. Pis, après ça, dans le CA, après... faut refaire un peu le... l'organigramme que j'avais vu qu'y avait le CA, parce qu'y a la direction générale?

PR : Donc, y'a le CA et le CA va élire aussi... va désigner un bureau exécutif. JP : OK.

PR : Qui va être en charge de se réunir plutôt toutes les 2 semaines pour discuter de... de l'avis de... du pôle. Le CA, il va plutôt se réunir, normalement, tous les 3 mois.

JP : OK.

PR : Sauf événements. Ouais, notamment pour le budget, pour l'assemblée générale, pour des choses comme ça. Mais celui qui... qui décide des vies de tous les jours, c'est plutôt le bureau exécutif, qui pareil est défini et puis, à sa définition dans le... Voilà. Donc, ce... sa composition. Donc, qui est maximum 20 membres, dont... désignés. Et puis, donc, le conseil d'administration a un président et c'est lui qui propose un délégué général.

JP : OK.PR : Et le délégué général, après, constitue ses équipes et est autonome pour les... les... décider. Je pense, quand c'est pour les... les adjoints, le bureau exécutif est tenu au courant et il doit valider et voilà, mais le reste du personnel, le bureau exécutif ne valide pas du tout.

JP : OK. Parfait. Donc, le CA, y'a a le bureau exécutif. PR : Oui. Le DG.

JP : Le DG.

PR : Et ses équipes.

JP : Le DG et ses équipes. Pis, dans les équipes, est-ce que c'est structuré qu'y a un chef d'équipe, un lead de projets et...

Reference 2 - 0.96% Coverage

Alors, normalement, l'État est à tous nos conseils d'administration, puisqu'ils ont un représentant qui... qui est là.

JP : Est-ce que c'est aux 3 mois?

PR : C'est à peu près tous les 3 mois. Entre tous les 2... 2 à 3 mois. Ce... Ça dépend. Et puis, y'a ces rapports d'avancement que nous faisons tous les... deux fois par an. Y'a aussi le fait qu'on leur présente nos objectifs et ça, c'est aussi deux fois par an que nous faisons une réunion avec... officielle avec la... la Région et l'État pour, justement, nos avancements, pour présenter... Voilà, ça, ça doit être les plus officiels. Et puis après, on les voit très souvent.

<Files\\4_1> - § 2 references coded [1.33% Coverage]

Reference 1 - 0.59% Coverage

On a créé notre association, notre structure juridique en janvier 2006. Et donc, on a dû atteindre 50-50 à partir de 2010, je pense, ou 2011. Ouais, on a dû... Je dirais 2011, comme ça. Je... Je peux me tromper, mais... À vérifier. Mais je pense c'était autour de 2011. Et donc... Donc, on a... On a monté, comme ça, si tu veux notre... notre structure et évidemment, on avait une... On a toujours eu l'ambition, hein, que tu... que tu vois aujourd'hui, hein, de continuer à grandir, d'adresser de plus en plus de sujets.

Reference 2 - 0.74% Coverage

JP : Est-ce que c'est encore une ambition aujourd'hui, de grandir?

CC : Alors, grandir... Ça dépend à quel point de vue. Est-ce qu'on raisonne en nombre de membres, est-ce qu'on raisonne en... en périmètre d'activité? Est-ce qu'on raisonne, aussi, d'un point de vue financier? Je... Je pense qu'on est dans une phase, comme je te disais, où on revisite un peu notre propre identité et donc, ça suppose un peu de sagesse, donc on va... On va bloquer, on va dire cette croissance, le temps de bien réinstaller, on va dire, le... le nouveau Cap Digital et on va... Ensuite, on redémarrera vers quelque chose peut-être de plus... un peu plus croissant.

<Files\\2_6> - § 1 reference coded [3.29% Coverage]

Reference 1 - 3.29% Coverage

KB : La taille est intéressante. Je pense qu'on a... on est un peu confronté à une problématique de start-up, où on a beaucoup grandi, effectivement, rapidement et il faut arriver à structurer les choses en interne et accompagner la croissance, arriver à faire que le projet, il emmène tout le monde... que le projet de l'entreprise emmène tout le monde. Donc, c'est pas une quête de croissance pour le... pour la croissance. C'est juste parce qu'on a... y'a vraiment des missions intéressantes, parce qu'on identifie des

opportunités, qu'on a envie de les saisir, parce qu'on sait qu'on peut être utile à accompagner certaines de ces opportunités, à accompagner l'innovation, le lien entre les acteurs de l'innovation et du coup, on doit être aussi vigilant à pas grandir trop, trop vite. Donc, on... on a envie de se dire : « Là, on est entré dans une phase de consolidation, » sauf que y'a des

opportunités qui peuvent se présenter et c'Est à chaque fois un sujet d'arriver à avoir la bonne instance de gouvernance, qui va permettre de faire le

« go, no go » sur ce qui se présente. Et ce que j'ai voulu... ce que j'ai évoqué tout à l'heure sur la notion de... de faire du conseil, tu vois, pour accompagner des collectivités qui voudraient qu'on les aide à lancer un incubateur... Potentiellement, on peut avoir, je sais pas, 25 marchés demain, quoi. Sur ce sujet-là. Sauf que ça veut dire que bon, ben, il faut faire rentrer les resources et recruter, parce qu'on n'a pas les resources humaines pour traiter ces opportunités-là. Est-ce qu'on a envie de recruter 5 personnes demain pour faire du conseil ou de... de, de... Comment dire? Oui, de faire grossir l'équipe de cette manière-là, alors qu'on n'a pas encore consolidé, tu vois, l'ensemble de l'offre, de... de se dire on a la bonne organisation pour accompagner la richesse de cette offre. Ce serait une erreur, à mon sens, de se lancer trop vite dans une nouvelle activité alors qu'on n'a pas encore vraiment consolidé cette... toute cette offre. Donc, il faut être vigilant à pas grandir trop vite non plus.

<Files\\2_5> - § 1 reference coded [1.48% Coverage]

Reference 1 - 1.48% Coverage

JP : Fec, toi, tu fais la relation avec eux pour savoir si y'aurait pas un intérêt à investir dans certaines...

LM : C'est ça. Moi, j'aide les... parce que nos start-ups, elles arrivent, elles ont beaucoup besoin de se développer. C'est des gros sujets pour elles, le financement de leur... leur projet est un des sujets importants. Donc, en France, on a un écosystème qui est assez bien développé en termes de financement public, mais ça a ses limites, parce que tu peux pas avoir non plus des milliards de subventions. Et souvent, les start-ups, y'a un moment où elles sont en difficulté, parce que, ben elles arrivent pas à continuer à progresser, elles sont... y'en a déjà qui ont des business models où elles vendent pas tout de suite, donc du coup, elles ont besoin d'argent avant de pouvoir vendre. Et même pour celles qui vendent tout de suite leur produit ou service, ben y'a les enjeux de production en amont, de... de management, de l'équipe à faire grossir, etc. pour répondre à la demande de leurs clients. Et donc, pour ça, elles ont besoin que des gens investissent chez eux. Et donc, moi, mon job, ça va être, déjà, de fédérer cet écosystème d'investisseurs et puis, d'aider les start-ups, ben, à être un peu sexy pour ces investisseurs, à discerner et aider les investisseurs à discerner dans nos start-ups, parce qu'on en a quand même beaucoup, lesquelles sont celles qui sont potentiellement avec le plus fort potentiel. Donc, voilà. Donc, je coordonne notamment cette partie-là.

<Files\\2_4> - § 2 references coded [5.88% Coverage]

Reference 1 - 4.85% Coverage

LT : OK. Alors, moi, c'est Lucie Torres et je suis chef de projet pour l'Arc de l'Innovation. L'Arc de l'Innovation, c'est un projet qui vient d'atterrir chez Paris&Co, cette année, 2018. En fait, c'est un projet qui a duré 3 ans, qui est un projet multi-territorial qui est porté à la base par la mairie de Paris, qui est à l'initiative du projet. et qui a été chercher 3 ETP, donc 3 établissements publics territoriaux, à l'est de Paris, à la frontière parisienne, pour essayer de dynamiser l'est parisien/Grand Parisien et essayer un peu de gommer la frontière du périph', essayer de rééquilibrer aussi le territoire est/ouest., parce que l'ouest parisien, Grand Parisien est beaucoup plus développé, prospère, avec la... par exemple, la Défense, qui est une zone... voilà, très dense, très marquée en termes de développement économique et c'est vrai, à l'est de Paris, y'a un phénomène... Y'a encore pas mal de quartiers prioritaires avec des problèmes d'emplois, notamment et... Et donc, y'a un sujet de dynamisation de l'attractivité de ces territoires. Du coup, la mairie de Paris a été chercher un peu plus loin, au-delà des frontières, un peu dans une ambition métropolitaine, d'autres partenaires pour essayer, en fait, de développer ces territoires en prenant pour levier l'innovation. Voilà. Parce que ce territoire n'a pas que des contraintes, il est... c'est aussi un territoire qui est hyper-foisonnant en termes de projets individuels, de... créatifs, innovants, assez locaux d'ailleurs. Et la difficulté, c'est qu'ils sont vachement disséminés sur le territoire et donc, beaucoup moins visibles. C'est plein d'initiatives individuelles ou locales de lieux un peu atypiques, de... voilà. De... de porteurs de projets. C'est... c'est un peu un incubateur, ce territoire de... de projets. Tous les porteurs de projets, tous les créatifs sont plutôt de ce... de ce... de ce côté-là, on va dire, de Paris et du Grand-Paris. Mais... mais ça se voit moins et donc, l'objectif de l'Arc de l'Innovation, c'est à la fois de faire une sorte de marketing territorial pour faire connaître ces initiatives pour montrer, aussi, les... les atouts. et... et sortir un peu de... des… de l'image des problématiques de ces territoires pour montrer aussi ce qu'elle a aussi de vi... de vitalité et d'innov... d'innovante. Ce... Et... et donc, voilà. Du coup, ça, c'est l'ambition politique de départ, se mettre à plusieurs. Les ETP, c'est... c'est des regroupements de villes, en fait qui ont... sont liés au découpage métropolitain. Donc, y'a 3 ETP en plus de Paris. C'est Plaine Commune au nord, nord-est, Est-Ensemble à l'est et Grand-Orly Seine Bièvre au sud-est. Et donc, c'est les 3 autres ETP qui pilotent... enfin, qui portent ce projet. Jusque les 3 premières années du projet, en fait, on va dire que c'était impulsé beaucoup par Paris. Y'avait pas de budget dédié. C'était uniquement basé sur les resources internes. Pas trop de plan d'action et donc, ça a un peu pataugé, quoi. Et au bout de 3 ans, ils se sont rendus compte qu'ils avaient créé une sorte de coquille vide et que ça manquait beaucoup d'impact local, donc ils sont venus chercher Paris&Co, qui a l'habitude à la fois de travailler avec les porteurs de tra... de projets, de travailler avec les instituions et de travailler avec des partenaires privés en disant comment vous, vous pouvez à partir de ces

ambitions politiques-là, créer un plan d'action qui ait de l'impact sur les territoires, des effets, quoi. Concrets. Et donc, Loïc et Karine, les deux co-directeurs, ont présenté un plan d'action en 3 volets en disant : « La condition, c'est que pour monter un projet d'une telle envergure, il nous faut des budgets, on pourra pas faire ça comme ça avec rien. » Donc, on est... Ils ont été chercher avec l'aide de la mairie de Paris... pas mal d'aide de la mairie de Paris, 6 grands comptes de l'immobilier, 6 promoteurs immobiliers pour financer ce plan d'action. Donc, c'est Altarea Cogedim, BNP Paribas, Real Estate, Nexity, Icade, Poste Immo et puis... Est-ce que j'en oublie un? J'en oublie souvent un. C'est jamais le même. Ouais, bon, en tout cas, les grands.

Reference 2 - 1.03% Coverage

C'est juste comment on arrive à embarquer tout le monde de manière vraiment collective et qu'on arrive un peu à se sortir à la fois en termes d'image et en termes de process de fonds, de son empreinte politique, parce que aujourd'hui, le site... Mais là, je l'ai mis à jour, mais y'a un mois, le site, c'était un site statique d'ambition politique, quoi. Donc, finalement, pas du tout porté sur la cible, pas du tout en réflexion sur à quoi... Enfin, en direction des... des, des... des gens à qui c'est destiné, ce projet, en fait. C'est... c'est plus de la vitrine d'intention et... et c'est ça qui allait pas. C'est que, en fait, la vitrine d'intention, en fait, ils se parlent entre eux et ils oublient que... en fait, ils pourront se le réapproprier que s'ils ont atteint leurs objectifs et leurs objectifs, c'est d'être concrètement en aide aux porteurs de projet, mais...

<Files\\3_4> - § 2 references coded [2.47% Coverage]

Reference 1 - 1.13% Coverage

Et puis, au bout d'un an, j'ai eu la chance de voir arriver, donc, Marion, qui a été recrutée par IMU en mars, je crois, mais je l'ai rencontrée un peu plus tard. J'ai dû la rencontrer en juillet. Qui a été dédiée un petit peu au projet, c'est pas énorme, elle devait être à 10%, mais c'est... mais c'est déjà ça. Et Charlotte, qui a été embauchée à la même époque par Érasme, mais bon, qui a eu un arrêt maladie, qui vient d'arriver, là, y'a un mois. Ce qui fait que maintenant, on est 3. Moi, j'avais besoin... C'est un projet tripartite, donc j'avais besoin d'avoir l'ambition des 3, puisque ce projet, à la base, est une coquille. On veut être 3. On veut permettre aux gens de se rencontrer et de collaborer plus. On veut que ce soit régional, toucher des publics différents, avec une logique d'inclusion, toucher des territoires différents, sortir de la métropole. On veut accompagner à la maturation de projets et on veut un lieu. Maintenant, vous vous débrouillez. Faut que vous trouviez comment faire ça. Donc, là, on s'est bien, bien, bien pris la tête sur rester en cohérence. Aujourd'hui, le projet,

Reference 2 - 1.34% Coverage

JP : C'est ça. Donc, est-ce que vous pensez à chaque... Le réseau, c'est fait de personnes avec différents rôles. Est-ce que c'est quand même valorisant d'aller là ou ce serait mieux de juste dire... Dans le fond, le monde sont catalyseur dans des endroits où est-ce qu'ils sont plus marketing-oriented ou genre (...)- oriented. On préfère pas y aller, parce que nous, c'est pas notre mission. Ou c'est une bonne place pour vous, d'avoir de la visibilité ou...

MD : C'est une bonne place, peut-être pas pour avoir de la visibilité, mais pour... Parce qu'on intrigue, genre on a plein de couleurs et tout, donc les gens, ils viennent voir. Et parce qu'on a une ambition, un rôle et un besoin de diffusion de ces pratiques. Et de transformation à l'interne. Les grands groupes, dans nos missions, c'est... y'a transformation, y'a acculturation à nos méthodologies, à l'agilité, à l'innovation usager, à la souplesse... Donc, si, c'est quand même important d'y aller, c'est pas... Bon, je pense que pour se faire connaître, il faut aussi, mais on... C'est pareil, se faire connaître, c'est pas pour décrocher des marchés ou dans un objectif commercial. C'est plus pour être identifié comme l'acteur du

réseau, qui va me permettre d'être connecté à telle communauté ou telle communauté. C'est vraiment dans cette démarche, quoi.

<Files\\3_5> - § 1 reference coded [2.16% Coverage]

Reference 1 - 2.16% Coverage

JP : Donc, parce que... Donc, y'a une certaine... Par rapport à la vitesse, donc, de travail ou de grandir ou remonter... En ce moment, c'est plus dans une volonté d'en prendre plus que de vraiment... Comment dire? Stabiliser ou d'archiver, de classer ce qui s'est passé.

M : Je sais pas si c'est une volonté. En fait, on le fait parce que... Je sais pas si y'a une ambition, une vision très claire, là derrière, de dire stop, on pose les bases, on se calme, on consolide. Y'a pas un message clair là-dessus sur « On se pose, on se calme » ou genre, « Allez-y, continuez à développer. » Pfft. Donc, du coup, ça, comme y'a pas un message clair, on...

JP : Est-ce que c'est quelque chose qui te manque dans ton …?

M : Ouais. Ouais, ouais. C'est quelque chose qui me manque sur le... Alors, d'un côté, ça me plaît, parce que j'aime bien aussi être libre, etc. Donc, je fais à ma sauce. Mais je pense que c'est quelque chose qui me manque et qui manque à tout le monde, ce... ben, cette vision, quoi. Ce fil

conducteur, de se dire là où on va, quoi. Ce qui existe dans toute boîte. Et... et que j'avais pour le coup, dans les anciennes structures, c'était des petites boîtes, qui étaient aussi en plein développement, mais y'avait un cadre beaucoup plus strict, quand même. Donc, on se... Ouais. C'était quand même un peu plus cadré et suivi, quand même, je crois.

JP : Pis ça, t'as dis que tu as un manque de vision, pis les autres sont plus encadrés, donc c'est la vis... leur vision faisait en sorte que c'était plus formel et structuré à l'interne, parce que la vision était plus claire?

M : Ouais.

<Files\\2_8> - § 2 references coded [7.74% Coverage]

Reference 1 - 1.73% Coverage

JP : Puis, est-ce que c'est des projets qui viennent des... RO : De partout.

JP : ... des partenaires ou ça peut être des gens, aussi, de votre équipe, qui...

RO : Ça peut être la Ville. Ça peut être des gens de notre équipe qui vont dans leur réseau, chercher un projet. Ça peut être des réponses à appel d'offre européen ou français ou... voilà. On a vu de tout. Au mois de... au mois de mai, on était sollicité pour répondre à un appel d'offre du Ministère des Armées, en France. Un énorme truc. Eh ben, on a abandonné. On n'a pas répondu, en fait, parce

qu'en étudiant le dossier, ben, on s'est rendu compte que c'était un truc... Ça demandait d'investir beaucoup de moyens. On aurait pu le faire. Le projet était rémunérateur, mais ça nous faisait grossir sur une thématique avec des trucs très, très compliqués quand même. On n'était pas sûr d'être vraiment les meilleurs, en fait, là-dessus pour... On était les meilleurs sur un aspect, mais y'avait des... des demandes exprimées que nous, nous satis... Puis, on trouvait que le projet était mal foutu, en plus, donc on n'a pas répondu. Enfin, on avait commencé à répondre, puis on n'a pas soumissionné au final le projet. On a décidé. On s'est réuni. « On n'y va pas, voilà. » Un truc peut même y aller... Y'avait 4 millions d'euros à la clé. Ben, 12,4, enfin, c'est énorme, quoi.

Reference 2 - 6.01% Coverage

RO : C'est tout récent, ça, hein. C'est vraiment, justement, parce qu'on a plein de sollicitations et qu'à moment donné, il faut aussi qu'on (...) une équipe, donc c'est pas possible. On avait un projet qu'on a laissé partir, au Tremplin, donc au... à l'incubateur sport. Au mois de mars. Moi, je pense qu'il aurait fallu bloquer un an. Parce que d'abord, on n'a pas été pris, j'en étais certain,

mais ensuite, si on avait été retenu, il fallait qu'on envoie une équipe aux Émirats Arabes Unis pendant un an, enfin, un truc de dingue, quoi. Moi, je le... je le sentais pas, ce truc-là. Enfin... Dans le projet Paris&Co, ça rime à quoi? Non. On a l'idée de grossir, mais pas de grossir n'importe comment, pas de grossir juste pour prendre de l'argent.

JP : Vous êtes quand même dans l'idée de dire (…)

RO : On n'a pas... On veut grandir, parce qu'on a des concurrents qui sont gros eux aussi, donc, si on veut exister, il faut qu'on puisse quand même continuer à capter de la valeur, mais c'est pas....

L'ambition en soi n'est pas de... Enfin, c'est... Notre projet d'entreprise n'est pas de grossir, mais forcément, on grossira si on fait tous les... tous les projets et tous les développements qu'on a en tête, mais on le fera, parce que ça répond à notre cahier des charges, de développer l'innovation, de développer le nombre des start-ups à Paris, de faire venir des boîtes étrangères. Et de pénétrer dans le territoire, tiens, plus profondément qu'à Paris intramuros. On a commencé à nous étendre vraiment sur le territoire métropolitain et c'est ça qu'on voudrait faire, en fait. On voudrait devenir un acteur métropolitain, donc, ça, c'est la... j'sais pas à quel point vous connaissez bien le maillage, en France, du... de la... à la fois de la politique et de la... et de la... et des financements, des... des villes, des territoires, des communautés agglo, des régions, des... voilà. Des départements. Ben, ça, c'est... Ça, c'est compliqué, je pense. Enfin, je connais pas l'Angleterre, je pense que c'est plus compliqué, mais... Mais en Allemagne, ils ont les landes, mais les landes, ils sont tellement gros et indépendants, ça a rien à voir avec. Les régions sont toutes petites en France et ça a rien à voir non plus. Puis, la gouvernance n'est pas du tout la même. Donc, il faut qu'on fasse avec ça et y'a de l'argent, à chacun de ces niveaux-là et si on veut se développer, il fallait trouver cet argent et donc, ils ont tendance à... à donner de l'argent, aux gens qu'ils voient, quoi. Donc, faut être visible. Mais on a... je veux dire, on fait des choses toujours avec des projets qu'on crée dans le territoire et avec toujours beaucoup de... On délivre énormément de choses, en fait, dans la prestation. C'est pas... c'est jamais... C'est pas juste pour écrire un livre blanc, quoi. On a des vraies boîtes. On a du vrai chiffre d'affaire. On a des vrais gens qui travaillent dans ces... bon, voilà. C'est important.

JP : Vous parliez des Émirats Arabes Unis, un peu plus tôt. Est-ce que c'est un des objectifs, aussi, de... d'aller chercher du marché dans ces villes qui s'internationalisent?

RO : C'est eux qui viennent nous voir aujourd'hui. C'est pas nous qui allons les chercher, parce qu'on a suffisamment à faire.

JP : Ouais.

RO : Mais eux, forcément, ils s'inspirent de ce qui fait... de ce qui se fait en Europe et quand

ils viennent en France, ben, ils vont à Paris et quand ils vont à Paris, on est un des acteurs quand même visibles. Donc, forcément, on a des gens qui viennent nous voir. Et puis comme on travaille pas mal avec le Ministère des affaires étrangères et avec la Ville de Paris, la Ville... la... la maire de Paris, elle reçoit toutes les semaines une délégation de l'étranger. Et la plupart du temps, c'est... ben, il faudrait qu'on développe les liens bilatéraux entre nos deux villes. Qu'est-ce qu'on peut faire? Ah ben, tiens, on va créer... on va créer des liens avec les... avec les réseaux de... d'incubateurs et de... de start-ups et donc, c'est... en partie, ça nous retombe dessus, quoi. Donc, il faut assurer ça, derrière. Il faut... Alors, ça rentre dans notre plan, mais c'est beaucoup de boulot. Puis, parfois, c'est juste très, très protocolaire.

JP : Votre stratégie d'expansion... RO : Et c'est pas notre truc.

JP : … de grandir. C'est pas un pilier, d'aller chercher dans les pays émergents.

RO : Non. Non, c'est clairement pas une de nos bases de développement. Après, si ça se présente, on regarde, hein. On regarde. Là, on a quand même répondu à un appel à projets du H2020,

<Files\\1_3 > - § 1 reference coded [1.64% Coverage]

Reference 1 - 1.64% Coverage

1. Would you like better to have a recurrent funding and less autonomy?

All money comes with strings attached. There is always something you need to do if you receive money. And yes, if you get recurrent budget for certain goals that are externally defined, the question is: do these roles align with our goals? But at least you have a longer time period to commit to them. So I think for the organisation it can make it stronger in being able to have a more strategic development and daptable to the social context. Stronger for the long term development.

<Files*4_1*> - § 3 references coded [0.89% Coverage]

Reference 1 - 0.31% Coverage

On s'est immédiatement senti totalement autonome de nos décisions, en fait. Hein, et de nos... nos arbitrages, de nos... de nos stratégies. Tout en ayant toujours un regard, évidemment, attentif à ce que l'État... et ensuite, l'État plus la région Île-de-France, hein.

Reference 2 - 0.19% Coverage

Un des rares pôles à être vraiment autonome dans nos... On va dire, dans nos décisions. Pas autant qu'on l'aurait voulu, mais aussi financièrement parlant.

Reference 3 - 0.39% Coverage

prend le meilleur des deux mondes, c'est-à-dire : « Je veux garder mon autonomie comme n'importe quelle entité privée, hein, sur des choix stratégiques, sur des arbitrages financiers, sur des priorités, etc. Tout en allant chercher une reconnaissance publique pour toucher un peu d'argent, tout ça au bénéfice de nos membres. »

<Files\\4_7> - § 2 references coded [2.14% Coverage]

Reference 1 - 0.83% Coverage

est-ce que vous avez besoin de remonter jusqu'au ministère pour... pour... pour mettre les... vos... votre mission ou si vous avez... vous voulez changer les objectifs de la compagnie?

PR : Non, non, mais on doit faire... Donc... Donc, ça... ça, on le fait pas, mais typiquement, pour pouvoir... La plus grosse action qu'on a fait comme ça, le plus gros changement, c'est... ça a été d'absorber un autre pôle. Donc, on a absorbé le pôle Advancity cette année. Et donc, là, chaque pôle, en effet, a son propre accord avec ses ministères qui le concernent.

Reference 2 - 1.31% Coverage

Alors, normalement, l'État est à tous nos conseils d'administration, puisqu'ils ont un représentant qui... qui est là.

JP : Est-ce que c'est aux 3 mois?

PR : C'est à peu près tous les 3 mois. Entre tous les 2... 2 à 3 mois. Ce... Ça dépend. Et puis, y'a ces rapports d'avancement que nous faisons tous les... deux fois par an. Y'a aussi le fait qu'on leur présente nos objectifs et ça, c'est aussi deux fois par an que nous faisons une réunion avec... officielle avec la... la Région et l'État pour, justement, nos avancements, pour présenter... Voilà, ça, ça doit être les plus officiels. Et puis après, on les voit très souvent.

JP : Justement, dans les non... non formels. Vous vous voyez chaque semaine?

PR : Dans le non-formel... Oui, quoi, la... la Région, je peux la voir... On doit être 3 ou 4 à avoir la Région au téléphone au moins une fois par semaine.

<Files\\2_1> - § 2 references coded [4.72% Coverage]

Reference 1 - 2.53% Coverage

 Et puis il y a la loi. Il y a un ensemble d'obligation sociale qui oblige l'employer à Oorganiser se dialogue. Alors il y a des délégués du personnel. Le droit du travail en France il est extrêmement stricte. Ma responsabilité est de respecter la loi. Très rigide et amène de la régidité. Comité sociale d'entreprise. Il y a une instance représentative du personnel. C'est du consultatif. Ce dialogue est important, il est intéressant. En face de nous il y a les salariés. Ils ont la chance d'avoir des gens, ce serait bien que tu rencontre Thomas, et c'est important pour les entreprises des 50 salariés.

Reference 2 - 2.19% Coverage

Cette présentation sert à l'initiation des nouveaux employés. Ca a été voté dans un processus dynamique. C'était à la foi exigeant et c'était assez ludic. Ils ont travailler fort. On est pas des Bisounours. On est pas des crétin. Faire un business positif. Il ne faut pas arnaquer l'autre. Ca a permit aux équipes très différentes. Confrontation les gens qui sont business et ceux qui viennent pcq c'est du domaine public. On a travailler dans les équipe et travailler à ne pas influencer le truc. Ce ne sont pas les valeur des dirigeant de P&C.

<Files\\2_4> - § 1 reference coded [5.76% Coverage]

Reference 1 - 5.76% Coverage

KB : C'est un vrai... Je suis d'accord avec toi, c'est vraiment challengeant, en particulier quand t'as une équipe de 80 personnes, hein. Parce que déjà à 40, c'était challengeant; à 80, ça le devient encore plus. Et encore plus quand tu es dans une structure qui est multi-sites.

JP : Ben oui, c'est ça que ça donne.

KB : Donc, y'a.... y'a un enjeu essentiel. Je pense que la meilleure fa... la meilleure formule, c'est celle qui permet de garder un lien avec les équipes sur le terrain, en même temps qu'on a un travail extrêmement exigeant avec le comité de direction. Donc, c'est une réponse de

(Normand) que je te fais. Elle est pas satisfaisante, c'est sûr, mais je... je pense que... Alors, au sein de Paris&Co, je crois que... Par exemple, tu vois, l'année dernière, on avait mis en place un comité social d'entreprises, hein? Qui est... Qui est une instance nouvelle et obligatoire à partir du moment où tu passes les 50 employés. On est hyper-content d'avoir mis en place ce comité social d'entreprises. Parfois, dans les entre... dans les organisations, c'est une contrainte. Nous, on l'a vraiment vécu comme la mise en place d'une instance qui devait faciliter le dialogue ente les employés et la direction, parce que c'est bien d'avoir des... une structuration quand tu as 80 personnes, c'est... On est dans une problématique de PME, quasiment. Donc, on a à la fois un défi sur le comité... sur le fait d'avoir un... Y'a un comité de direction qui n'a pas le même objectif que... évidemment, que ce comité social d'entreprises. Je pense qu'au sein de Paris&Co, y'a... On a fait un travail important l'année dernière sur l'identification des valeurs de l'entreprise. Je sais pas si t'as eu l'occasion d'en parler, auparavant. C'était un exercice important, parce qu'on a tellement grossi et tellement vite, qu'à un moment donné, il faut lever le nez et se dire « En fait, c'est quoi qui nous réunit? » Et c'était essentiel pour nous de lancer ce projet, parce qu'on sent qu'il y a une certaine identité dans l'agence. C'est pas seulement l'accompagnement des start-ups, c'est aussi... Y'a... Y'a une forme de sens de l'intérêt général, mais en fait, le curseur, il se met pas au même endroit pour les différents collaborateurs. Y'a des gens qui ont beaucoup plus cette fibre et cette préoccupation du sens de l'intérêt général et d'autres, un peu moins, qui considèrent plutôt que, ben... ils fonctionnent comme une entreprise et qu'en gros, on doit pas trop se préoccuper de la collectivité. Mais.... Mais malgré tout, il y a quand même quelque chose qui nous réunit, qui nous lie, en fait. Et ce travail sur les valeurs, il a consisté à identifier précisément ce qu'on trouvait entre nous, donc, des valeurs de... L'idée de... de, de... de bienveillance, par exemple, l'idée du test handler, de, de... de prendre des risques. L'idée de travailler en commun, de co-construire, des projets collaboratifs. Ça, c'est quelque chose de fort dans l'ADN de l'agence. Et le projet sur les valeurs, il a été essentiel pour... pour nous, et c'était une priorité pour Loïc et moi de, vraiment, de le faire collectivement et de faire en sorte que tout le monde dans l'équipe soit investi dans cette identification de ces valeurs. Donc, je pense qu'on a un vrai souci d'être... d'arriver à garder le contact permanent avec les équipes dans des sites qui sont parfois relativement éloignés. Et puis, le lien avec le comité de direction qui est aussi essentiel, mais sur lequel on va aborder des sujets qui sont un peu... un peu plus stratégiques, on va dire.

Evaluation

[<Files\\1_1 >](#) - § 1 reference coded [14.91% Coverage]

Reference 1 - 14.91% Coverage

2. What is the feedback or the monitoring mechanism from the public sector when you receive public funding?

We tried to change what they ask from us. For arts... So the classical the way that the cultural arts institution has to legitimize their funding his the amount of people that has the tickets for the show for the theatre show, for the museum, for the exhibition. **We said that we want to be evaluated on the impact.** We say that we want to be asked some questions about impacts in all kid of different ways. It is not that we don't sell tickets but we are in contact with so many people. If you just counted people that are in contact with us, that are part of our events we have a very high figure. Higher that any other group can convene because they can only put all those people in one spot so we can expand it, we can go to hundred thousands people during the year we just go where the people are so it makes us much more flexible, so yes we can comply to these this types of boxes that you have. But why don't you ask us and all the other people in the art community about he impact, what people are actually doing with the money.

Does it impact any policy making, does it impact the way people perceive problems, is there a way people were inspired to do it themselves. We never succeeded at this, so we tried to change the model, but for arts and culture it's been always how many tickets did you sell. They calculate: so how many people, how many money. This amount per person so that amount of money.

So they put all the theatre groupe beside. They are very much about direct public engagement in the classical way. So we do training for teacher, but this is not about how many teacher we meet. Of course it can be an indicator, but the 'maker education' is coming something that people are referring to, I think that has a much bigger impact. And you can't even measure that.

I'm now being asked to be part of a commission to looks at the criteria for better the techno education. If we can change something there, it change the whole landscape of science education. So it is not going to happen in each of these four categories asked for if different

questions. I think we are extremely well equipped to give the right answers and we have very good reviews from European programs always like WOW because we're able to find other ways to have impact on research that they have already talked about the use most of the time so no we know how to meet their demands.

Should the social and environmental impact be part of the requirements of the evaluation processes?

What we would like… we ourselves did Amsterdam Make your City and we said that **everybody should make their own goal and we're going to follow that on the basis of self assessment with peer learning, no sorry, peer review** and it worked very well. So I think that would be the best way to ask people: what do you want to have as an impact yourself and then if it's something that you can measure it four years and then you can do it through the project and then you wanna go here to there I will involve this type of people and then you should have a process let you do this self-assessment how far am I in the Peer learning environment so other people could assess what you're saying if you would make an organisation doing like this you don't need this quantified things anymore and if you're part of the process and you engage in the process this little tool of instrument if you're still being out of this process it is also we're funding so this is about the learning community so all these people are there for each other and you also an input for somebody else it's not only you getting stuff is that you give stuff.

Which is totally changes the narrative about what public funding is doing. So I think most of the funding is always on the Prestige and the one we seek we can achieve. So there is no multipliers effect in it. But with **high trust** we believe that you do what you say that you do in that we want you to share your knowledge with other people that have multiple effects not just learning of this one group.

But now we are in competition instead of collaboration so I'm not going to tell you because I want to compete with you the next time. **So I a lot of the public funding is now based on low risk and basic competition and will have to go to a public funding which is base on high trust and collaboration. That's a totally different sets of rules.**

What would that change?

It would change…. Better solutions… been more efficient with your knowledge being more efficient with your resources. To share resources instead trying to have them all on your side. At the moment if you lose your funding you lose your resources and since you're in competition with us you don't know how to say: Hi! And go further. If there would be a bonus for cocreation and bonus for sharing, people will be much more efficient with the funding they have.

<Files\\2_2 - > - § 1 reference coded [1.11% Coverage]

Reference 1 - 1.11% Coverage

Alors durant la phase d'expérimentation de déploiement on va mettre en place ce deuxième niveau d'évaluation. À la fin, lorsque le porteur de projet a fait son expérimentation, qu'il a évaluer de son côté et qu'on a évaluer de notre côté. On a une phase que nous on appelle valorisation et capitalisation. Donc changement d'échelle. On va se poser la question : Quels sont les résultats. Est-ce que ça s'est bien passé?

<Files\\2_2 - > - § 1 reference coded [1.01% Coverage]

Reference 1 - 1.01% Coverage

L'évaluation c'est l'intérêt majeur d'une expérimentation par le Urban lab. À la foi pour l'entrepreneur, évaluer ca va lui permettre d'arriver à ces résultats. Et pour la ville c'est pareil, évaluer, ca lui permet de se dire: ce que j'ai testé, comment je peux l'exploiter derrière dans mon achat, dans mon processus d'innovation, dans la facon dont je vois les enjeux urbains.

<Files\\4_3> - § 2 references coded [1.48% Coverage]

Reference 1 - 0.30% Coverage

On est quand même assez capable de… de tirer des bilans de nos événements ou de nos actions, de nos activités et de… et du coup, de pouvoir redresser la barre l'année… l'année suivante.

Reference 2 - 1.18% Coverage

Ben, à quoi tu penses quand tu dis que vous êtes bons à faire des bilans?

HA : Ah, pardon, excuse-moi. Oui. Alors, pas sur les conférences, mais par exemple, à l'international...

JP : Ouais.

HA : Ils accompagnent souvent des délégations à l'étranger. Des délégations business, donc ils prennent 6 ou 10 adhérents et ils vont à un événement...

JP : Une mission.

HA : ... de mission, voilà. Et en fait, du... À chaque fois, on... on envoie un questionnaire, alors R.O.T. plus ou moins business, enfin, ce qu'ils ont exposé ou pas et du coup, on est capable de

savoir le nombre de... le nombre de... de... leads qu'ils ont générées, est-ce qu'ils sont globalement satisfaits, est-ce que ça leur a servi, quelles sont les prochaines étapes, etc.

<Files\\4_7> - § 2 references coded [2.56% Coverage]

Reference 1 - 1.87% Coverage

oui, tous les ans, on propose en fin d'année ce qu'on appelle les fiches action. Donc, en gros, pour chaque type d'ac... Moi, j'en ai une sur les R&D, on en a une sur le développement des entreprises, y'en a une sur l'Europe, y'en a une sur... voilà. Et pour chacune des actions, on va dire ce qu'on pense faire l'année prochaine et on va lui associer des KPI. Donc, voilà. Et qu'on va remonter à... qu'on... et dont on fait le suivi dans nos rapports d'activité. Donc, on... En général, on... on fait un rapport à mi-année et donc, qu'on essaie de faire le plus tôt possible, après le 1er juillet. Et puis, un rapport de fin d'année, donc qu'on va remettre à l'État et plutôt en février-mars.

JP : Puis, est-ce que y'a, dans ces KPI-là, souvent, un peu plus les effets des... des... L'impact sociétal. Ou est-ce que c'est...?

PR : Alors, donc, pour le moment, ça va plus être... Typiquement, pour moi, c'est combien de projets je... je vais... on va monter. Combien de projets on va labelliser, combien de projets on va faire financer. Et voilà. Y'a pas forcément de... d'impact en chiffre d'affaire, mais qui ne dépend pas que de moi. Pareil en face. C'est combien de sociétés on aura accompagner à la levée de fonds. Combien... voilà.

Reference 2 - 0.69% Coverage

Alors, le... l'État se... se... nous, nous audite pas là-dessus tous les ans, mais – une fois, on a fait une enquête de nous-mêmes, mais quand l'État nous... nous évalue ou quand la Région nous évalue, puisqu'elle nous a évalué en 2018, y'a en effet des... des questionnaires web à faire remplir par nos membres. Et puis, éventuellement, certains sont interviewés, soit en groupe, soit individuellement pour avoir des retours sur... de cette façon.

<Files\\Yann> - § 2 references coded [1.44% Coverage]

Reference 1 - 0.59% Coverage

Ben, moi, je pense que ce qui fait la réussite ou pas des projets, c'est l'humain, donc c'est... c'est les... les partenariats que tu vas être capables de créer, que ce soit en interne ou en externe. T'as que quand tu... Tu dois évaluer si le projet, il fait sens, tu peux regarder le marché. Effectivement, dans un premier temps, il faut qu'il lise les signaux du marché ou qu'on se dise : « Tiens, ça, ça va créer une valeur. »

Reference 2 - 0.85% Coverage

Mais après, sur ces projets-là, ben, si on trouve pas les bons partenaires externes, les bons relais internes, aussi, quand on embauche, on se plante... Ben, globalement, ton projet, même si sur le papier, à la base, il a un intérêt marché, il... Ça va pas fonctionner. Donc, moi, je fais très attention à ce que je vais nouer comme relation ou comme partenariat, hein, pas forcément avec un contrat signé, d'ailleurs, mais ça peut être... voilà, hein, des... des engagements de principe avec les gens avec lesquels je vais travailler au démarrage sur ces... sur ces projets.

<Files\\3_1> - § 3 references coded [3.40% Coverage]

Reference 1 - 0.65% Coverage

Mais également, finalement, les accompagner dans cet écosystème, à rencontrer les bonnes personnes, etc. et à faire vivre à travers des événements, des phases de rencontre, finalement, cet écosystème. Donc, ça, c'est clairement un de mes rôles.

Reference 2 - 1.41% Coverage

JP : Puis, les événements comme aujourd'hui, Silver...? B : Silver Day.

JP : Est-ce que ça, c'est une manière de regrouper l'écosystème ou c'est quelque chose qui est plus médiation sociale?

B : Là, c'est médiation, mais ça profite, évidemment, à... tu vois, à structurer une démarche ou un contenu, sur une thématique, même si c'est pas ça qui va fédérer ou construire, mais ça sert. C'est au service de cette démarche-là aussi. Ou du sujet, plus que de l'écosystème, plus que d'un réseau, c'est plutôt d'un sujet.

Reference 3 - 1.34% Coverage

Et puis, après toute une phase de sélection et... l'originalité, c'est... de la démarche, c'est qu'on a fait un

design sprint au milieu, avec l'idée, finalement, d'accompagner 10 projets parmi la trentaine, quarantaine de projets qu'on a reçus en candidature. Accompagner 10 projets sur 3 jours, en les confrontant à des experts, en leur faisant rencontrer des gens de la métropole, des chercheurs, des experts de différentes institutions, structures, entreprises, etc.

<Files\\4_3> - § 23 references coded [13.44% Coverage]

Reference 1 - 0.18% Coverage

Hélène Allain et je suis directrice des événements Futur.e.s. Parce que y'a plusieurs événements, y'a pas qu'un festival.

Reference 2 - 0.17% Coverage

Futur.e.s, on est une toute petite équipe. On est... on est... On a été deux, puis 3, puis là j'suis toute seule.

Reference 3 - 0.84% Coverage

Alors, ça a commencé en 2009. En 2006, Cap Digital a été créé. En 2006, Cap Digital a été créé, donc avec... avec un certain nombre de missions et très vite, les... les membres fondateurs et l'équipe... l'équipe de départ s'est dit qu'il fallait un événement. Le numérique était pas du tout ce qu'il était aujourd'hui. Et que comme leur objectif était d'accompagner l'écosystème sur de... le développement de produits et services numériques, il fallait créer une appétence pour ces produits et services et une compréhension de ce que c'était.

Reference 4 - 1.19% Coverage

Futur.e.s a vraiment... Futur.e.s en Scène, à l'époque, ça s'appelait Futur.e.s en Scène, a été créé comme un festival, un... un grand laboratoire à ciel ouvert de rencontres entre les innovateurs qu'on accompagnait, nos adhérents, et le grand public, avec un double objectif. C'est-à-dire de... de... de... de créer cette... cette connaissance et ce... et cet appétit pour le digital et en même temps, de... L'usager a toujours été au centre de la réflexion de Cap Digital sur la technologie numérique et de se dire : finalement, le feedback des utilisateurs finaux, il est très important dans l'innovation. Donc, si on crée un événement où se rencontrent les innovateurs, leurs potentiels partenaires et les potentiels usagers, finalement, ça fait progresser l'innovation.

Reference 5 - 1.46% Coverage

Je crois que la première année, y'avait une tente, Place de la République, et puis y'avait quelques... quelques événements disséminés dans la ville. Mais ensuite, ça s'est structuré petit à petit dans des lieux, comme le 104, à Paris, que tu connais?

JP : Non.

HA : Le 104 à Paris, c'est un... alors, y'a 10 ans, il était pas tel qu'il était maintenant, mais... En fait, ce sont des anciennes... des anciens abattoirs.

JP : OK.

HA : Qui ont été entièrement réhabilités pour en faire un... une zone culturelle, avec une programmation culturelle et où... Notamment, qui est très locale, parce que les... les gens de l'arrondissement peuvent venir – qui est un arrondissement, qui est très populaire – peuvent venir pratiquer des... enfin, pratiquer leur art. Donc, y'a des gens qui, le dimanche et le samedi, y'a des gens qui chantent, y'a des gens qui font de la danse, y'a des gens qui font du théâtre. Au milieu de la grande halle.

Reference 6 - 0.79% Coverage

 Quand même. 12 000 personnes. La raison pour laquelle on... on a gro... Enfin. Donc, Cap Digital a commencé en 2009. La raison pour laquelle on a grossi, puis, là, on restreint un peu, c'est important de... de le savoir. C'est que le... l'écosystème digital, il a... Il a beaucoup changé. Donc, il s'est structuré vers 2006, 2009, 2010, etc. Et puis après, les grandes entreprises, elles ont commencé à avoir leur propre laboratoire d'innovation, faire leurs propres événements. Donc, on a eu pas mal de concurrence.

Reference 7 - 0.21% Coverage

en 2016, on a un festival concurrent qui s'est installé, qui s'appelle Viva Technology. Et c'est vraiment un tournant dans Futur.e.s.

Reference 8 - 1.24% Coverage

Et LesEco, qui est un des plus gros médias économiques français. Et en gros, pour te faire un petit peu la... C'est... C'est tout le CAC 401, tout le... toute la Bourse française et toutes les grosses entreprises sont là...

JP : OK.

HA : ... donnent de l'argent là et exposent là. Et donc, on a commencé à être en difficulté sur les sponsorings et à devoir un petit peu se repositionner aussi, puisqu'on avait été un événement sans beaucoup de concurrence jusqu'à présent. Et que... comme toute concurrence, ça oblige

à... à redéployer ses positionnements, ses missions, ses valeurs. Donc... Donc... Donc, c'est... c'est un peu le... Je dirais que Futur.e.s a vraiment grossi, jusque là. C'est vraiment... Ça a été totalement en croissance. Y'a plein de... de chiffres précurseurs qui faisaient qu'effectivement, c'était plus difficile..

Reference 9 - 0.97% Coverage

Donc, comme je te l'expliquais, Futur.e.s, ça a vraiment été un événement qui, au début, était de faire rencontrer les... les innovateurs et les usagers. Donc, c'était vraiment... On a positionné... on a été positionné très vite comme grand public, ce qui est pas forcément évident-évident pour un pôle de compétitivité qui accompagne des... des entreprises. Donc, le grand public, il était vu sous le prisme de l'usager, mais c'est vrai que... qu'on dit c'est un événement grand public, parce qu'il est gratuit et ouvert à tous, mais globalement, sur les journées de semaine, on avait quand même plutôt 75% de professionnels.

Reference 10 - 0.52% Coverage

80. Et là où on est différenciant, aussi, c'est qu'on n'est pas uniquement... On n'expose pas que des start-ups. On va aussi avoir des projets de R&D. On va avoir des projets étudiants. On va avoir des projets d'artistes ou de hackers, qui ont sur les thématiques... sur les... les quatre thématiques qu'on a... Euh, les cinq, je crois. Les cinq.

Reference 11 - 0.60% Coverage

Ouais, programmation de conférences, où là, on essaie d'avoir une programmation qui... qui... qui montre à voir la pluralité des voix dans le numérique. Donc, on fait parler des grandes entreprises, des start-ups, des labos de recherche, des artistes, des architectes, des designers, des politiques. Et la programmation, elle est totalement indépendante des sponsorships.

Reference 12 - 0.16% Coverage

Y'aura jamais à Futur.e.s d'événement où, sur scène, Samsung va vanter les mérites de son dernier téléphone.

Reference 13 - 0.12% Coverage

il peut y avoir des collectivités qui présentent des terrains d'expérimentation.

Reference 14 - 0.45% Coverage

 Déjà, on s'est posé la question de savoir si on... si Futur.e.s allait être centré uniquement sur la ville durable et je pense qu'on s'est dit que ça allait nous fermer à... aux autres marchés qu'on accompagne. Donc, on va avoir des... des grosses composantes sur la... la ville durable et l'innovation.

Reference 15 - 0.82% Coverage

 Il a été, au début, en 2009, très subventionné par la région et par d'autres... Je pense qu'il y avait quasiment 50%... Cinquante à... Même 70% de... de... de subventions publiques.

JP : Jusqu'en quelle année?

HA : Je sais pas trop, mais ça ne va... JP : (...)

HA : Ouais, je pense que c'est... Ça s'est maintenu et ça a commencé... à partir de 2015, ça a commencé à baisser. 2015-2016, le... Ça a commencé à baisser, mais de manière générale, de toute façon, sur beaucoup de choses, en France, l'État se... se désengage un petit peu.

Reference 16 - 0.27% Coverage

Cap Digital, on a 1000 membres et Futur.e.s, c'est 12 000 personnes. Donc, du coup, c'est des acteurs de l'écosystème numérique et de la ville durable, du coup, cette année.

Reference 17 - 1.16% Coverage

Ouais, je parlais du budget. C'était... Jusqu'en 2017, c'était plus d'un million. C'était quelque chose comme un million deux. Alors, évidemment, ça... ça a crû, aussi, puisque... puisque le format a... n'a fait que croître, le budget n'a fait que croître aussi, hein, c'est vraiment... Et là, on est redescendu plus tôt à 800 000. On essaie de tenir à 800 000.

JP : Pour 2019?

HA : Ouais, ouais. Entre 800 et 900 000, je pense. Qu'il faut aller... Et on a 200 000 euros de la Région, on espère. On devrait avoir la réponse bientôt. Donc, ça veut dire qu'il faut aller chercher ce... entre 600 et 700 000 euros d'argent privé ou de partenariat en compétences ou en nature, ce qui est difficile, parce que... parce qu'on est, encore une fois, une petite équipe.

Reference 18 - 0.28% Coverage

L'année dernière, on a eu un déficit... On a eu un déficit, donc... donc c'est pour ça que cette année, on a réduit aussi le budget, pour essayer de, enfin, voilà, pour être plus réaliste.

Reference 19 - 0.69% Coverage

c'est un outil pour tout Cap Digital. Donc, on pourrait aussi considérer qu'y a un investissement de Cap Digital dans un événement, enfin... C'est... c'est événement... D'accord, il est à l'équilibre, mais si on dépense, si on va chercher tout ce qu'on dépense, c'est l'idéal, mais en vrai... en vrai, on sert d'outil à Cap, donc on pourrait imaginer qu'y a quand même un investissement des autres directions dans cet événement.

Reference 20 - 0.08% Coverage

Futur.e.s in Africa et qui est opéré par cette équipe

Reference 21 - 0.65% Coverage

On fait des... On envoie des questionnaires précis à tous les exposants. JP : Tous les exposants?

HA : Ouais. Bon, après, on en envoie aussi... On envoie... On fait une newsletter pour le grand public, pour...

JP : Les exposants, c'est eux? HA : C'est eux, ouais.

JP : OK.

HA : Donc, qui sont entre... Selon les années, on compte entre 80 et 150. Donc, ça donne quand même une... Et on a plutôt un bon taux de retours.

Reference 22 - 0.53% Coverage

Dans l'équipe Futur.e.s, on est plutôt sur... On serait assez pour partir sur un festival plus frugal.

JP : Qu'est-ce que ça veut dire, frugal? Moins coûteux?

HA : Moins coûteux, moins de resources. Dimensionné plus modestement. Mais c'est quelque chose qui a du mal à passer à la direction, qui a envie d'avoir un événement impactant, foisonnant, etc.

Reference 23 - 0.06% Coverage

j'ai envie qu'il serve à l'écosystème

<Files\\4_4> - § 2 references coded [1.43% Coverage]

Reference 1 - 0.55% Coverage

On avait pas mal de marchés et moi, je m'occupais de l'animation de ces marchés. Du coup, c'était l'organisation de l'événement, le fait de... de participer à des jurys, de... d'animer des événements. Alors, c'était pas mal... pas mal d'événementiel.

Reference 2 - 0.88% Coverage

Si on... En France, t'as des pôles de compétitivité, des... des clusters, des réseaux d'entreprises, enfin, t'as plusieurs, en fait, typologies. Et nous, par exemple, on travaille avec des clusters spécialisés.

JP : OK.

JC : Tu vois, là, on... on est en relation, on fait quelques événements communs avec un cluster qui s'appelle Eau-Milieux-Sols, sur la qualité de l'eau, des milieux et des sols.

<Files\\Lucie> - § 3 references coded [2.02% Coverage]

Reference 1 - 0.49% Coverage

Et on va essayer de travailler ces événements de manière à ce qu'ils soient le plus concrets possibles pour remplir les objectifs, quoi. C'est-à-dire que là, l'idée, c'est pas de faire de la conférence descendante d'infos généralistes, parce que ça, ça se fait déjà très bien sur Paris, on va pas en remettre une couche. On est plutôt... essayer de travailler soit par besoin, soit par typologie de porteurs de projets.

Reference 2 - 0.68% Coverage

Donc, peut-être que c'est faire un événement pour les faire se rencontrer entre eux pour ouvrir du dialogue et networker, parce que nous, on répondra pas à toutes les... Enfin, on n'a pas une réponse unique, mais par contre, si ces gens-là, ils se connaissent entre eux, ils auront plus de facilité à s'échanger les bonnes pratiques, à aller aussi se... s'inspirer les uns les autres de ce qui fonctionne. Donc, ça peut être par typologie de porteur de projet ou par besoin. Là, par exemple, le prochain événement, on le fait au Canot et on va travailler sur les besoins de locaux.

Reference 3 - 0.85% Coverage

L'idée, c'est de faire par exemple sur un autre événement, une balade urbaine, faire de la rando urbaine pour aller d'un point A à un point B, pour à la fois découvrir le territoire... On sait que la marche, ça... ça crée aussi des solidarités. Et l'idée, ce serait de le faire avec, pareil, des gens qui ont des points communs pour les attirer, leur donner le temps de se poser deux minutes en-dehors de... voilà, de leurs enjeux de chacun et de prendre le temps de se rencontrer autour d'un... d'un événement un peu différent, quoi. Voilà. Ça, c'est des exemples de choses, en fait, on va être, pareil, j'espère avoir assez de temps pour tout faire, mais vraiment... créer une programmation événementielle un peu innovante.

<Files\\3_3> - § 3 references coded [2.79% Coverage]

Reference 1 - 1.08% Coverage

d'UrPolSens et on avait dit « Ben, ce serait génial de valoriser ton étude au Tuba, » mais pas de faire n'importe comment et qu'on soit plus dans un événement de médiation scientifique. Donc, comment on

peut vulgariser une démarche scientifique et le résultat d'une recherche scientifique et on s'en fout que ce soit en lien avec notre cycle de médiation ou pas. Les deux peuvent cohabiter... et donc, voilà. Et puis... y'a plein d'autres gens aussi qui viennent proposer leurs événements au Tuba. (...) Tant que c'est des événements gratuits en lien avec notre thématique et nos valeurs, on peut. C'est un lieu qui vit et du coup, il y a de la médiation, en fait, au sens large de l'événementiel en lien avec des enjeux urbains, aussi du travail, enfin, des trucs...

Reference 2 - 0.63% Coverage

Tu vois, je trouve, y'a vraiment un lien entre l'innovation, enfin, le champ d'innovation qui récupère plein de méthodes de l'éducation populaire, mais comment on peut mieux créer des ponts et aller plus loin dans les événements en disant... pas faire juste une conférence. Ben, c'est ce qu'on fait. On fait pas *que* ça, mais dire... ben voilà, on trouve des formats innovants pour partager des connaissances.

Reference 3 - 1.08% Coverage

Du coup, c'est le premier, la première fois qu'on nous... parce qu'on nous demande souvent d'intervenir et la médiation, on la donne toujours gratuitement sur des petits salons, des petits... j'sais pas, des petits événements. Et là, pour la première fois, on avait réussi... enfin, cette année, réussi à faire financer un atelier. Et là, l'idée, c'est qu'on puisse vraiment... en fait, du coup, là, depuis plusieurs années, on teste plein de petits ateliers de médiation et de... pour enrichir un... dans l'idéal, c'est ce que j'ai en tête... enrichir un catalogue d'activités de médiation culturelles et numériques, pour qu'après un jour on puisse aller voir des bibliothèques, des médiathèques, enfin n'importe quel... des centres sociaux, des MJC.

<Files\\4_7> - § 3 references coded [0.92% Coverage]

Reference 1 - 0.34% Coverage

Donc, typiquement, en juillet, là, on était à 55 personnes salariées. Et puis, on est retombé, donc une fois que les gens qui ont produit l'événement partent. Donc,

on va osciller vraiment entre 40, 45 et puis, 50, 55. Voilà.

Reference 2 - 0.18% Coverage

Alors, on en... on en organise 115 par an, environ. On est partenaire de... une centaine d'autres. En soutien. Et...

Reference 3 - 0.41% Coverage

Et puis, tous les 3 mois, on fait un événement qui s'appelle Futur.e.s hashtag en bas, où on vide tout et puis, on met une vingtaine de... de démonstrations, de... de technos innovantes.

JP : OK.

PR : Et on ava voir 500 personnes qui vont venir dans... dans... jusqu'à 14h

[Files\\2_9](#) - § 3 references coded [1.31% Coverage]

Reference 1 - 0.30% Coverage

Le plus... la plus grosse source de déchets, c'est le BTP. Donc, c'est aussi un gros sujet. Après, le BTP, ça intéresse pas tous mes partenaires, mais c'est compliqué de faire un événement qui intéresse tous mles partenaires.

Reference 2 - 0.34% Coverage

JP : Puis, si un... un de ces jours y'avait 60 événements collectifs. Est-ce que ça pourrait être trop?

SM : Ben, y'aurait pas 60 événements collectifs. JP : Non?

SM : Parce que je peux pas les organiser. JP : C'est ça.

SM : Moi, je dirais c'est un par mois, maximum.

Reference 3 - 0.67% Coverage

SM : Parce que, en fait, ça, l'année dernière, on l'a pas fait. J'ai... j'ai fait, en... en 2017-2018, des... des retours d'expérience open innovation. J'en ai fait... J'en ai fait 4. Majoritairement, pour faire signer des clients. En leur disant : »Regardez, c'est super cool sur la plate-forme. On fait des déjeuners d'open innovation. » Mais c'était sur la thématique innovation, c'était pas sur la thématique économie circulaire. Je pense que c'est trop vieux, maintenant, que c'est périmé. Et donc, il faut qu'on passe à autre chose.

Events (participating)

<Files\\2_1_2> - § 1 reference coded [1.69% Coverage]

Reference 1 - 1.69% Coverage

Les grands prix de l'innovation de la Ville de Paris. C'est vraiment un prix... c'est la 17e éditions. C'est un des concours de SU les plus populaire en France.

Plusieurs thèmes reliés à la ville durable

Avec des jury assez pointu

Il y a de l'argent à gagner

Bon impact communicationnel

Le concours est devenu un bon label

Environ 1500 personnes présentes. C'est tout l'écosystème d'innovation régional qui est là.

<Files\\3_1> - § 5 references coded [4.47% Coverage]

Reference 1 - 0.18% Coverage

Smart City Expo. Comment ça cadre dans vos stratégies open innovation?

Reference 2 - 0.51% Coverage

représenter la démarche [R] Challenge, du coup, de la... qu'on mène avec la métropole, que je pilote, qui est une... un format qu'on a monté du coup avec la métropole, qui est un format assez classique

Reference 3 - 2.45% Coverage

Après, si c'est ce genre de salon, effectivement, quand c'est pas préparé et que tu y vas juste pour voir ce qui se passe, je suis assez d'accord, ça sert pas à grand chose. Parce qu'y a beaucoup de gens, y'a beaucoup de monde, tout le monde a un peu préparé. Donc, en fait, tu te retrouves dans une masse de gens et t'es un peu perdu. Tu sais pas trop où aller, tu sais pas trop qui rencontrer, tu fais le tri sur place et du coup, tu perds énormément de temps à faire le tri sur place. Donc, voilà, ça donne pas grand chose, quoi. Par contre, si c'est un peu préparé et du coup, tu sais... OK, t'identifies, ben, j'y vais pour porter soit une parole, soit pour te présenter et faire rayonner une structure et aller rencontrer plus en détail un tel, un tel, un tel. Ouais, je pense que c'est vraiment intéressant. Après, c'est sûr que... très personnellement, il restait trois jours ou quatre jours, ça sert à rien. Non, mais sérieusement, ça sert à rien.

Reference 4 - 0.44% Coverage

Ça permet aussi de renforcer les liens avec les gens que tu connais. Ça sert à ça, aussi. Après, comme je te disais, c'est bien d'en faire un peu... Faut pas en faire trop.

Reference 5 - 0.88% Coverage

OK. Est-ce que ça va nous apporter du rayonnement, de la notoriété? Rencontrer un tel, un tel, un tel. Aller voir un tel, un tel, un tel. Décrocher des rendez-vous. Décrocher des contrats, des partenariats, je sais pas. Et en redéfinissant un peu les objectifs, je peux te dire oui, ça vaut le coup ou non, ça vaut pas le coup.

<Files\\4_4> - § 1 reference coded [0.39% Coverage]

Reference 1 - 0.39% Coverage

Deuxième étant de se faire connaître sur ce sujet. Donc, c'est... C'est de participer à pas

mal de travaux. Donc, des groupes de travail ou des événements spécialisés, des jurys spécialisés.

<Files\\3_4> - § 4 references coded [1.59% Coverage]

Reference 1 - 0.57% Coverage

Alors qu'un événement en soirée où on invente un peu une thématique à la mode, y'a 3 personnes qui parlent, 2 start-ups qui interviennent et après, on fait un buffet... Ça, pour moi, c'est du réseau. Et... la plus-value... Y'a des acteurs pour qui c'est évident à quoi ça leur sert, cet organisme : trouver des start-ups, présenter des start-ups ou trouver des clients. Pour moi, c'est très commercial, en fait, tout ce qui est réseau. C'est vraiment dans de la vente. Et vu que nous, on n'a rien à vendre, ça nous sert à rien. Genre, les salons. Ça me sert à rien.

Reference 2 - 0.56% Coverage

Le... la chaîne complète d'innovation. T'avais 4 arches. C'était grand, elles faisaient 2 mètres de haut. Avec des panneaux qui expliquaient à chaque étape qu'est-ce que tu fais. D'un côté, ça expliquait, de l'autre, ça exemplarisait. Au milieu, y'avait des prototypes à tester, parce que tu passais vraiment toutes les zones et t'arrivais sur la valo. Ça, pour moi, c'est partage de connaissances, de savoirs, de bonnes pratiques, de méthodologies. Mais y'avait comme flyer... Ça, là, le truc du Olé, le Mix and Lab, le magazine du Tuba. Ça sert à rien.

Reference 3 - 0.35% Coverage

Bon, je pense que pour se faire connaître, il faut aussi, mais on... C'est pareil, se faire connaître, c'est pas pour décrocher des marchés ou dans un objectif commercial. C'est plus pour être identifié comme l'acteur du réseau, qui va me permettre d'être connecté à telle communauté ou telle communauté. C'est vraiment dans cette démarche, quoi.

Reference 4 - 0.11% Coverage

elle nous sollicite aussi en bénévolat sur beaucoup d'événements, donc, au pire, on finance ces événements.

<Files\\4_7> - § 1 reference coded [0.19% Coverage]

Reference 1 - 0.19% Coverage

JP : Vous participez.

PR : Voilà. C'est... Pareil. C'est... c'est une centaine par an, ça. Donc, on est très, très, très...

<Files\\2_9> - § 1 reference coded [0.31% Coverage]

Reference 1 - 0.31% Coverage

Voilà. Et la première année, j'avais aussi (Vica), que j'avais ramené toute seule, que j'avais croisé à un événement, comme ça. Je suis allée leur parler en disant : « Voilà,   on fait ça. » « Oh, ça a l'air intéressant. Ouais, allons-y. » Voilà.

Experimentation

<Files\\2_1_2> - § 1 reference coded [0.87% Coverage]

Reference 1 - 0.87% Coverage

L'expérimentation nous permet à aider les gens à faire la preuve du concept. Ce sont des outils au service d'une méthodologie qui doit permettre à chacun de trouver les bonnes partie prenante pour son projet et de tester.

<Files\\2_2 - > - § 1 reference coded [1.01% Coverage]

Reference 1 - 1.01% Coverage

L'évaluation c'est l'intérêt majeur d'une expérimentation par le Urban lab. À la foi pour l'entrepreneur, évaluer ca va lui permettre d'arriver à ces résultats. Et pour la ville c'est pareil, évaluer, ca lui permet de se dire: ce que j'ai testé, comment je peux l'exploiter derrière dans mon achat, dans mon processus d'innovation, dans la facon dont je vois les enjeux urbains.

<Files\\3_2> - § 1 reference coded [0.53% Coverage]

Reference 1 - 0.53% Coverage

Du coup, après, c'est analyser leurs besoins, c'est proposer une démarche de... d'expérimentation. Donc, sur un terrain. Si ça va être un atelier, si ça va être des entretiens, si

ça va être... Voilà. Et après, c'est... je crée les méthodes et outils qu'on va mettre en place, aussi. Donc, là, c'est plus du design graphique pour créer des outils.

<Files\\3_6> - § 2 references coded [1.60% Coverage]

Reference 1 - 0.98% Coverage

 Et puis, le dernier maillon de la chaîne, c'est que les projets qui sont identifiés, les services urbains qui sont en phase de prototypage, puissent être expérimentés le plus rapidement possible avec des usagers, d'où l'ouverture d'un lieu, puisque... voilà, la posture, c'est de dire on imagine la smart city, mais on n'imagine pas la smart city sans ces principaux contributeurs que sont les... alors, on fonction de qui on est, on les appelle les habitants, les administrés, les usagers, les clients...

Reference 2 - 0.62% Coverage

Donc, l'offre de service basée sur l'open innovation, basée sur l'expérimentation, basée sur le fait qu'on avait un lieu ouvert, aussi, donc avec des expérimentation avec les citoyens et puis, basée aussi sur le fait qu'on avait un lieu où les start-ups pouvaient prendre un bureau et qu'elles croisaient

<Files\\3_5> - § 1 reference coded [0.48% Coverage]

Reference 1 - 0.48% Coverage

En fait, du coup, à part... Donc, y'a eu ce marché, que le Tuba a remporté avec Noda, qui est une autre agence... Enfin, Noda, c'est une agence de design. Et l'idée, c'est que dès que la métropole ait un besoin sur de l'expérimentation, développement de projet et service numérique, ben, elle peut faire appel aux compétences de Noda et de Tuba grâce à ce marché public.

<u>\<Files\\2_2 - (V2)\></u> - § 1 reference coded [2.88% Coverage]

Reference 1 - 2.88% Coverage

Le fait est que on trouve, inter thème, tu as toujours des questionnement sur le financement. Dans les garnds groupes et petites organisation. Comment je vais financer mes différentes étapes de développement. Et l'expé en est une.

Et à toutes les étapes du processus de développement. Quand tu dois faire un prototype.

Pareils pour l'expérimentation. Pariel pour l'industrialisation. Est-ce que tu fais une levé de fond, est-ce que tu ouvre ton capital. La question se pose à chaque étape. Au fur et à mesure que tu avance, c'est de plus en plus d'argent.

Quand tu es à l'étape d'idéation ca ne te coute pas très cher. Quand tu es à l'étape du prototype c'est un peu plus cher. Quand tu est à l'étape de l'expériemntation c'est un peu plus cher. C'est du temps homme, mais c'est contenu. Quand tu rentre dans l'étape de l'industrialisation, c'est là que tu prends le plus grand risque.

Mais cette **réflexion** autour du **financement** est une réflexion globale autours de comment tu innove et ou tu prends des risque, mais c'est un truc qui ressort à chaque foi. Et c'est aussi la question: Est-ce que on met en place des processus de financement qui finance l'innovation dans son **sens large** ou qui finance des **étape de développement**.

<u>\<Files\\4_1\></u> - § 5 references coded [2.88% Coverage]

Reference 1 - 1.14% Coverage

Oui, oui. C'était inscrit. Ils nous donnaient 3 ans pour atteindre cet équilibre, 50-50, hein. Donc, ils ont amorcé. Mais c'était inscrit dès le début. C'était 50-50 et même, au bout de 10 ans, ils disaient : « Il faut que vous soyez... vous vous auto-financiez. »

JP : Ce serait 3 ans, pour arriver à 50-50. CC : Voilà. Exactement.

JP : Premier financement.

CC : Voilà. Trois ans, arriver à 50-50. Sa... sachant qu'il a fallu un peu plus de temps que ça. Et nous, nous avons été, je pense, sans doute parmi les premiers à atteindre cet objectif-là.

JP : Pis, c'est vers quelle année, ça?

CC : Ça devait être deux mille... Donc, on a... La personne morale, elle a été consti... On a été reconnu par l'État en juillet 2005.

JP : OK.

CC : On a créé notre association, notre structure juridique en janvier 2006. Et donc, on a dû atteindre 50-50 à partir de 2010, je pense, ou 2011. Ouais, on a dû... Je dirais 2011, comme ça. Je... Je peux me tromper, mais... À vérifier. Mais je pense c'était autour de 2011.

Reference 2 - 0.41% Coverage

À ma connaissance, il doit y en avoir 4, 5 qui sont au-dessus de 4 millions d'euros de... de fonctionnement. Et nous, on est le premier avec 6 millions et demi. Le deuxième doit être à 5 millions quelque chose. Et puis, tu vas avoir une grande majorité des pôles qui sont autour d'un million, 1 million et demi d'euros de fonctionnement.

Reference 3 - 0.63% Coverage

l'État nous a apporté plus que de l'argent, un levier d'amorçage, en fait, de notre exercice collectif, en disant : « Dorénavant, si vous voulez adresser le guichet le plus richement doté, financièrement parlant, qui s'appelle le FUI, il faut faire des projets de R&D appliqués collaboratifs et

il faut passer par un pôle de compétitivité qui va l'expertiser pour le compte de l'État et le labelliser et si vous avez le label, alors vous pouvez adresser votre projet à l'État, qui ensuite, se reposera la question si oui ou non, il... il le finance, hein. »

Reference 4 - 0.46% Coverage

Et on donnait accès, finalement, à un certain nombre de compétences à nos membres à un prix dérisoire, en tout cas, bien en-dessous du prix réel qu'on payait. En gros, j'achetais une prestation à 10, je la finançais avec l'argent public que j'avais touché à hauteur de 5 et je demandais à l'entreprise qui pouvait en bénéficier de me payer 5. Et donc, ça me permettait d'équilibrer mes comptes.

Reference 5 - 0.24% Coverage

nous sommes une entité très particulière, hein. 50-50 sur 6 millions et demi d'euros de budget, ça veut dire qu'il faut faire plus de 3 millions et demi d'euros par an de budget privé. C'est pas facile, hein.

<Files\\4_2> - § 1 reference coded [1.43% Coverage]

Reference 1 - 1.43% Coverage

Enfin, voilà... Et oui... ben, oui, là, en ce moment, justement, on a eu un changement de personnel politique du côté de la Région, qui est... qui coïncide aussi avec la nouvelle phase du pôle, hein, le Pôle Phase 4, le nouveau plan stratégie et... et qui coïncide malheureusement avec un désalignement, enfin, une... une différence de vision entre l'État et la Région, qui fait qu'il y a un gros risque d'impasse financière sur des montants assez significatifs dans le financement du pôle. Donc, oui, ça a des forts... un fort impact. Un fort impact.

<Files\\4_3> - § 5 references coded [3.46% Coverage]

Reference 1 - 0.94% Coverage

L'événement Futur.e.s est un événement gratuit et ouvert à tous.

JP : OK.

HA : Il a été, au début, en 2009, très subventionné par la région et par d'autres... Je pense qu'il y avait quasiment 50%... Cinquante à... Même 70% de... de... de subventions publiques.

JP : Jusqu'en quelle année?

HA : Je sais pas trop, mais ça ne va... JP : (...)

HA : Ouais, je pense que c'est... Ça s'est maintenu et ça a commencé... à partir de 2015, ça a commencé à baisser. 2015-2016, le... Ça a commencé à baisser, mais de manière générale, de toute façon, sur beaucoup de choses, en France, l'État se... se désengage un petit peu.

Reference 2 - 1.16% Coverage

Ouais, je parlais du budget. C'était... Jusqu'en 2017, c'était plus d'un million. C'était quelque chose comme un million deux. Alors, évidemment, ça... ça a crû, aussi, puisque... puisque le format a... n'a fait que croître, le budget n'a fait que croître aussi, hein, c'est vraiment... Et là, on est redescendu plus tôt à 800 000. On essaie de tenir à 800 000.

JP : Pour 2019?

HA : Ouais, ouais. Entre 800 et 900 000, je pense. Qu'il faut aller... Et on a 200 000 euros de la Région, on espère. On devrait avoir la réponse bientôt. Donc, ça veut dire qu'il faut aller chercher ce... entre 600 et 700 000 euros d'argent privé ou de partenariat en compétences ou en nature, ce qui est difficile, parce que... parce qu'on est, encore une fois, une petite équipe.

Reference 3 - 0.28% Coverage

L'année dernière, on a eu un déficit... On a eu un déficit, donc... donc c'est pour ça que cette année, on a réduit aussi le budget, pour essayer de, enfin, voilà, pour être plus réaliste.

Reference 4 - 0.69% Coverage

c'est un outil pour tout Cap Digital. Donc, on pourrait aussi considérer qu'y a un investissement de Cap Digital dans un événement, enfin... C'est... c'est événement... D'accord, il est à l'équilibre, mais si on dépense, si on va chercher tout ce qu'on dépense, c'est l'idéal, mais en vrai... en vrai, on sert d'outil à Cap, donc on pourrait imaginer qu'y a quand même un investissement des autres directions dans cet événement.

Reference 5 - 0.39% Coverage

Puis, quand tu dis que là, mettons, ils vous disent : « Ah, réfléchissez une autre manière de faire Futur.e.s, » pis là, vous leur présentez, mais ils disent... Est-ce qu'ils vous disent : « Ah, pour des considérations de coûts » ou ça, ou est-ce... Donc, ou...

<Files\\2_5> - § 2 references coded [2.55% Coverage]

Reference 1 - 0.61% Coverage

En général, quand t'es entrepreneur, t'as deux sujets, c'est-à-dire que... À la fois t'es le boss et tu dois gérer, donc, les RH, le market, la levée de fonds, les finances, enfin, tu dois gérer toutes les fonctions de l'entreprise. Donc, le dirigeant a tendance à se disperser beaucoup. Il part un peu dans tous les sens, tout le temps et... Donc, son gros risque, c'est la dispersion. Et le deuxième risque, qui est l'inverse de la dispersion, c'est au contraire, d'un coup, il fait qu'un seul sujet et il oublie le reste. Typiquement, moi, j'ai ce problème avec les start-ups qui ont besoin de lever de l'argent.

Reference 2 - 1.94% Coverage

LM : Voilà. C'est ça. La start-up ne se dilue pas au niveau de son capital, on prend pas d'equity. Par contre, on a un modèle où elles sont nos clientes, puisqu'elles paient pour un accompagnement. C'est ça où c'est pas tout à fait le même modèle. Alors, on les aide à récupérer des subventions. Donc, elles arrivent en général à financer leur accompagnement, mais nos start-ups sont nos clientes. On n'est pas leur investisseur. On est leur... On est leur fournisseur, d'une certaine manière, de services.

JP : Puis, est-ce que ça a toujours été le cas chez Paris&Co? Depuis le début?

LM : Alors, ça a toujours été le cas dans le sens où on n'a jamais pris d'equity ou on n'a jamais pris part au capital. En revanche, y'avait une époque où les start-ups ne payaient rien. Elles étaient accompagnées gratuitement.

JP : Ouais.

LM : Et ça, c'est un vrai changement aussi dans la logique de l'entreprise Paris&Co en tant que telle, enfin, qui est pas vraiment une entreprise, mais dans la... la structure Paris&Co.

JP : En quelle année...

LM : C'était des gens...

JP : … ça a changé?

LM : Alors, ça... C'est déj... Je sais plus de quand ça date, c'était avant que j'arrive. Parce qu'avant, si tu veux, les incubateurs étaient financés directement par des fonds publics et ils accompagnaient gratuitement les start-ups. Y'a eu un re... un changement.

On a décidé de financer les start-ups, de leur apporter en subvention, mais qui devait, en partie,permettre indirectement de financer l'accompagnement, parce que les... les... Les finan... surtout les... Les pouvoirs publics ne voulaient pas financer n'importe quelle start-up. Donc, ils voulaient que ce soit des start-ups qui sont accompagnées, sélectionnées. Donc, elles peuvent obtenir des subventions, si elles sont chez nous. Mais du coup, ça nous sert à nous payer. C'est un peu un modèle particulier. Très franco-français, d'ailleurs, comme style de... d'organisation. Enfin, voilà.

<Files\\3_4> - § 5 references coded [2.86% Coverage]

Reference 1 - 0.27% Coverage

Ça, c'est peut-être propre à moi, mais on est une asso, donc on n'a aucun objectif de rentabilité, c'est-à-dire que tout ce qu'il y a en plus à la... le 31 décembre, soit c'est réinvesti dans l'asso et tu paies des impôts, soit il faut le dépenser pour pas payer d'impôts.

Reference 2 - 0.44% Coverage

Profit, profit. Y'a aucun intérêt à faire du profit. Donc, tant qu'on arrive... Enfin, Léthicia, elle prépare ses business plans à l'avance. On sait à peu près combien on va rentrer cette année, machin. Tant que les salaires sont payés et que ça nous permet de développer nos activités... Sachant qu'on est 6. On a 11 grands groupes. On doit avoir 10 projets avec la métropole. On fait aussi de la prestation à côté. On manque pas de travail.

Reference 3 - 1.32% Coverage

MD : C'est... eux, ils l'ont. Moi, je trouve que c'est dangereux, parce qu'on risque de finir sur le modèle d'un cabinet de conseil traditionnel, parce que la prestation, c'est souvent... souvent, pardon, mono- client. Faire de l'innovation ouverte et collective sur de la prestation, c'est quand même un peu plus complexe.

Même si ça se fait, hein, mais... Mais ça veut dire qu'il faut aller démarcher. Au lieu d'aller démarcher un client, faut en démarcher quinze pour être sûr d'en avoir au moins 3 comptes. Donc, le risque, c'est que si après, on n'a plus de 50% de financement, enfin, d'adhésion, en fait, et qu'on doit faire 50% de prestation, y'a un gros risque de finir par accepter tout type de prestation pour survivre et de faire – (...)

– du mono-client et juste de l'innovation, de la R&D (recherche et développement) à l'externe, quoi. Donc, c'est dangereux. Je dis pas que le modèle grand groupe qui finance, c'est le meilleur,

mais je le trouve pas plus mal. Eux, ça leur fait pas un gros trou dans le porte-feuille. Ça permet de donner de l'argent à des acteurs, qui... genre, des créatifs, parce que quand on fait ça, tous les designers qui interviennent, les psychologues sociaux, les programmeurs, ils sont rémunérés, c'est pas du bénévolat, quoi.

Reference 4 - 0.38% Coverage

C'est... Avant, on était en format subvention. De 2000... Donc, le Tuba, c'est 2014. Y'a eu 3 ans de subvention, donc jusqu'en 2017. Et en

2017, y'a eu le marché. Donc, c'est la première fois, en fait, qu'on a un marché avec la métropole. JP : La subvention, c'était combien, par année?

MD : Je crois que c'était 300 000 au total, 100 000 par an. Demande ça, redemande à Benoît.

Reference 5 - 0.45% Coverage

Et il devait y avoir la région, parce que si la métropole donne, la région veut donner et pareil. Sauf que la région, ç'a été long, y'a eu des problèmes, j'sais pas quoi, et c'est pour ça qu'ils nous ont mis le premier FEDER. Pour qu'on récupère quand même la somme... qu'ils nous avait promis. Sauf qu'en fait, du coup, c'est pas de la subvention, c'est du projet. Et qu'on ne l'a toujours pas touché, à leur paiement, ça fait 4 ans qu'on existe.

<u>\<Files\\2_1 ></u> - § 3 references coded [3.45% Coverage]

Reference 1 - 0.79% Coverage

Il faut structurer. On est très proche d'un modèle SU. Il y a une organisation d'individus un peu spontané. La cohérence globale, ils s'en fichent un peu. **Quand on grandit, il faut hierarchiser.**

Reference 2 - 1.01% Coverage

On a créer du middle management.

On a formaliser des existants.

Donc vous avez créer un nouvel échelon hierchique?

On a formalisé l'échelon hiérarchique. Ce qui a chagriné certains car ça les a un peu écarter.

Ca permet de fonctionner plus rapidement

Reference 3 - 1.65% Coverage

C'est important, car quelqu'un qui ne peux pas communiquer son idée, il va aller la faire ailleurs.

Factory: quand une idée émerge, ajd. Je les vois. Quelqu'un va venir me présenter l'idée.

On demande de rédiger les choses. Pour se reposer des questions sur son idée. Est-ce un truc perso ou il y a une vocation pour P&C.

N'hésite pas à partir. Quand un collaborateur s'en va c'est chouette, car il fait son projet.

<u>\<Files\\4_3></u> - § 1 reference coded [0.26% Coverage]

Reference 1 - 0.26% Coverage

C'est une structure dans laquelle on peut avoir, j'ai l'impression, pas mal d'autonomie. Tant qu'on bosse bien et que... qu'on... Je pense qu'on peut avoir pas mal d'autonomie.

<u>\<Files\\4_6></u> - § 1 reference coded [3.15% Coverage]

Reference 1 - 3.15% Coverage

je gère Cap Digital comme une entreprise avec ceci en plus qu'y a une gouvernance particulière. Une entreprise, y'a des administrateurs, mais les administrateurs, ils ont des parts de société. En général, hein, ça se passe comme ça. Quand on est dans une structure comme Cap Digital, on est sur un fonctionnement de type associatif, donc avec des élus, qui représentent les membres de Cap Digital. Et donc, la gouvernance et le conseil d'administration, le bureau, est composé de membres de... de l'association, donc, qui ont... qui travaillent dans un intérêt commun, à faire grandir, évoluer le... le... la structure. Donc, c'est là une différence entre une entreprise et puis, un pôle de compétitivité, globalement. Et puis, deuxième différence, c'est le... le lien avec le pouvoir public qui est important. Donc, avec l'État, les... les divers ministères qui peuvent être impliqués dans... sur les sujets liés aux pôles de compétitivité. La région Île-de-France, qui est un acteur important. Certains départements, qui sont aussi... qui ont été... qui sont et qui seront encore impliqués dans le... dans le pôle. Les certaines collectivités aussi. Comment est ce qu'on appelle... les communautés d'agglomération, maintenant. Alors, on a... on a aussi évolué avec les changements des structures au territorial. Il y a eu un certain nombre d'évolutions ces dernières années sur les rôles...

<Files\\4_7> - § 1 reference coded [0.59% Coverage]

Reference 1 - 0.59% Coverage

On est une association. C'est public. Donc, aujourd'hui (…). Donc, y'a 6 collèges, y'a des grandes entreprises avec 9 membres, des entreprises moyennes, 2 membres, les petites et micro-entreprises, 8 membres, d'enseignement et formation et recherche, 7 membres, les collectivités territoriales, au plus 7 membres, mais ils n'ont pas le droit de voter sur tous les sujets.

<Files\\2_10> - § 2 references coded [1.38% Coverage]

Reference 1 - 1.15% Coverage

Et ça, c'est le danger de donner trop de liberté. Mais nécessairement, il faut donner de l'autonomie, parce qu'en plus, nous, on a un modèle où on est... tu l'as vu, t'as... t'as rencontré différentes personnes, on est sur différents sites. On a une dizaine de sites. Donc, du coup, y'a des gens que tu vas... tu vas croiser très, très peu. Sauf sur des réunions d'équipe. Je crois qu'on doit avoir 3 réunions d'équipe où y'a tout le monde, par an. Donc, 3 fois dans l'année. Donc, faut donner de l'autonomie aux sites, tout en ayant, effectivement, des... des... des dispositifs organisationnels qui te permettent de créer encore les échanges entre eux, des échanges

structurés et pas juste une réunion pour se voir. Enfin, c'est sympathique, mais... mais c'est pas forcément l'objectif.

Reference 2 - 0.22% Coverage

Ouais, je crois que c'était au-delà de 4, 5 incubateurs, il faut qu'on mette du middle management, parce que sinon, si on n'a pas de relai, on va pas y arriver.

<Files\\4_1> - § 1 reference coded [0.40% Coverage]

Reference 1 - 0.40% Coverage

Le moteur, même, je dirais, le moteur d'un écosystème d'innovation, en fait et... Et force est de constater que l'État... voilà et les gouvernements

successifs, chacun revient à... à sa... son identité politique... ses arbitrages, ses priorités, etc. On se rend compte que les pôles de compétitivité sont moins soutenus qu'ils ne l'étaient auparavant.

<Files\\4_7> - § 1 reference coded [1.08% Coverage]

Reference 1 - 1.08% Coverage

PR : On a un gros budget, mais à... à... à tout moment dans l'année, on... on est pauvre. Dans le négatif et voilà. Si   les banques ne nous soutenaient pas, on ne pourrait pas faire les actions que nous faisons, parce que nous n'avons pas de quoi investir. C'est-à-dire que un de nos problèmes, quoi, et une de nos revendications auprès de l'État, c'est : si l'État veut nous aider à nous développer, il faut absolument que nous ayons des fonds propres, donc de l'argent qui nous permette de lancer des actions avant de toucher les... les financements. Mais aujourd'hui, si on veut lancer une action, il faut d'abord aller voir une banque pour qu'elle nous autorise un déficit. Donc, ça, c'est compliqué.

<Files\\3_5> - § 1 reference coded [1.16% Coverage]

Reference 1 - 1.16% Coverage

Maintenant, on fait une réunion en début de semaine, on parle des projets, donc on a une liste de projets et on fait le suivi. On en est où, les freins, ce qui bloque, etc. Donc, ça, c'est bien et là, on peut présenter nos projets et on discute entre nous si on y va ou pas. Quand même. Et puis, en fin de semaine, on fait une réunion plus sur le lieu, l'animation, les événements qui vont arriver, etc. Plus sur l'organisation. Mais... Mais la plupart du temps, comme on avance très vite et qu'on est une petite équipe, on prend quand même des décisions seuls, parce que parfois, il faut, on le sent, il faut y aller. Et peut-être qu'on n'a peut-être pas assez de recul et peut-être qu'on pourrait... ouais. Ouais, peut-être une organisation un peu plus... un peu mieux conçue. Je sais pas comment on pourrait s'organiser, mais pour éviter d'aller trop vite et de répondre trop vite.

<Files\\1_3 > - § 1 reference coded [1.95% Coverage]

Reference 1 - 1.95% Coverage

It is not so much that every project will go through the entire process, but it is important for us to understand how a project is contributing to the wider research progress. This immediately ties back the point I made that we have these project with their own trajectory and their own goals because they are externally funded. It is not always clear if it contributes over more years,

multiple years to our own research agenda. To be able to situate project in this wider framework makes us understand the relation between different project how things can build upon each other and move towards the impact goal that we have. We want to have impact in the end.

<Files\\3_6> - § 1 reference coded [0.98% Coverage]

Reference 1 - 0.98% Coverage

Eh bien là, notre objectif, c'est d'aller activer une approche projet Lab, donc tester des idées avec, par exemple, un cluster et en l'occurrence, on en a un qui vient s'installer avec nous, autour du... de la santé. Et là, qu'est-ce qu'on va faire, on va créer des méthodologies communes et d'aller croiser la filière santé avec des sujets autour du bien- vieillir en ville et ça, c'est... aujourd'hui, c'est ça qu'on veut sans doute, c'est là-dessus qu'on travaille en

terme de stratégie.

<Files\\4_1> - § 2 references coded [0.66% Coverage]

Reference 1 - 0.14% Coverage

avoir à peu près 70 laboratoires de recherche publics, grandes écoles, grandes universités membres de Cap Digital.

Reference 2 - 0.52% Coverage

Très, très vite, on a démarré avec... Là aussi, on est un cas unique. Plus de 200 membres.

JP : Ouais.

CC : Alors qu'on n'existait absolument pas, quoi. C'était vraiment chacun ouvrant son carnet d'adresse, faisant un petit peu sa tournée, faisant un peu de l'avant-vente du dispositif en disant : « C'est génial, il va y avoir beaucoup d'argent pour financer votre R&D. Venez, rejoignez... Rejoignez l'aventure en adhérant au pôle de compétitivité. »

<Files\\3_6> - § 3 references coded [2.12% Coverage]

Reference 1 - 1.37% Coverage

Ben, du coup, des membres... des membres, au global, on a... (...) en rapport d'activité. J'sais même plus... On a dit 42? Ou 43? Membres. Alors, ça peut être aussi bien des instituts de recherche comme (Listar) ou un LabEx d'université, des clusters, des pôles, des (dépôts), etc. Des associations, aussi. Arche d'innovateurs. Récemment, on a fait rentrer la (...) qui est l'outil d'attractivité du territoire. Et du coup... du coup, ça fait à peu près 43 partenaires aujourd'hui. Dix grands groupes, une dizaine de PME aussi, qui sont PME start-ups, qui sont impliquées dans l'association, parce qu'elles financent nos cotisations. Voilà, à peu près, à peu près, ouais, ouais.

Reference 2 - 0.58% Coverage

L : Non, c'est monté assez vite, hein. C'est monté assez vite. On est monté assez vite à 8 grands groupes, et puis, les derniers sont arrivés (SLTF), etc. un peu par ordre dispersé, mais... C'est monté assez vite de 3 grands groupes à 8. C'est resté assez longtemps à 8, ouais.

Reference 3 - 0.18% Coverage

Il est intéressant d'avoir des partenaires qui soient complémentaires les uns des autres.

<Files\\3_5> - § 1 reference coded [3.37% Coverage]

Reference 1 - 3.37% Coverage

Non. Pour l'instant, c'était des opportunités. Le UK, c'est tout simplement parce que... déjà, c'est proche. De faire un Lyon-Londres, c'est très simple pour les entreprises, donc pour moi, déjà, c'est un... enfin, le premier frein de... à l'export, pour une boîte, c'est la distance et combien va me coûter... mes aller-retour, etc. Donc, déjà, c'est simple avec des pays voisins. D'un point de vue très basique, économique. Et après, c'était une opportunité parce que l'agence de développement british, quoi, rattachée à... rattachée à tout ce qui est commerce international sur le UK, ils ont un agent qui est ici à Lyon et qui est très... force de proposition, qui est dynamique, etc. Et qui a proposé ce... ces types d'échanges, etc. et moi, je trouvais ça bien et du coup...

JP : (...) de l'argent aussi? M : Non, non.

JP : Même pas? Il vous disait juste ça, « Allez... »

M : Non. Disons que c'est... Enfin, c'était la première fois... Enfin, c'est la seule agence... Comment on appelle ça? Une agence de développement économique étrangère qui est venue au Tuba en disant « Hé, ça vous dit qu'on fasse des choses? » Si demain, un agent hollandais ou portugais vient, je pense qu'on regardera aussi. Mais là, c'est les seuls qui sont venus, donc on s'est lancé. Et c'est comme ça qu'a commencé un peu les échanges avec le UK, vraiment. Une opportunité, on vient vous chercher, on dit oui, tout simplement. Après, c'était très compliqué, UK, parce qu'avec l'histoire du Brexit, ça affole un peu tout le monde. Et on se pose des questions : « Mais pourquoi le Tuba crée des liens avec... avec des villes qui, potentiellement, vont sortir de l'Europe bientôt? » Mais ça, je crois qu'on... Ça y est, c'est... On s'est rendu compte que justement parce que, justement parce que ces villes vont sortir de l'Europe, il faut renforcer ces liens et il faut faire en sorte que ben, tout le développement économique qui existe déjà ne se perde pas. Ou les échanges avec les chercheurs, etc. Donc, moi, je crois vraiment à ça, mais ça, c'est un point de vue personnel. Et pour le reste, c'est vraiment, encore une fois, c'est des opportunités. La Turquie, c'est... On a eu une demande de la coopération française là-bas qui connaissait le Tuba par je sais pas quoi, etc. Donc, opportunité. Alger, pareil. On est venu nous chercher. Tunis, pareil. Et du coup, pour l'instant, on se pose... Si on nous invite, en gros, on va pas trop se poser la question, on va regarder, on va y aller. Après...

<Files\\1_3 > - § 1 reference coded [2.34% Coverage]

Reference 1 - 2.34% Coverage

So within the groups it work very well, but you have topics that are not clearly for one group or if you want to move into new domain that are not part of one group that becomes a problem because it is very hard the decision making process and the agreement between people are not bild for things that happens between groups. So that you see that if you don't understand the individual types of agreements of how the people are plan or how we decide to do things it becomes very difficult and there is a lot a friction a lot of negotiation needs to happen and need to figure out governance issues.

Within the group there are some very functional process. But once you try to work as an organisation it becomes very hard. I think this is a challenge for us, in terms in management to solves.

<Files\\4_2> - § 4 references coded [5.80% Coverage]

Reference 1 - 1.20% Coverage

Ou comment votre veille a... s'insère dans le changement du management de Cap Digital?

FC : Vous voulez dire du management de notre équipe, là? De notre... JP : De la... de la... de Cap Digital comme une entreprise.

FC : Son positionnement ou...?

JP : Ouais, son positionnement ou sa mission ou sa...

FC : Alors, en fait, bon, l'activité de veille, on l'a tout au long, c'est... c'est une activité... JP : Ouais.

FC : ... en tâche de fond, hein. On fait tout le temps.

Reference 2 - 1.35% Coverage

Et donc, ça, c'est important qu'on en ait... qu'on analyse bien ces phénomènes, pour pouvoir, nous, bien se positionner, bien trouver où est notre caractère unique, où est vraiment notre proposition de valeur, qu'est-ce qui nous différencie de toutes ces structures et... et bien le mettre en avant et le cultiver, etc. Donc, dans ce sens-là, oui, on peut dire que c'est cette analyse concurrentielle qu'on fait en permanence qui nous permet périodiquement de re-questionner notre propre activité et notre positionnement.

Reference 3 - 1.77% Coverage

C'est-à-dire que... au fil de l'eau, ben, on se gêne pas pour se raconter, en fait, que... « Il se passe ceci ou cela. Ou telle nouvelle structure ou...

l'accompagnement fait ci et ça, » etc. Mais après, c'est vrai que quand on doit écrire un nouveau plan stratégique, c'est vraiment l'occasion de... d'aller un peu plus au fond des choses et... et de prendre des orientations plus... plus structurantes, quoi.

JP : Et la veille facilite ces changements-là ou la veille permet d'avoir des informations pour mieux se positionner?

FC : Oui, c'est ça, ça permet d'avoir les bonnes... Enfin, meilleures informations sur... sur notre contexte et de bien se positionner, oui, tout à fait.

Reference 4 - 1.49% Coverage

FC : Oui, oui. Ben, oui. De toute façon, ils ont pas le droit de vote, mais par contre, ils ont un fort pouvoir via la... le, la... via le... le financement. Et lorsque la Région fait des choix de financement drastiquement différents de ce que faisait l'administration précédente, de toute façon, on est bien obligé d'en tenir compte.

JP : Puis, est-ce que le financement arrive par ces tranches de 3 ans-là où c'est par année que c'est...?

FC : Non. Par année.

JP : Par année? Est-ce que c'est ré-évalué par année aussi? FC : Tous les ans, parce que c'est revoté par les élus et tout.

<Files\\2_5> - § 1 reference coded [0.70% Coverage]

Reference 1 - 0.70% Coverage

Pis si on fait un peu... On va finir avec ça. L'historique de la restructuration de tout ça. Est-ce que tu dirais quand t'es arrivée ici... Donc, t'a été embauchée. Là, après ça, t'as fait une étude, une analyse, un peu, de ce qui se passait. Puis, je sais pas si...

LM : Moi, d'abord, j'ai... Ouais. J'ai fait un gros... On va dire que là, j'ai passé les 4

premiers mois, 5 premiers mois à vraiment faire un... un côté très... un peu audit, où je suis allée voir les start-ups de tous les sites, etc. Après, moi, quand je suis arrivée, c'était un peu le bordel. On m'a mis sur d'autres sujets avec tout... Donc, j'avais aussi d'autres choses qui étaient pas forcément liées à ça. Ensuite, du coup, j'ai...

<Files*4_1*> - § 1 reference coded [1.32% Coverage]

Reference 1 - 1.32% Coverage

Finalement, qui sommes-nous? » Est-ce qu'el'on garde bien le principe, hein, de... de, de, de... de l'intérêt commun centré sur l'innovation? L'innovation numérique. D'accord? Allant jusqu'à l'accompagnement dans l'expérimentation, et non plus simplement la R&D. D'accord? Et tout ça sur, on va dire, tous les marchés qui sont – marché au sens économique du terme – qui sont en lien avec les... les... la... on va dire la ville, la ville durable. La ville durable, qu'est-ce que ça veut dire? L'espace de vie, finalement, qui adresse aussi bien la culture que l'énergie, qui adresse la santé, que la mobilité, qui adresse la... la formation que... je sais pas, le logement. Donc, on est dans cet exercice qui est compliqué, hein, de, de... de valider un certain nombre de principes qui sont propres à Cap Digital et d'apporter un peu plus de clarté sur les... les... À la fois notre positionnement et notre proposition de valeur et les marchés que l'on veut... les marchés que l'on veut adresser. Alors, donc, c'est un exercice intéressant, hein, mais qui est pas simple à... à réaliser, parce qu'encore une fois, on part pas d'une feuille blanche.

<Files*4_1*> - § 6 references coded [3.89% Coverage]

Reference 1 - 1.07% Coverage

Ce que je te disais, c'est que je pense que tu arrives à un moment intéressant au sein de notre structure, qui est en train de... de repenser ses... son... son rôle, en fait. Presque... presque requestionner son... son identité, hein, ce qui n'est jamais simple. C'est une structure qui a quand même 13 ans. Et sur... Et sur la place de l'innovation, sur les territoires. Donc, comment... comment notre organisation change et s'adapte à une forme de maturité, on va dire, des acteurs, qui jusqu'à maintenant faisaient appel à nous pour qu'on les soutienne dans leur effort de R&D et qui aujourd'hui, parce que plus matures, sans doute, ont des attentes qui ont un petit peu évolué, donc on est plus dans un... dans un besoin de terrain de jeux, de terrain d'expérimentation, on va dire, de cette innovation. En situation qui peut être virtuelle, mais réelle aussi, de... de... La plus proche, en fait. La plus proche de la réalité. Et...

Reference 2 - 0.52% Coverage

Donc, c'est un moment qui est, franchement, extrêmement intéressant, intellectuellement. Qui est pas simple, parce que le... sans dévaloriser ce qu'on avait fait, en

2004, on était parti d'une feuille blanche. C'est toujours plus facile que de reconstruire sur ce qui existe, hein. Des collaborateurs, donc y'a de l'humain, hein, des services qui existent, qu'il faut remettre en cause, d'autres qu'il faut créer, d'autres qu'il faut ajuster.

Reference 3 - 1.51% Coverage

Et le dernier en date, sur lequel on avait tenté des choses, mais vraisemblablement trop tôt, en 2009, 2010, est... est celui des... des... de l'environnement, hein, au sens large du terme, ce qui est vraiment... L'environnement au sens, même,

physique du terme. Territorial, etc. La France est quand même marquée par un, un... un poids profond, vraiment, du... du... du service public, plus que dans... peut-être dans d'autres... peut-être dans d'autres... dans d'autres pays et c'est un secteur où la puissance publique a eu du mal à démarrer. Donc, certains avaient tenté de... de créer des start-ups avec des services innovants, à destination, vraiment, de l'usager, mais ils sont arrivés trop tôt. Et donc, ils sont morts de quoi... ont périclité. Donc, on a fait un peu marche arrière là-dessus et on s'est remis à travailler ces sujets-là. En 2015, 2016, on a commencé à voir des choses frémir, notamment tout ce qui concerne la mobilité intelligente, sur le territoire. Et on s'est dit : « Tiens, ce serait bien qu'on se... qu'on se muscle un peu sur ce sujet-là. » Et on a... on a décidé de... d'absorber un autre pôle de compétitivité, qui était sur cette thématique, qui s'appelait Advancity, qui était un petit peu en souffrance et qu'on a récupéré. En fait, on faisait déjà en partie le travail qu'eux faisaient.

Reference 4 - 0.35% Coverage

« Voilà notre feuille de route. Nous voulons absorber Advancity et nous souhaitons que vous reconnaissiez cette absorption pour valider le fait que Cap Digital étende son périmètre aux questions de l'environnement et de la ville durable, en fait. » Donc, ça, ça a été fait entre décembre 2017 et avril 2018.

Reference 5 - 0.31% Coverage

Il faut du temps au temps et puis, il faut savoir expliquer, aussi, à ceux qui sont présents et qui étaient là, déjà, y'a... depuis quelque temps, que rajouter cette

branche-là à notre activité ne vient pas dénaturer ce qui était fait jusqu'à maintenant et vice-versa.

Reference 6 - 0.13% Coverage

mais ce qui nous a drivé, c'était plus la... la reconnaissance par l'État du secteur d'activité couvert par Advancity.

<Files*4_1*> - § 1 reference coded [0.63% Coverage]

Reference 1 - 0.63% Coverage

On était une dizaine de fondateurs. Et ensuite, on a eu... on a installé notre conseil d'administration et donc, je... je faisais partie, j'avais des fonctions. Voilà. De... de... d'administrateur, on va dire, classique.

JP : Pis, vous avez un autre emploi.

CC : Oui, oui. À côté, j'avais un autre emploi. En fait, j'avais déjà créé un... une structure collective, qui était, on va dire, avant... avant l'heure, c'était un pôle de compétitivité, mais thématique. C'était les industries techniques du cinéma et de l'audiovisuel

<Files\\1_1 > - § 2 references coded [4.75% Coverage]

Reference 1 - 0.85% Coverage

We are going back to the structure that we had before!

Yeah because the restructure was about changing the manager of the head of the programs. Since the former research director left I had to cover, but (*Anonymised*) is here now and we want to go back to the structure that we had before.

Reference 2 - 3.91% Coverage

3. How much has your organisation changed in terms of processes and structures?

There was different stages, I hope one day I will be good at define them. It started as a collective of people and it changed to more like a structured organisation and it always have being fluid and I think the organisation was driven by its mission and not about it's structure. I think since four or five years ago, it was the real first organisation. So we

needed to be very clear about the structure of the organisation. **So before it was more like impreservation. haha**

9. What caused this first organisation after all those years?

Being in control financially. Having control about on your incomes and your costs. We had a tendency to do projects and give much more than it was budget. So it's very difficult to kill your darlings. So this mission driven activity was very much... then you realise that you need to be more efficient...

- So would you say it is to balance between what comes in and out?

Yes yes it is also for continuity. Is there a good base for continuity. I think this is a struggle we have until now. So needed to be much more explicit. Some people had to leave. So we had a reorganisation that had consequences for some of the roles. **We diminish management, and change the 'groupen' (groupes)**.

<Files\\2_8> - § 1 reference coded [0.23% Coverage]

Reference 1 - 0.23% Coverage

RO : En fait, le... l'enjeu de la fusion était humain. C'est qu'il y avait deux équipes totalement différentes sur des métiers différents et deux structures différentes.

<Files\\4_1> - § 6 references coded [2.94% Coverage]

Reference 1 - 0.71% Coverage

Nous, on a toujours défendu le fait que le digital allait adresser tous les marchés, certains plus rapidement que l'autre, en particulier celui de la culture, qui a été défricheur, un petit peu, de cette transformation numérique. Mais aujourd'hui, c'est une évidence pour tout le monde. En 2004, beaucoup ont contesté cette idée-là. Tous les marchés, aujourd'hui, sont adressés par le digital. Donc, on s'est toujours interdit d'être trop marqué par un secteur, l'idée étant de... de, de... d'avoir une vision transverse, en fait, de l'impact du digital sur les marchés existants.

Reference 2 - 0.07% Coverage

On est dans ce que j'appelle, moi, un environnement compétitif.

Reference 3 - 0.44% Coverage

Cap Digital est une entité extrêmement riche de, de, de... de publics différents, de dynamiques aussi, sectorielles ou technologiques, parfois les deux, qui se croisent, mais... mais une structure très complexe, très difficile à rendre lisible de l'extérieur. C'est un peu le prix qu'on paie, d'avoir fait le choix d'un digital transverse plutôt que d'un digital par verticale, en fait

Reference 4 - 0.41% Coverage

Mais comme nous avons fait un choix très courageux, à l'époque, hein, d'être une association loi 1901, qui travaille d'abord pour défendre un objet pour des membres qui cotisent, alors moi, personnellement, je pense que notre premier métier, c'est de parler à nos membres et ensuite, on parle à, à... à la puissance publique, et pas l'inverse. Tu vois?

Reference 5 - 0.54% Coverage

Si nous ne sommes pas une entité publique, donc nous sommes une entité privée, mais si nous sommes attachés à notre modèle associatif, alors notre métier, c'est de créer des conditions pour que la communauté grandisse ou alors ceux qui sont membres paient plus chers en cotisation. Mais jamais de créer plus de moyens financiers par de la vente de services, sinon inconsciemment, on va basculer tout doucement, mais sûrement, vers quelque chose qui est proche d'un cabinet de consultants.

Reference 6 - 0.76% Coverage

Cap Digital, ayant ensuite la capacité de Cap Digital, hein, à mettre en œuvre des services qui sont de plus en plus personnalisés, individualisés.

Donc, nous, on a fait ce choix-là. Je sais pas si on a bien fait, mais on a fait ce choix-là très tôt, finalement. Dès 2010, on a commencé à gratter sur les participations internationales à des salons. Très vite, aussi, sur le coaching à la levée de fonds en capital, dès 2010. Et puis voilà, chemin faisant, on a développé un tas de choses. Aujourd'hui, on va même jusqu'à faire du coaching de dirigeants d'organisations à l'intérieur de nos start-ups en croissance ou en hyper-croissance.

Reference 1 - 0.63% Coverage

J'ai envie de dire qu'à l'échelle opérationnelle, mais ça, c'est... À l'échelle opérationnelle, je trouve qu'on est bon et qu'on gère bien nos projets, c'est-à-dire que à l'échelle de Futur.e.s, des projets de Futur.e.s, on le fait bien. Odin, Martin, etc. À l'échelle opérationnelle, ils le font bien pour tous leurs projets. Je trouve qu'à l'échelle des... de la stratégie, vraiment les... On n'est pas assez apprenant.

<Files\\4_3> - § 1 reference coded [0.63% Coverage]

Reference 1 - 0.63% Coverage

J'ai envie de dire qu'à l'échelle opérationnelle, mais ça, c'est... À l'échelle opérationnelle, je trouve qu'on est bon et qu'on gère bien nos projets, c'est-à-dire que à l'échelle de Futur.e.s, des projets de Futur.e.s, on le fait bien. Odin, Martin, etc. À l'échelle opérationnelle, ils le font bien pour tous leurs projets. Je trouve qu'à l'échelle des... de la stratégie, vraiment les... On n'est pas assez apprenant.

<Files\\3_4> - § 7 references coded [2.93% Coverage]

Reference 1 - 0.64% Coverage

En fait, y'a des trucs où ils veulent mettre du process et où c'est pas possible, parce qu'on est sous des démarches de créativité et de test. Donc, tu peux pas... Mais y'a des trucs où ce serait bien qu'on en ait, parce que franchement, aujourd'hui... j'ai envie d'utiliser le mot catastrophe sur les process du Tuba. C'est-à-dire qu'on finit un projet... y'a rien qui est produit, sauf si c'est une étude de retour où dans le livrable du projet, on doit rendre des préconisations, mais genre, le challenge Mob-Up, là, le premier dont je t'ai parlé, y'a aucun document qui prouve ce qui s'est passé, que c'est fini,

Reference 2 - 0.50% Coverage

On travaille avec Google Drive. Y'en a qui ont des documents sur leur Drive perso, y'en a qui les mettent sur le Drive du Tuba, donc il faut demander des autorisations dans tous les sens pour pouvoir avoir accès aux docs. On stocke rien, c'est-à-dire qu'en plus, le Drive a été créé par un ancien apprenti. Enfin, le Drive admin. Donc, si demain, il supprime son adresse Gmail, ça nous supprime tous nos justificatifs administratifs. C'est quand même pas permis.

Reference 3 - 0.22% Coverage

Il semble pas non plus y avoir de mécanisme de sécurité de l'information.

MD : Non. Non, non, non... Non, non, non. Et encore, franchement, on a mis beaucoup de choses en place, parce que moi, ça me fait péter les plombs.

Reference 4 - 0.71% Coverage

Est-ce qu'y en faudrait plus? MD : Ah ouais, ouais, on est bien ainsi.

JP : Donc, plus. Donc, il faut... ça réduit quand même la possibilité de ce que vous pouvez faire.

MD : Non, parce que mettre un process sur comment utiliser un Drive, ça change pas ta... ta... ton agilité, mais ça optimise ton temps. Avoir un annuaire, aussi. Qui est mis à jour pour que quand tu cherches un contact... Parce que là, il t'envoie sur Slack. Y'a personne qui te répond, donc peut-être tu passes par Facebook ou alors par Mail, le temps d'avoir l'info. On aurait fait un annuaire, ou un CRM. On rencontre – on est 6 – on rencontre tous les jours au moins 5 personnes.

Reference 5 - 0.24% Coverage

Ben là, aujourd'hui, on fait une veille à la main, quoi. C'est ridicule. On vend des prestas, des – qui sont à 40

000 euros et on fait une veille sur Google, parce qu'on a même pas Kerm. Enfin, c'est absurde. Moi, je trouve ça absurde.

Reference 6 - 0.21% Coverage

Site Internet, c'est pareil, y'a rien qui est à jour... La newsletter, à chaque fois, elle change de format. Facebook, on a un événement sur deux... Communication, c'est un sacré bordel aussi.

Reference 7 - 0.41% Coverage

Les projets, y'a pas de suivi. Les mails, tu transfères des mails... Parce que je gère la boîte Contact et du coup, tu... quand je reçois un mail, si c'est destiné plus à un profil ou à un autre, je re-transfère derrière. Là, y'en a un, entrepreneur du nom. Donc, en plus, c'est des sujets qui nous intéressent. Ça fait 3 fois qu'il me renvoie un mail sur Contact pour me dire « J'insiste. J'ai pas eu de réponse.

Public Gouvernance

<Files*4_1*> - § 3 references coded [1.16% Coverage]

Reference 1 - 0.30% Coverage

Et force est de constater que l'État... voilà et les gouvernements

successifs, chacun revient à... à sa... son identité politique... ses arbitrages, ses priorités, etc. On se rend compte que les pôles de compétitivité sont moins soutenus qu'ils ne l'étaient auparavant.

Reference 2 - 0.63% Coverage

l'État nous a apporté plus que de l'argent, un levier d'amorçage, en fait, de notre exercice collectif, en disant : « Dorénavant, si vous voulez adresser le guichet le plus richement doté, financièrement parlant, qui s'appelle le FUI, il faut faire des projets de R&D appliqués collaboratifs et

il faut passer par un pôle de compétitivité qui va l'expertiser pour le compte de l'État et le labelliser et si vous avez le label, alors vous pouvez adresser votre projet à l'État, qui ensuite, se reposera la question si oui ou non, il... il le finance, hein. »

Reference 3 - 0.23% Coverage

Alors que maintenant, c'est la fonction publique qui vous écoute pour trouver leur stratégie de développement...

CC : Alors...

JP : ... d'innovation?

CC : Théoriquement, ça a toujours été comme ça.

<Files\\4_2> - § 1 reference coded [3.46% Coverage]

Reference 1 - 3.46% Coverage

JP : Puis... est-ce que... la gouvernance... Dans le fond, qu'est-ce que ça... Ouais, j'essaie de voir un peu qu'est-ce que ça amène qu'ils soient sur votre conseil d'administration, pour vous et pour eux.

FC : Alors... Qu'est-ce que nous... Bon, ben... Qu'est-ce que nous, ça nous amène? Je dirais, de toute façon, c'est un peu une obligation. C'est de toute façon une obligation

légale (...) C'est l'un de nos financeurs. Il est normal qu'il... que ce financeur ait un contrôle de... de l'utilisation de la subvention publique dans la bonne conduite des affaires de Cap Digital. Donc, c'est... Enfin, déjà, de base, ça paraît normal. Après, c'est vrai que pour eux, ce que ça leur apporte, je pense que c'est précisément ce... ce qu'on disait à l'instant. Enfin... Ils voient passer tous les dossiers qui sont traités à Cap Digital. Les... Ils voient les débats, ils voient les sujets les plus chauds, les... les... les enjeux, les questions que se pose notre écosystème. Et rien que ça, je pense que pour eux, c'est un... c'est un résultat intéressant. De la même façon, nous, ça nous aide à comprendre quelles sont leurs contraintes, le plus souvent, contraintes budgétaires, mais pas uniquement. Voilà, quelles sont leurs contraintes? Comment... Comment ils voient leur politique d'innovation, quelles inflexions ils envisagent de... d'apporter?

<Files\\4_6> - § 1 reference coded [1.57% Coverage]

Reference 1 - 1.57% Coverage

Et puis, deuxième différence, c'est le... le lien avec le pouvoir public qui est important. Donc, avec l'État, les... les divers ministères qui peuvent être impliqués dans... sur les sujets liés aux pôles de compétitivité. La région Île-de-France, qui est un acteur important. Certains départements, qui sont aussi... qui ont été... qui sont et qui seront encore impliqués dans le... dans le pôle. Les...

certaines collectivités aussi. Comment est ce qu'on appelle... les communautés d'agglomération, maintenant. Alors, on a... on a aussi évolué avec les changements des structures au territorial. Il y a eu un certain nombre d'évolutions ces dernières années sur les rôles...

<Files\\4_1> - § 1 reference coded [0.40% Coverage]

Reference 1 - 0.40% Coverage

Le moteur, même, je dirais, le moteur d'un écosystème d'innovation, en fait et... Et force est de constater que l'État... voilà et les gouvernements

successifs, chacun revient à... à sa... son identité politique... ses arbitrages, ses priorités, etc. On se rend compte que les pôles de compétitivité sont moins soutenus qu'ils ne l'étaient auparavant.

<Files\\4_7> - § 1 reference coded [1.08% Coverage]

Reference 1 - 1.08% Coverage

PR : On a un gros budget, mais à... à... à tout moment dans l'année, on... on est pauvre. Dans le négatif et voilà. Si les banques ne nous soutenaient pas, on ne pourrait pas faire les actions que nous faisons, parce que nous n'avons pas de quoi investir. C'est-à-dire que un de nos problèmes, quoi, et une de nos revendications auprès de l'État, c'est : si l'État veut nous aider à nous développer, il faut absolument que nous ayons des fonds propres, donc de l'argent qui nous permette de lancer des actions avant de toucher les... les financements. Mais aujourd'hui, si on veut lancer une action, il faut d'abord aller voir une banque pour qu'elle nous autorise un déficit. Donc, ça, c'est compliqué.

Risk

[<Files\\1_1 >](#) - § 1 reference coded [7.96% Coverage]

Reference 1 - 7.96% Coverage

What happens in those largest structures is they put some money aside, a lot of money sometimes, and then you can operate 2 to 3 years and then there's a change of management and they kill the innovation lab. And then 2 years later they start to on again so I've seen this in big company like Animal. In the last 20 years, now I have lost track, but there was the innovation team that was kill. And then 2 years later a new innovation manager comes to us and say: Hi we want to collaborate. And it is killed again.

These **companies** they kill or build it because they need to show the shareholders that they have new strategies and new choices. So this is more like creative destruction. If you kill it people say thank you, because people believe that you save money to the company, because there is no profit to make so that's for sure there's never profit in innovation labs so it is a good reason to kill it. Then 2 years later they invested! Great again they invest. So there's no continuity in it for innovation labs or departments in the large structure and if there's a shareholder environments. It can last 4 to 5 years and then it's killed it will always be a strategy. It is again an argument to put some money aside for it again.

In structures like **Universities** I have seen many being killed or discontinued. Because it doesn't brings what they thought it should bring. Or because they can not control it and because the people inside are leaving and there's no real good ownership or

stewardship of such things. Or sometimes it's very successful but they don't know how to... it is too successful and it's threatening the main organisation. A lot of the media labs, the smaller ones, not the big MIT Media Labs, but the smaller ones. **Being part of a larger structure helps you in the short term with lots more money that we will ever have. But in the long term it makes you very vulnerable and I've seen this over the years.**

You can also become a commercial, **consultancy type** of thing, like IDEO and so on. But then you have to play the game with the big guys and you can be very successful at that. This is a choice. The friction, the independency and the flexibility disappears. You have to stay very close to the client wants and you have to be very aware and you can play it, but still you are depending on where the money is. So you have to fill in their needs and you can't steer it in another direction. Sometimes it seems to be very creative and innovative but it's actually playing the game of using a new language at the right time and you have to play the role to be attractive for them, because this is it comes from

<Files\\1_3 > - § 2 references coded [5.49% Coverage]

Reference 1 - 1.20% Coverage

To also have economic strong position. It is always a challenge to get people do enough paid work to pay the bills. So this is the tension we are in. between doing great work on the project and as a group planning people to do enough billable hours and enough work. So i think this is an efficiency question. The planning itself does not take too much time. But maybe we should take more time in the planning.

Reference 2 - 4.29% Coverage

There is a good system in plance, where we say: we have a budget with a project. And the budget is build into our time sheets, our hour registration system. **So basically, you write the hours you worked on the project and immediately it understands how much the budget has been used. I think it is a good systems and it works.**

Its allow you to see how much is left?, who is using the budget? are they doing the work?

It happens in the groups and in the planification meeting it is more about, how is everyone doing, do we have surplus capacity, or we have too little capacity. So it is to balance between the groups.

Ant then within the group the planning happens like a contine from the project managers which are allocating people and managing projects and keeping everything in the flow.

The issue I think, if you see people doing a good budget in the planning tools and people are writing their hours, but they also write 8 hours in a general entry, which does not have a budget, so it is a surplus. I was in a meeting with the management, I was at Waag breed, I was having lunch… what ever… So there is a surplus entry and a lot of hours are going enter to that and actually it is too many. So these are also project hours that people are allocating to a general place. So that's why thare always a way to do more and put it in the system. It is all faisable, but it is not efficient because you are doing more time than the budget allows.

[<Files\\2_1 >](#) - § 2 references coded [4.87% Coverage]

Reference 1 - 2.99% Coverage

On prend l'exemple du Welcome city lab. Le **WCL**, il a ses propres partenaires. So Sodexo, Air FRance, Rapp, un peu d'argent de la ville de Paris… qui contribuent financièrement. Il a sa propre équipe qui a ses collaborateurs, ses compétences, il a son lieu. **Finalement ça pourrait être presque une entitée juridique. Mais on a essayé de lui enlever toute la lourdeur administrative.** Gestion budgétaire, RH, gestion d'instance associative.De façon à ce que Laurent et son équipe soit entièrement tourné vers l'opérationnel et sur la relation aux bénificiaires. Que ce soit les grand groupes ou les SU. Ils peuvent passer un maximum de temps à faire leur métier. Mais au métier pour lesquels ils sont compétent. Gérerer les instences d'une association, c'est un autre métier.

Reference 2 - 1.88% Coverage

1. Plus on est grand plus on peut prendre des risque, mais souvent les gros ne prennent pu de risque car ils ont peur des impacts négatifs sur l'image de leur marque.

1. Plus facile d'investir si tu es gros:

1. Avec un budget de 1M peut investir 5000

2. Avec un budget de 10M, la compagnie peut investi 50 000 dans un nouveau projet

3. Ça permet un meilleur amortisseur financier

2. Plus tu es gros, plus tu peux aller voir des gros pour faire des partenariats.

Ca permet de **maîtriser son risque**

<Files\\2_2 - > - § 3 references coded [2.82% Coverage]

Reference 1 - 1.78% Coverage

L'évaluation c'est l'intérêt majeur d'une expérimentation par le Urban lab. À la foi pour l'entrepreneur, évaluer ca va lui permettre d'arriver à ces résultats. Et pour la ville c'est pareil, évaluer, ca lui permet de se dire: ce que j'ai testé, comment je peux l'exploiter derrière dans mon achat, dans mon processus d'innovation, dans la facon dont je vois les enjeux urbains.

Si en fait tu vois si tu n'as pas ces boucles là. Ton expérimentation elle ne sert à rien. Tu as juste fait de la comm. Ce n'est pas ça qu'on fait à l'urban lab. Notre objectif c'est d'évaluer si le porteur de projet doit aller là ou là, pcq il faut éviter qu'il prenne trop de risque.

Reference 2 - 0.33% Coverage

Comment je peux prendre un peu de risque et pas trop non plus. Et qu'est-ce que j'ai intérêt à acheter, ce n'est pas évident.

Reference 3 - 0.70% Coverage

C'est donc une **dynamique qui part de la ville** qui se pose des questions sur l'innovation et comment je fais vu mes contraintes pour ne pas prendre trop de risque. Le lancement de l'activité expérimentation c'est le lancement de l'appel sur le mobilier intelligent.

<Files\\2_2 - (V2)> - § 1 reference coded [1.57% Coverage]

Reference 1 - 1.57% Coverage

Quand tu es à l'étape d'idéation ca ne te coute pas très cher. Quand tu es à l'étape du prototype c'est un peu plus cher. Quand tu est à l'étape de l'expériementation c'est un

peu plus cher. C'est du temps homme, mais c'est contenu. Quand tu rentre dans l'étape de l'industrialisation, c'est là que tu prends le plus grand risque.

Mais cette **réflexion** autour du **financement** est une réflexion globale autours de comment tu innove et ou tu prends des risque, mais c'est un truc qui ressort à chaque foi. Et c'est aussi la question: Est-ce que on met en place des processus de financement qui finance l'innovation dans son **sens large** ou qui finance des **étape de développement**.

<Files\\4_1> - § 1 reference coded [0.40% Coverage]

Reference 1 - 0.40% Coverage

Le moteur, même, je dirais, le moteur d'un écosystème d'innovation, en fait et... Et force est de constater que l'État... voilà et les gouvernement successifs, chacun revient à... à sa... son identité politique... ses arbitrages, ses priorités, etc. On se rend compte que les pôles de compétitivité sont moins soutenus qu'ils ne l'étaient auparavant.

<Files\\4_2> - § 1 reference coded [1.43% Coverage]

Reference 1 - 1.43% Coverage

Enfin, voilà... Et oui... ben, oui, là, en ce moment, justement, on a eu un changement de personnel politique du côté de la Région, qui est... qui coïncide aussi avec la nouvelle phase du pôle, hein, le Pôle Phase 4, le nouveau plan stratégie et... et qui coïncide malheureusement avec un désalignement, enfin, une... une différence de vision entre l'État et la Région, qui fait qu'il y a un gros risque d'impasse financière sur des montants assez significatifs dans le financement du pôle. Donc, oui, ça a des forts... un fort impact. Un fort impact.

<Files\\2_5> - § 1 reference coded [0.61% Coverage]

Reference 1 - 0.61% Coverage

En général, quand t'es entrepreneur, t'as deux sujets, c'est-à-dire que... À la fois t'es le boss et tu dois gérer, donc, les RH, le market, la levée de fonds, les finances, enfin, tu dois gérer toutes les fonctions de l'entreprise. Donc, le dirigeant a tendance à se disperser beaucoup. Il part un peu dans tous les sens, tout le temps et... Donc, son gros risque, c'est la dispersion. Et le deuxième risque, qui est l'inverse de la dispersion, c'est

au contraire, d'un coup, il fait qu'un seul sujet et il oublie le reste. Typiquement, moi, j'ai ce problème avec les start-ups qui ont besoin de lever de l'argent.

<Files\\3_4> - § 2 references coded [1.75% Coverage]

Reference 1 - 1.06% Coverage

MD : C'est... eux, ils l'ont. Moi, je trouve que c'est dangereux, parce qu'on risque de finir sur le modèle d'un cabinet de conseil traditionnel, parce que la prestation, c'est souvent... souvent, pardon, mono- client. Faire de l'innovation ouverte et collective sur de la prestation, c'est quand même un peu plus complexe.

Même si ça se fait, hein, mais... Mais ça veut dire qu'il faut aller démarcher. Au lieu d'aller démarcher un client, faut en démarcher quinze pour être sûr d'en avoir au moins 3 comptes. Donc, le risque, c'est que si après, on n'a plus de 50% de financement, enfin, d'adhésion, en fait, et qu'on doit faire 50% de prestation, y'a un gros risque de finir par accepter tout type de prestation pour survivre et de faire – (...)

– du   mono-client et juste de l'innovation, de la R&D (recherche et développement) à l'externe, quoi. Donc, c'est dangereux. Je dis pas que le modèle grand groupe qui finance, c'est le meilleur, mais je le trouve pas plus mal. Eux, ça leur fait pas un gros trou dans le porte-feuille.

Reference 2 - 0.69% Coverage

Et quelqu'un à qui tu peux pas faire confiance, aussi. Dans le sens où quand je dis qu'il faut qu'il y ait de la transparence et tout, ça veut dire que moi, j'irais pas répéter, même à ma directrice, l'ambition qui... réelle, qu'il y a derrière le projet, mais dans le sens inverse, il faut que moi, je puisse être suffisamment en confiance pour expliquer clairement les difficultés qu'on risque de rencontrer ou autres. Et c'est une communauté, donc les gens aiment bien parler et ça, c'est pas possible, parce que du coup, on perd en efficacité et on n'optimise pas non plus le projet, on va pas aussi loin qu'on pourrait aller si on (...) la même chose, quoi.

<Files\\4_7> - § 1 reference coded [1.08% Coverage]

Reference 1 - 1.08% Coverage

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dire que un de nos problèmes, quoi, et une de nos revendications auprès de l'État, c'est : si l'État veut nous aider à nous développer, il faut absolument que nous ayons des fonds propres, donc de l'argent qui nous permette de lancer des actions avant de toucher les... les financements. Mais aujourd'hui, si on veut lancer une action, il faut d'abord aller voir une banque pour qu'elle nous autorise un déficit. Donc, ça, c'est compliqué.

<Files\\2_10> - § 1 reference coded [1.36% Coverage]

Reference 1 - 1.36% Coverage

Effectivement, faire preuve d'agilité, de... d'avoir une appétence forte, un désir fort pour cet écosystème de l'innovation, les start-ups. Y'a des gens qui ne sont pas du tout à l'aise là-dedans, hein, qui préfèrent être dans groupe, parce que c'est secure, parce que... Et c'est très bien, aussi, les grands groupes, mais... mais il faut avoir cette... cette... cette envie de se mettre un peu en instabilité, en... je vais pas dire en danger, parce que chez Paris&Co, on n'est pas vraiment en danger, par rapport à un start-upper qui va lancer sa start-up. On est moins en danger que lui, ça, c'est sûr. Mais être agile, effectivement, avoir une capacité d'écoute. Bon. Avoir, effectivement, quand même une... une expertise sur le domaine dans lequel on va recruter, hein, parce que c'est quand même... c'est quand même plus simple quand on se retrouve face à des dirigeants ou face à de l'interne d'arriver avec une brique d'expertise, même si on peut se former sur le terrain.

<Files\\3_4> - § 1 reference coded [0.69% Coverage]

Reference 1 - 0.69% Coverage

Et quelqu'un à qui tu peux pas faire confiance, aussi. Dans le sens où quand je dis qu'il faut qu'il y ait de la transparence et tout, ça veut dire que moi, j'irais pas répéter, même à ma directrice, l'ambition qui... réelle, qu'il y a derrière le projet, mais dans le sens inverse, il faut que moi, je puisse être suffisamment en confiance pour expliquer clairement les difficultés qu'on risque de rencontrer ou autres. Et c'est une communauté, donc les gens aiment bien parler et ça, c'est pas possible, parce que du coup, on perd en efficacité et on n'optimise pas non plus le projet, on va pas aussi loin qu'on pourrait aller si on (...) la même chose, quoi.

Role in Ecosystem

<u>\<Files\\2_2 - (V2)\></u> - § 1 reference coded [0.23% Coverage]

Reference 1 - 0.23% Coverage

Notre rôle c'est **d'influer sur la ville du futur**, ce n'est pas d'influer sur la ville d'aujourd'hui.

<u>\<Files\\3_1\></u> - § 6 references coded [8.46% Coverage]

Reference 1 - 3.37% Coverage

 Et donc, mon rôle plus spécifique, c'est entre autres ça, mais également, finalement, d'animer et d'essayer d'interagir avec cet écosystème de start-ups qu'on a crée. Enfin, qu'on a créé de manière, quelque part, volontaire et involontaire dans le sens où aujourd'hui, nous, n'étant pas un incubateur, ni un accélérateur, le... l'implication ou le rôle des

start-ups dans cet écosystème, on a mis un peu de temps à le définir, en fait. Et c'est assez récent. L'idée, c'est que − enfin, pour moi, encore une fois − c'est qu'ils participent à un écosystème, à un réseau. C'est-à-dire qu'on fait pas d'accompagnement individuel et on promet pas cet accompagnement individuel. Néanmoins, l'idée, c'est de pouvoir leur permettre d'accéder à ce réseau et de faire vivre ce réseau en les connectant avec les bonnes personnes, en leur présentant et en les mettant en contact avec des interlocuteurs avec qui ils pourront

trouver de quoi échanger sur leur thématique ou sur leur sujet, peut-être pour créer des projets, peut- être pour générer du business. Mais également, finalement, les accompagner dans cet écosystème, à rencontrer les bonnes personnes, etc. et à faire vivre à travers des événements, des phases de rencontre, finalement, cet écosystème.

Reference 2 - 1.30% Coverage

le lien avec la recherche, qui est un peu le même, c'est-à-dire... qui est de connaître un peu les acteurs du monde de la recherche, les labos de recherche avec qui on pourrait travailler et qui fait quoi et les impliquer un peu dans nos démarches et leur dire « Venez travailler avec nous » et « Ça vous tente pas de vous impliquer? » ou «

Tiens, y'a telle expertise, ça pourrait être intéressant de les mettre dans tel projet, parce qu'ils ont un regard particulier, » etc.

Reference 3 - 1.25% Coverage

JP : Le rôle de Tuba, là-dedans, y'aidait à monter l'écosystème, y'aidait un petit peu à le structurer, puis ça c'est en faisant rencontrer des gens, c'est en faisant des événements, c'est en faisant...?

B : C'est en identifiant des thématiques, c'est en structurant des... le réseau d'acteurs. Et puis, c'est

surtout en essayant de plus en plus, et toujours aujourd'hui, de faire rayonner Tuba. Son savoir-faire, son expertise et sa manière de faire. Et son approche.

Reference 4 - 0.78% Coverage

d'identification des problématiques, d'affinement des problématiques, de création d'un appel à projet, d'identification et de diffusion, finalement, de communication pour identifier des porteurs de projet. Là, c'est ouvert, le laboratoire de recherche, association, entreprise, petite, moyenne ou grande.

Reference 5 - 0.55% Coverage

L'idée, c'était vraiment de confronter leur projet à la réalité terrain, à l'utilisation de données, au retour, par exemple, de... d'associations, d'habitants, à des retours de... vraiment, d'experts.

Reference 6 - 1.22% Coverage

J'essaie de regarder tout ce qui se fait sur l'écosystème pour les autres incubateurs, accélérateurs, qui fait quoi. Tiens... tiens, j'ai vu un tel, il travaille là-dessus, etc. Donc, ça passe par moi avec l'idée aussi d'identifier des gens qui peuvent faire des choses qui sont proches de nos thématiques, évidemment. Qui ont une équipe assez limitée, pas beaucoup de place. Et puis, qui ont vraiment le souhait, aussi, d'interagir et d'interconnecter avec nos partenaires.

<Files*4_1*> - § 11 references coded [4.49% Coverage]

Reference 1 - 0.57% Coverage

on se sentait très lié à l'évolution de la politique publique en matière d'innovation, hein, puisque nous sommes d'abord une entité d'innovation. Le moteur, même, je dirais, le moteur d'un écosystème d'innovation, en fait et... Et force est de constater que l'État... voilà et les gouvernements successifs, chacun revient à... à sa... son identité politique... ses arbitrages, ses priorités, etc. On se rend compte que les pôles de compétitivité sont moins soutenus qu'ils ne l'étaient auparavant.

Reference 2 - 0.49% Coverage

l'État est en train de... de revoir - les choses sont pas encore totalement calées -, mais revoir sa propre politique de soutien à l'innovation. Et donc, on est dans ce moment où, côté public, pendant longtemps, on a été le... le... un bras opérationnel, un parmi d'autres, mais un bras opérationnel de l'État pour faire monter... Enfin, pour créer une dynamique forte, collective autour des questions de l'innovation.

Reference 3 - 0.42% Coverage

Ça veut dire, concrètement, si on veut rester dans un... dans un rôle, vraiment, de... d'animateur d'un écosystème d'innovateurs, eh ben, on va... On va rajouter des... des interlocuteurs qui sont peut-être un peu différents, de par leur... le marché qu'ils adressent, qui est... qui est quand même le plus souvent très public, qui dépend beaucoup de la commande publique, en fait.

Reference 4 - 0.18% Coverage

le développement et le pilotage d'un... ce qu'on appelle un plan filière, un... un plan stratégique pour la filière régionale du numérique, en fait.

Reference 5 - 0.46% Coverage

Et on donnait accès, finalement, à un certain nombre de compétences à nos membres à un prix dérisoire, en tout cas, bien en-dessous du prix réel qu'on payait. En gros, j'achetais une prestation à 10, je la finançais avec l'argent public que j'avais touché à hauteur de 5 et je demandais à l'entreprise qui pouvait en bénéficier de me payer 5. Et donc, ça me permettait d'équilibrer mes comptes.

Reference 6 - 0.45% Coverage

Donc, mon métier, c'était de comprendre les besoins de manière précise, d'engineerer les solutions, d'aller voir la puissance publique et lui dire : « Si vous me donnez un euro, j'en trouve un autre et je mets en place tel type de service qui réponde aux besoins de... de... de la communauté, hein, des entreprises qui sont présentes sur votre territoire, »

Reference 7 - 0.50% Coverage

Le métier de Cap, hein, c'est vraiment d'être un moteur d'innovation. Donc, pour le compte de notre communauté. Donc, c'est vraiment...

JP : C'est quoi, les piliers d'un moteur d'innovation?

CC : C'est... c'est un... c'est un volume d'acteurs conséquents et souhaitant partager ces ambitions en matière d'innovation, dans une logique de dynamique collective, hein, de... d'émergence

de projets, de R&D, d'innovation.

Reference 8 - 0.41% Coverage

Explique-moi ton problème. Tu n'arrives pas à l'exprimer, je vais t'aider à le... à le reformuler et ensuite, je te mets en relation avec le chercheur ou l'entreprise technologique qui pourra t'apporter la brique qui te manque pour que ton micro soit plus performant. C'est un métier, ça. C'est un métier, parce que ce sont des acteurs qui vivent dans deux mondes différents.

Reference 9 - 0.19% Coverage

C'est... c'est... c'est de... de mettre en commun ce que les uns et les autres veulent mettre en commun dans une logique de dynamique collective de R&D et d'innovation.

Reference 10 - 0.49% Coverage

Cette notion de tiers de confiance. C'est pour ça qu'on est attaché aussi à la notion de pôle de compétitivité. C'est que l'État nous a reconnu. Ça nous donne une responsabilité, aussi, hein, dans notre... notre posture, notre éthique, quand on... quand on se met à intermédier la mise en relation entre... entre plusieurs entités. Ça, c'est... c'est... Pour nous, ça doit être un atout extrêmement important.

Reference 11 - 0.33% Coverage

Une fois qu'ils ont tout goûté et qu'ils ont compris ce que ça voulait dire, cette notion de tiers de confiance à des moments bien précis dans la... dans la construction de cette collaboration, ils remettent pas en cause. Ils disent :

« C'est très bien d'avoir un acteur comme vous. »

<Files\\4_3> - § 3 references coded [3.52% Coverage]

Reference 1 - 0.87% Coverage

directrice des événements Futur.e.s. Parce que y'a plusieurs événements, y'a pas qu'un festival. Depuis quelques années, maintenant. Enfin, assez récent quand même. Et je suis chargée de piloter les partenaires et la recherche de partenariats, la programmation en lien avec l'équipe de veille stratégie de Cap Digital et la partie plus événementielle, donc, communication et production de l'événement, en lien avec l'équipe communication et événementiel de Cap Digital. Donc, c'est... c'est un rôle qui, finalement, est très transversal cette année.

Reference 2 - 1.19% Coverage

Futur.e.s a vraiment... Futur.e.s en Scène, à l'époque, ça s'appelait Futur.e.s en Scène, a été créé comme un festival, un... un grand laboratoire à ciel ouvert de rencontres entre les innovateurs qu'on accompagnait, nos adhérents, et le grand public, avec un double objectif. C'est-à-dire de... de... de... de créer cette... cette connaissance et ce... et cet appétit pour le digital et en même temps, de... L'usager a toujours été au centre de la réflexion de Cap Digital sur la technologie numérique et de se dire : finalement, le feedback des utilisateurs finaux, il est très important dans l'innovation. Donc, si on crée un événement où se rencontrent les innovateurs, leurs potentiels partenaires et les potentiels usagers, finalement, ça fait progresser l'innovation.

Reference 3 - 1.46% Coverage

Je crois que la première année, y'avait une tente, Place de la République, et puis y'avait quelques... quelques événements disséminés dans la ville. Mais ensuite, ça s'est structuré petit à petit dans des lieux, comme le 104, à Paris, que tu connais?

JP : Non.

HA : Le 104 à Paris, c'est un... alors, y'a 10 ans, il était pas tel qu'il était maintenant, mais... En fait, ce sont des anciennes... des anciens abattoirs.

JP : OK.

HA : Qui ont été entièrement réhabilités pour en faire un... une zone culturelle, avec une programmation culturelle et où... Notamment, qui est très locale, parce que les... les gens de l'arrondissement peuvent venir – qui est un arrondissement, qui est très populaire – peuvent venir pratiquer des... enfin, pratiquer leur art. Donc, y'a des gens qui, le dimanche et le samedi, y'a des gens qui chantent, y'a des gens qui font de la danse, y'a des gens qui font du théâtre. Au milieu de la grande halle.

<Files\\3_2> - § 2 references coded [1.01% Coverage]

Reference 1 - 0.38% Coverage

Je suis designer chargée d'expérimentation. Donc, au Tuba, je monte, justement, des projets d'expérimentation pour aller tester des services auprès des usagers qui notent ces services. Et d'intégrer toutes les parties prenantes dans ces expérimentations.

Reference 2 - 0.63% Coverage

Du coup, nous, des fois, on va faire aussi des entretiens sur le terrain. Enfin, par exemple, pour la iGirouette, où là on... Là, on est allé sur le terrain, en-dessous d'une iGirouette pour aller questionner les gens sur leur perception de la iGirouette, etc. Donc, ça change la manière de demander l'avis aux gens, justement, de... que ce soit dans l'espace public, comment est-ce qu'on va interpeller les gens, etc.

<Files\\3_3> - § 2 references coded [1.48% Coverage]

Reference 1 - 0.90% Coverage

chargée de médiation et d'expérimentation et je suis psychologue sociale et... rôle dans la structure, il est sur divers plans, on va dire, diverses actions. D'une part, j'accompagne nos partenaires publics et privés sur leurs projets d'innovation avec une... dans une logique d'approche transdisciplinaire où on va croiser en fait les différentes

compétences pour pouvoir les accompagner. Donc moi, plutôt avec un volet sciences humaines et sociales, mais avec mes collègues qui sont designers de services ou en gestion projet sciences économiques, beaucoup d'approche design et psychologie sociale.

Reference 2 - 0.57% Coverage

Donc, accompagner nos partenaires à innover en faisant de l'innovation centrée usager, enfin centrée humain, et collaborative. Donc l'idée, c'est vraiment d'identifier les parties prenantes dans la démarche et de les impliquer dans les différentes étapes du processus, notamment ceux à qui vont être destinés les solutions, les services, les projets qui sont développés et de voir comment ils les perçoivent.

<Files\\3_4> - § 4 references coded [0.69% Coverage]

Reference 1 - 0.03% Coverage

En charge des feuilles de route

Reference 2 - 0.02% Coverage

Catalyseur réseau.

Reference 3 - 0.29% Coverage

Et parce qu'on a une ambition, un rôle et un besoin de diffusion de ces pratiques. Et de transformation à l'interne. Les grands groupes, dans nos missions, c'est... y'a transformation, y'a acculturation à nos méthodologies, à l'agilité, à l'innovation usager, à la souplesse...

Reference 4 - 0.35% Coverage

Bon, je pense que pour se faire connaître, il faut aussi, mais on... C'est pareil, se faire connaître, c'est pas pour décrocher des marchés ou dans un objectif commercial. C'est plus pour être identifié comme l'acteur du réseau, qui va me permettre d'être connecté à telle communauté ou telle communauté. C'est vraiment dans cette démarche, quoi.

<Files\\4_7> - § 1 reference coded [0.51% Coverage]

Reference 1 - 0.51% Coverage

Nous, typiquement, on est plutôt sur les couches service. On a notre rôle. Eux, ils sont plutôt sur la partie infrastructure. Pour une ville, ils sont plutôt une infrastructure télécom, une chose comme ça. Nous, on n'est pas du tout là-dessus. On va être pour les services au-dessus des télécom. Donc, c'est pour ça qu'on est complémentaire aussi

<Files\\2_10> - § 6 references coded [3.17% Coverage]

Reference 1 - 0.75% Coverage

connecter plus efficacement le monde des start-ups qui est notre cœur de... de cible, donc les jeunes entreprises innovantes, avec le monde de la recherche. Technologie. Sciences humaines, également. Comment les start-ups pourraient utiliser des briques qui sont développées dans des laboratoires publics ou privés pour les porter sur le marché et... et en faire des services, des solutions innovantes pour le compte de leurs clients, qui peuvent être, d'ailleurs, les citoyens, hein. Ou des grands groupes ou des PME

Reference 2 - 0.48% Coverage

Une autre mission, c'est l'intrapreneuriat. Donc, là, l'intrapreneuriat, c'est des salariés de grands groupes qu'on va mettre sur un projet en mode start-up et qui vont développer avec les tech... les, les... un peu l'agilité des start-ups, des projets pour le compte de leur groupe et on va les immerger dans les incubateurs à côté des start-ups.

Reference 3 - 0.91% Coverage

on a d'abord été voir les... le marché, les groupes, pour savoir quels étaient leurs besoin en termes d'innovation et sur la base de ces besoins qui ont été remontés par les métiers de ces groupes, on a lancé un appel à candidatures pour sourcer les start-ups. Donc, elles ont répondu, finalement, à des besoins réels, ce qui a permis, derrière, de faciliter grandement la mise en place de collaborations business entre ces deux entités qui sont quand même assez antinomiques. La jeune entreprise et puis, le grand groupe, ils ont pas grand chose à voir à la base et pourtant, y'a une vraie richesse à les faire se rencontrer et collaborer ensemble.

Reference 4 - 0.19% Coverage

développement de nouveaux projets où on part de pas grand chose et on essaie de créer de la valeur et on essaie de créer un nouveau modèle.

Reference 5 - 0.58% Coverage

Accompagnement de start-ups classique, aller les aider à chercher les investisseurs, des clients, les connecter avec des avocats s'ils ont besoin, organiser des sessions de transfert d'expérience et de networking entre start-ups, donc le métier relativement classique de Paris&Co, de... Je préfère accompagnant que coach, mais voilà. Accompagner les start-ups pour les aider à développer leur... leur croissance.

Reference 6 - 0.25% Coverage

Ben, je pense qu'il faut être capable de... Effectivement, faire preuve d'agilité, de... d'avoir une appétence forte, un désir fort pour cet écosystème de l'innovation, les start-ups.

Size of the organisation

<Files\\1_1 > - § 1 reference coded [5.60% Coverage]

Reference 1 - 5.60% Coverage

We are not here to build the biggest organisation so it has to be just in time, just in shape. So if we can have impact with less people that always better. I like the idea of **spreading not scaling so if it's spread**, if what we learn, other people can take up and do it themselves.

For example the 'Makker platz' in the libraries, it could have been also an idea to create a lot of Makker platz our self, in our control. We believe it makes much more sense if public organisations take the responsibility. Because they already have the funding. So we help them to become Makker platz which is spreading, because we don't have to control on the Makker platz so for impact we don't need to scale we need to spread. To be an organisation that can do that we need **at least 50 people**. Of course you can go with a smaller. This is discretionary, we could be a bit smaller and more flexible, because now we can say we are a group around 50 and 60 and there's at least 100 people each year that are doing the Academies with us or residencies, or PhD projects collaborators so this is a good size. It could get a bit smaller and I could get a little bit bigger but this is depends how it is optimised but I don't think it make better if we are 200 instead of 50 or 500 instead of 100. We can't optimise in that sense, it does not help.

Because with 50 you need redundancy and you need very very different people because we are really different people biotech is very different from fab Academy and from democracy field and the commons).

The core is the same demystifying the democratization of Technologies we need this all the strange group of people to be our self and this is our DNA and has to be redundancies as well in there still be enough overlaps. we need some people now both of us arts and science and biotech and democracy so we need T shape people.

<Files\\2_1 > - § 3 references coded [3.73% Coverage]

Reference 1 - 1.06% Coverage

Moins de 40 à la fusion. Donc il y a eu une croissance continue 50 salariés.

La connaissance des gens. On croise les gens dans les couloir et on ne connaît pas les noms des gens. Tutoiment 80 c'est encore jouable. Mais au dela de 100, il faut changer le modèle.

Reference 2 - 0.80% Coverage

Il faut structurer. On est très proche d'un modèle SU. Il y a une organisation d'individus un peu spontané.

La cohérence globale, ils s'en fichent un peu. **Quand on grandit, il faut hierarchiser.**

Reference 3 - 1.88% Coverage

1. Plus on est grand plus on peut prendre des risque, mais souvent les gros ne prennent pu de risque car ils ont peur des impacts négatifs sur l'image de leur marque.

1. Plus facile d'investir si tu es gros:

1. Avec un budget de 1M peut investir 5000

2. Avec un budget de 10M, la compagnie peut investi 50 000 dans un nouveau projet

3. Ça permet un meilleur amortisseur financier

2. Plus tu es gros, plus tu peux aller voir des gros pour faire des partenariats.

Ca permet de **maîtriser son risque**

[<Files\\2_1_2>](Files\\2_1_2) - § 7 references coded [6.08% Coverage]

Reference 1 - 0.50% Coverage

Grandir n'est pas une fin en soi.

On les provoque aussi. Quand on accepte de nouveaux projets on provoque notre croissance.

Reference 2 - 0.60% Coverage

Il y a 4 ans en arrivant dans la compagnie, je sentais qu'elle était beaucoup trop petite. Que l'on avait pas de réserve sous le pied en cas d'accident.

Reference 3 - 0.38% Coverage

Qu'il fallait gagner en taille pour gagner en notoriété, crédibilité, en capacité de recrutement.

Reference 4 - 1.04% Coverage

Non pas une fin en soi, mais une conséquence. C'était une nécessité. Je ne sais pas c'est quoi la bonne taille. Donc 120, 150, 250, je n'en sais rien. Avec l'effet mécanique est-ce que l'on peut rester dynamique, agile et adaptatif à 150 personnes. Je ne sais pas.

Reference 5 - 1.17% Coverage

La capacité des individus à se sentir membre de l'esprit d'entreprise. Qu'est ce qui fait qui nous reconnait qui est la foi professionnel et enhousiaste. C"est super, Ca donne envie. Les gens se sentent bien.

On a travailler la notion d'appartenance. Que les gens soient fiers de leur boulot.

Reference 6 - 1.59% Coverage

Est ce qu'on arrive à garder cette dynamique parce que l'on a un socle de gens qui tournent. Ce qui est très paradoxales quand je dis aux gens que j'espère qu'ils feront 3 ans et partiront.

Si non ils va stagner. Avoir des cycles personnels de transformation.

Et des gens qui font 10 ans le même boulot, ca dépend des missions des fois ca se justifie.

Ca peut engendrer un système qui se fige.

Reference 7 - 0.78% Coverage

Ce que je trouverais terrible. Si 70% qui restent à vie et 30% qui tournent en permanence. Donc un socle d'ancien avec la mémoire de la compagnie et les petits nouveaux tu les écoutes pu à la fin.

Reference 1 - 0.89% Coverage

On a toujours eu l'ambition, hein, que tu... que tu vois aujourd'hui, hein, de continuer à grandir, d'adresser de plus en plus de sujets.

JP : Est-ce que c'est encore une ambition aujourd'hui, de grandir?

CC : Alors, grandir... Ça dépend à quel point de vue. Est-ce qu'on raisonne en nombre de membres, est-ce qu'on raisonne en... en périmètre d'activité? Est-ce qu'on raisonne, aussi, d'un point de vue financier? Je... Je pense qu'on est dans une phase, comme je te disais, où on revisite un peu notre propre identité et donc, ça suppose un peu de sagesse, donc on va... On va bloquer, on va dire cette croissance, le temps de bien réinstaller, on va dire, le... le nouveau Cap Digital et on va... Ensuite, on redémarrera vers quelque chose peut-être de plus... un peu plus croissant.

Reference 2 - 0.77% Coverage

mais il faut qu'on fasse un choix, parce que le modèle va dicter ensuite les services et les services dictent l'organisation. » Rien de surprenant, hein, mais en fait, la question qui se pose pour nous, c'est : « Est-ce qu'il faut continuer à grandir et à grandir par un... un volume d'adhérents toujours plus important? Ou est-ce qu'il faut grandir par une ingénierie financière et un modèle d'affaires, finalement, qui nous permet de facturer du service et... et nous permettre, donc, de continuer à faire grandir la... la structure? » C'est une bonne question. Moi, personnellement, en toutcas c'est ce que j'ai dit ce matin, je préfère défendre la première, hein

Reference 3 - 0.91% Coverage

c'est de créer des conditions pour que la communauté grandisse ou alors ceux qui sont membres paient plus chers en cotisation. Mais jamais de créer plus de moyens financiers par de la vente de services, sinon inconsciemment, on va basculer tout doucement, mais sûrement, vers quelque chose qui est proche d'un cabinet de consultants. Voilà. Donc, il faut qu'on trouve l'équilibre, comme on a su le trouver jusqu'à maintenant, d'être une entité qui, encore une fois, prend le meilleur des deux mondes, c'est-à-dire : « Je veux garder mon autonomie comme n'importe quelle entité privée, hein, sur des choix stratégiques, sur des arbitrages financiers, sur des priorités, etc. Tout en allant chercher une reconnaissance publique pour toucher un peu d'argent, tout ça au bénéfice de nos membres. »

Reference 1 - 0.26% Coverage

Qui est une instance nouvelle et obligatoire à partir du moment où tu passes les 50 employés. On est hyper-content d'avoir mis en place ce comité social d'entreprises.

Reference 2 - 0.44% Coverage

Nous, on l'a vraiment vécu comme la mise en place d'une instance qui devait faciliter le dialogue ente les employés et la direction, parce que c'est bien d'avoir des... une structuration quand tu as 80 personnes, c'est... On est dans une problématique de PME, quasiment.

Reference 3 - 0.54% Coverage

La taille est intéressante. Je pense qu'on a... on est un peu confronté à une problématique de start-up, où on a beaucoup grandi, effectivement, rapidement et il faut arriver à structurer les choses en interne et accompagner la croissance, arriver à faire que le projet, il emmène tout le monde... que le projet de l'entreprise emmène tout le monde.

Reference 4 - 2.16% Coverage

on doit être aussi vigilant à pas grandir trop, trop vite. Donc, on... on a envie de se dire : « Là, on est entré dans une phase de consolidation, » sauf que y'a des opportunités qui peuvent se présenter et c'Est à chaque fois un sujet d'arriver à avoir la bonne instance de gouvernance, qui va permettre de faire le

« go, no go » sur ce qui se présente. Et ce que j'ai voulu... ce que j'ai évoqué tout à l'heure sur la notion de... de faire du conseil, tu vois, pour accompagner des collectivités qui voudraient qu'on les aide à lancer un incubateur... Potentiellement, on peut avoir, je sais pas, 25 marchés demain, quoi. Sur ce sujet-là. Sauf que ça veut dire que bon, ben, il faut faire rentrer les resources et recruter, parce qu'on n'a pas les resources humaines pour traiter ces opportunités-là. Est-ce qu'on a envie de recruter 5 personnes demain pour faire du conseil ou de... de, de... Comment dire? Oui, de faire grossir l'équipe de cette manière-là, alors qu'on n'a pas encore consolidé, tu vois, l'ensemble de l'offre, de... de se dire on a la bonne organisation pour accompagner la richesse de cette offre. Ce serait une erreur, à mon sens, de se lancer trop vite dans une nouvelle activité alors qu'on n'a pas encore vraiment consolidé cette... toute cette offre. Donc, il faut être vigilant à pas grandir trop vite non plus.

<Files\\3_4> - § 1 reference coded [0.67% Coverage]

Reference 1 - 0.67% Coverage

Ça, c'est peut-être propre à moi, mais on est une asso, donc on n'a aucun objectif de rentabilité, c'est-à-dire que tout ce qu'il y a en plus à la... le 31 décembre, soit c'est réinvesti dans l'asso et tu paies des impôts, soit il faut le dépenser pour pas payer d'impôts.

JP : Mais, rentabilité, ça veut dire (...).

MD : Euh, non... Parenta... Béné....

MD : Profit, profit. Y'a aucun intérêt à faire du profit. Donc, tant qu'on arrive... Enfin, Léthicia, elle prépare ses business plans à l'avance. On sait à peu près combien on va rentrer cette année, machin. Tant que les salaires sont payés et que ça nous permet de développer nos activités...

<Files\\4_7> - § 3 references coded [0.98% Coverage]

Reference 1 - 0.10% Coverage

Donc, le nombre d'employés. Donc, on doit être 43 ou 44 aujourd'hui.

Reference 2 - 0.47% Coverage

Et donc, quand on produit cet événement, on va avoir une dizaine de personnes en plus. Donc, typiquement, en juillet, là, on était à 55 personnes salariées. Et puis, on est retombé, donc une fois que les gens qui ont produit l'événement partent. Donc, on va osciller vraiment entre 40, 45 et puis, 50, 55. Voilà.

Reference 3 - 0.41% Coverage

Alors, on a grossi. Quand je suis arrivé, on était 3. JP : (…) en 2006?

PR : En 2009, quand on a bougé, on devait être une dizaine et quand on est arrivé ici, on devait plutôt... Donc, ça, c'était y'a 4 ans. On devait plutôt être une trentaine.

<Files\\2_10> - § 2 references coded [0.43% Coverage]

Reference 1 - 0.22% Coverage

On a été assez longtemps 20, 25 personnes chez Paris&Co, donc effectivement, peut-être que là, à ce moment-là, c'était pas nécessaire d'avoir un RH pur.

Reference 2 - 0.20% Coverage

oui, quand on a commencé à atteindre les 50, la direction s'est dit : « Bon, là, il nous faut... Il nous faut quelqu'un qui incarne ce sujet-là. »

<Files\\1_1 > - § 3 references coded [3.08% Coverage]

Reference 1 - 0.85% Coverage

We are going back to the structure that we had before!

Yeah because the restructure was about changing the manager of the head of the programs. Since the former research director left I had to cover, but (*Anonymise*) is here now and we want to go back to the structure that we had before.

Reference 2 - 1.43% Coverage

There was different stages, I hope one day I will be good at define them. It started as a collective of people and it changed to more like a structured organisation and it always have being fluid and I think the organisation was driven by its mission and not about it's structure. I think since four or five years ago, it was the real first organisation. So we needed to be very clear about the structure of the organisation. **So before it was more like impreservation. haha**

Reference 3 - 0.81% Coverage

So **from matrix organisation to line organisation**. So these are very explicit choices. For me it it was the first time that I needed to think about those different structures and think about how to to delegate the responsibilities to position the people. That was 2013

<Files\\2_1 > - § 1 reference coded [0.80% Coverage]

Reference 1 - 0.80% Coverage

Il faut structurer. On est très proche d'un modèle SU. Il y a une organisation d'individus un peu spontané. La cohérence globale, ils s'en fichent un peu. **Quand on grandit, il faut hierarchiser.**

<Files\\2_10> - § 1 reference coded [0.22% Coverage]

Reference 1 - 0.22% Coverage

Ouais, je crois que c'était au-delà de 4, 5 incubateurs, il faut qu'on mette du middle management, parce que sinon, si on n'a pas de relai, on va pas y arriver.

Teams

<u>\<Files\\4_3\></u> - § 2 references coded [0.40% Coverage]

Reference 1 - 0.17% Coverage

Futur.e.s, on est une toute petite équipe. On est... on est... On a été deux, puis 3, puis là j'suis toute seule.

Reference 2 - 0.23% Coverage

Enfin, j'ai un peu l'impression, mais qui est partagée, que... que les directions, enfin, les DGA sont assez déconnectés de ce qu'on fait sur le terrain.

<u>\<Files\\3_4\></u> - § 4 references coded [2.22% Coverage]

Reference 1 - 0.77% Coverage

Benoît, c'est les start- ups et la recherche. 3_5, c'est PME international. Déjà, entre eux, quand moi, j'étais en stage, j'ai vu les tensions. Deux... « C'est à moi de faire ça, c'est à toi de faire ça. Y'a pas de frontière entre nous deux, c'est compliqué. » Et moi, je me suis rajoutée là-dessus et j'ai bien vu que ça faisait pas plaisir non plus, genre « Tu vas pas commencer à me piquer mon rôle, » machin, machin, machin... Au final, je me suis mise en transverse, je suis ni dans le pôle open inno, ni dans le pôle usage. Je fais de la psychologie sociale, je fais du design, je fais tout, mais je fais toujours très attention à ne piquer la place de personne, parce qu'on a tous des orgueils quand même bien présents et il faut faire attention à ça.

Reference 2 - 0.69% Coverage

3_2, Martin, c'est pareil, ils sont tous les deux designers. 3_2, elle était apprentie de Martin. Frontière compliquée. Et puis, tout le monde essaie de briller devant le meilleur projet, celui qui fait le plus parler, celui dont Léthicia est le plus fière. On dirait une famille et des enfants et celui qui sera... dont maman sera la plus fière, quoi. C'est infernal. Mais c'est vraiment ça. (Aujourd'hui on en est là.) Mais c'est ce qui fait aussi la force du Tuba et la force de l'équipe, c'est que du coup, tout le monde est toujours aux Tecs et c'est pour ça que le Tuba marche parce que franchement, normalement, il ne devrait pas fonctionner ainsi vu la charge de travail qu'on a.

Reference 3 - 0.25% Coverage

Cette année, on avait... j'avais toutes les feuilles de route. On a fait 10% de presta sur notre budget global. On a géré le déménagement, enfin. Et on a rien mis en stand-by. On a rien réduit, on a rien mis en pause. Ç'aurait pas dû passer normalement.

Reference 4 - 0.51% Coverage

Donc, voilà, Léthicia, s'il y a quelque chose qu'il faut bien lui reconnaître, c'est qu'elle sait recruter. On a tous des caractères très forts, mais très pointilleux, à vouloir aller au bout des choses, toujours chercher le meilleur. Donc, ça fait que ça marche. Ça fait qu'il y a des tensions aussi dans l'équipe, comme dans une famille. C'est vraiment ça, hein. C'est jalousie frère-soeur qui, derrière, il faut... il faut composer avec, quoi. Faire attention aux fragilités de chacun.

<Files\\4_7> - § 1 reference coded [1.51% Coverage]

Reference 1 - 1.51% Coverage

l'organisation est présente sur le site aussi. D'autres collectifs, d'autres équipes. Donc, y'a un certain nombre d'équipes, qui sont toutes là. Donc, y'a quelques équipes qui sont plutôt horizontales et qui servent pour tout le monde, donc y'a l'administration et finances, y'a l'Europe, qui aujourd'hui est vue, justement, au service de tout le monde, pour qu'on pousse les équipes à travailler sur l'Europe. Y'a la partie communication événementielle et qui, maintenant, inclut aussi Futur.e.s, y'a l'informatique et réseau de données. Tout ça, ce sont des équipes plutôt horizontales. Et puis, les équipes verticales, y'en a une qui est plutôt sur recherche et développement, donc ça, c'est mon équipe. Y'en a une qui est plutôt autour de... du développement business, donc ça, c'est plutôt l'équipe qui... qui est en face, d'ailleurs. Et puis, y'a une équipe qui est plutôt sur la veille stratégie et la gestion des membres, qui est plutôt celle qui est dans... ici, voilà.

Appendix P: Future Cities Catapult online reviews

Appendix P provides the compilation of all Future Cities Catapult online reviews used in Chapter 9: *Capability 4: Enabling a positive work atmosphere*.

Date	Score	Title	Recom-mended	Pro	Con	Advice to managers
14-Dec-17	2	hot air in a fancy shell	No	Catapult Future Cities is well funded and it shows in a great work environment, that has the look and feel between a minimalist architecture office and a tech start up: lots of exposed concrete, space to retreat and work quitely, and an area to meet and mingle. The people I worked with were all really clever and most importantly inspired by the idea of 'making cities better'. Everyone from designers to data scientists to project managers was really good at what they do. Also, flexible working hours and occasional wfh is not a problem. A for Work/Life balance if your focus is on life.	There is no shared understanding of 'what Catapult is here for?', 'what is the purpose, the mission, the task?', nothing beyond big words and fancy innovation lingo. In the year I worked there the executive management/company structure changed twice (and apparently is wasn't an exceptional year), resulting in a lack of strategy and direction. The high turnover of employees reflects that things were not going well. For the data scientist role, this meant that there weren't actually many projects where data science was needed, no data, no concrete problem. Equally, bottom up initiative (i.e. pitching a piece of research to a conference) was rejected by the management, which literally left us with no interesting work to do. If you are a data scientist looking to move into an advisory role (i.e. mediating between startups and their application in cities) consider Catapult	

					but if you are looking to be challenged technically, it is not the place.	
21-Dec-17		2	Well meaning but clueless	No	Creative Collaborative Multi-Disciplinary Passionate Friendly	No true innovation Lack of transparency and accountability Unprofessional treatment of staff Poor business acumen	Step out outside of the bubble and hear what staff are really saying Uphold professional standards in how staff are treated (stat.obligations / levels of confidentiality) Dare to innovate
14-Feb-18		2	Disappointing place	No	Great people, overall quite a relaxed environment. Fairly good salaries.	Inconsistent strategy, lack of transparency and very questionable values at senior management level. Appalling HR department.	

06-Mar-18		1	It has gotten worst overtime!	No	When I joined the Catapult it was a brilliant place to work, still small but full of energy/ passion and desire to make a change in people's lives. Things progressively got worst as they hired the wrong type of exec and heads of. Most of the good people are now gone to pastures new.	Very bad experience with HR department with low standards when it comes to acting with ethics , respect and dignity. Some people went as far as saying bullying tactics! Lack of meaning, purpose, incapable of driving people in a single direction. Disappointment and frustration has precipitated a negative culture. The Lab has slowly but surely disintegrated such as the rest of the organisation. Most of the people are now gone. Some time I wonder if the window of opportunity for the Catapult to make its mark in history was simply been missed by an executive team too embattled in their one little political agenda?	Where to start? is it even salvageable?

					The management approach is very top down, but the bulk of the company's varied and seasoned expertise flows bottom up. The vast amount of post-graduate and PhD educated employees is something reminiscent of an academic institution. This makes day-to-day working enjoyable, as it is often at the bottom where the innovative thinking happens. However, this is more often than not, overshadowed by the sheer amount of incompetence and indecisiveness coming from the top, as well as a disconnect in understanding what the organisation's staff are capable of and what their own ambitions are within the company. Consequently, many employees are given tasks that are well below their skill and qualification levels, a situation neither the employee nor the employer can benefit from. Internal hiring / promoting of existing staff is often done on an interim basis with more work and responsibilities being loaded onto the employee with no or little increase in pay. This leads to employees either sucking it up for the	
09-Mar-18		2	A company without a cohesive vision fails to excite in the long run	No	The seemingly innovative space. The potential this environment full of skills and knowledge should theoretically provide, but is unfortunately left untapped in practice.		

| | | | | | title, but feeling undervalued and eventually leaving, or deciding to opt out straight away.

The extremely low morale in the company is not a new problem. It is an accumulative issue that has led to the organisation haemorrhaging knowledge and talent left, right, and centre. Recruitment takes far too long, putting pressures on existing employees – and once new talent is hired, they soon realise they were sold a dud. Add to that the stories of past failures and incompetences, and the circle continues, building up a mental burden, creating the impression that things have been bad, are currently bad, and will never get better. Eventually, this leads to highly valuable staff losing faith in the company and leaving. Those that bear to stay, either for their own reasons or out of hope that the company might still manage to turn over a new leaf, are left to watch the organisation constantly try to restructure itself to no avail. Decision making and responsibilities that need to come | |

from the top fall by the wayside in the process of these restructures: There is always a "new" strategy to wait for until a decision can be made.

Make no mistake – the Future Cities Catapult in its current form is not an innovation agency. This may be what it said on the tin initially, but it is rather a business convener, connecting businesses from the private and public sectors. Don't get me wrong – there is a need for this, but the communication around what the company is here for has been far too vague and visionless, not just externally, but also to its incoming staff, which potentially leads to disappointment further down the line. Existing staff are left having to make up their own purpose for existence, which may tide them over whilst they work on a few interesting projects, but a company without a cohesive vision fails to excite in the long run.

					Complete lack of leadership at the top - no direction, no clear messaging to help the different teams	
					- Amazing staff but extremely clique-y, a lot of people kept themselves to their own groups either deliberately or subconsciously, made it hard to bridge gaps between teams or create greater synergy. Even for people's leaving dos, there would be significant numbers of people who hadn't even spoken to the said person	
					- Too many managers, not enough people to do the hard-graft or 'dog work' - managers expecting people below them to do vast amounts of work whilst they micro-managed, often poorly.	
27-Apr-18	2	Amazing staff but no direction	No	Some of the best staff I've worked with - friendly, warm, internal comms was brilliant - lots of different initiatives to help people feel more engaged and help newcomers	- Many people given promotions whilst others turned down for promotions despite working there for several years and often doing other people's jobs - bound to create bad blood - Most projects ridiculously siloed	Pay people what they're worth, create actual incentives for people to stay there, create a clear strategy that isn't rehashed over and over again -21 may 2018 and it can still be a great company to work in - right now though, not so much.

					The organisation is a total mess. Over the past 12 months things have completely fallen apart. So many of the talented innovation staff are leaving or have been made redundant and there is no-one left to deliver anything which puts significant stress on the people who are left. The processes of agreeing on work to be delivered is very opaque, and many staff members ended up having to let down high profile clients because projects don't fit with the mystical mission that noone has any idea about. There's no progression structure, but some people are promoted out of nowhere, whilst other times jobs go to external recruitment. There is no innovation. The company has become a watered down consultancy with more project managers than people who deliver work. It's a truly awful place and I wouldn't recommend it to anyone. The rest of us are trying our hardest to get out as quickly as we can. At a higher level, the org wont meet any of its KPIs so I imagine it will be shut down at the end of this financial year as BEIS and	
31-May-18	1	Do not work here. It's a mess.	No	Nice office building and Clerkenwell is a good area.		Get a new HR department. Be clear with your decision making. Do innovation. Make people excited about work. Stop the cronyism.

					Innovate UK already struggle to see value in it.	
04-Jun-18		2	Amazing People but poor leadership	No	Amazing people, the best people I have ever worked with.	Poor leadership, inexperience HR team, it was going good under the leadership of previous CEO. A lot of incompetent people at higher positions. They are wasting public funds, sorry to say it but it's true!	Please change your CEO and send HR team for training!

				One of the most impressive places to work, before all of the amazing talent was stifled by the new management. The brand of the catapult, although not perfect, attracted very good stakeholders and a very good pool of talent. The idea is incredible on paper, and the reach is massive. People genuinely cared for their work and wanted to make a huge impact. A diversity of open-minded innovative people from a variety of different background can do amazing things....if they're not cut by the idiocracy of the wrong people who manage the place.	What a mistake to hire the new CEO who then just surrounded herself with friends, but not fit to run an innovation agency. The business model of the place did not do it any favours either, as it is hard to be economically viable. The HR leader is a bully who will make your life miserable and push you out if wanted. The number of official complaints, still do not seem to sink in and show there is something terribly wrong there. Terrible leadership of a lot of people who get a lot of money and do not understand their own business.	
10-Aug-18	1	Leadership malfunction, wrong people to run an innovation agency, nepotism at it's best	No			Just leave, and let someone with an imagination run the show!

Date	Rating	Summary	Recommend	Pros	Cons	Advice
25-Aug-18	3	Mixed bag, fun but chaotic	No	Hard to find somewhere that has such interesting work. - Because of small size, you can take on more responsibility. - Great combination of public and private, social and commercial, innovation and real world problems. - Organisation is connected enough to give you access to lots of players. - Salaries and benefits are good (though coming down). Hours are relaxed. Some opportunity for travel. - People are friendly and personable	lots of office politics - Uncertain future - No clear route to promotion - Operations and management often chaotic - People management is underwhelming	Build more trust with your staff.
28-Aug-18	3	Unique, amazing organisation, but in a funding hiatus	Yes	Brilliant colleagues, great for networking	Funding uncertainty at the moment	
31-Aug-18	5	Great place to work	Yes	Amazing team, interesting projects, good location	There is no canteen on site	

06-Sep-18	2	Looks like a good place to work but is very political	no	work life balance - casual workplace - salary	No career progression - cliquey - long, public sector processes - not about making cities better - all work is about meeting IUK milestones, not making a difference - favouritism amongst staff - constant restructuring - all decisions made are by EMT - existence is dependant on IUK funding - teams only focus on their work do not care about what other parts of the business are doing - lots of money wasted on trips abroad with No real outcomes, but staff made redundant Because of too much spending - high turnover of staff	equal opportunities to all for events, travelling, networking, not the same People getting free holidays - use industry-standard job titles so People can progress careers - more People at management level People able to make decisions - employ more People with work experience not just degrees - communicate more openly and honestly about direction and change
09-Sep-18	1	Honest - don't work here	no	Nice offices and some lovely people who want to do good work	The worst HR department I've come across Executive cronyism that sees seniors friends get hired for highest paying jobs in the face of multiple redunancies	Stop trying to mask abysmal reviews and heavy staff attrition rates by, respectivley; Leaving disingenous "HR responses" on this site and Removing the people section from your website

						(except from the senior team)
12-Sep-18	1	Soul and substance obliterated by management	no	There were very smart, interested and inspiring people working in what was the lab. Great building and great location. Good public lectures and events.	From about June 2017 they organisation totally fell apart. A new CEO joined who didn't spend time getting to understand the feel of the company and the ways of working, and then spent several weeks in the basement of the building with senior managers trying to figure out how to fix a problem she hadn't even properly diagnosed. This made everyone demotivated and unhappy. Simultaneously she stopped all work including BD which meant by the time autumn came there was not enough interesting work. Piece by piece she and other managers changed the organisation from innovation led to an old fashioned grey consultancy where people got lucrative contract work or permanent promotions based on their relationships rather than their record. Between April and August 2018 the situation was so dyer more than 15	

					core innovation, design and delivery staff left. Nothing was done to try to retain them and everyone was left with a bitter taste in their mouths. Unfortunate because the org had so much potential but now it's just another consultancy, but strangely, public funded and largely selling its services to other public bodies... Unsustainable and potentially even unethical	
19-Sep-18		1	Inept and self-serving Leadership issues	no	Nice modern office, facilities and equipment - Office in a good location - Potential to be a great idea if those delivering the work were given the correct support and leadership	An inept and self-serving leadership that seem unable or unwilling to address any of the issues which threaten the long term viability of the company.	Stop pretending or ignoring the increasingly worsening leadership problems. Address them head on and in full to show that you do care about the long term viability of the place.
06-Oct-18		2	Needs a change of leadership team	No	Very nice and competent colleagues. Nice location. Interesting projects.	Very poor leadership. No vision. No innovation. Poor transparency and	Get someone in the leadership team that knows about innovation and agile working.

					communications with the workforce. Over-processed.	
24-Oct-18	1	Great idea/ terrible execution	no	nice team and people Good central location Looks shiny on a CV!	Worst oh god Worst HR team in the world! Lack of vision and projects that fail to deliver the ambitious mission of the Catapult	Change the HR team now!
28-Oct-18	5	Changing for the better	yes	Amazing people, 5-year funding secured	Turn-around painful but largely complete	Improve 2-way communications
07-Nov-18	1	Cronyism and ethical failings by leadership	no	Lovely building Some talented staff	Leadership team have no experience of running an SME or tech company Take over by transport catapult - another 12 months of restructuring ethical failings cronyism terrible treatment of people	Where to start
05-Dec-18	1	Control and command - deep lack of trust	no	Most of the people are great. And the mission/purpose of the place is an exciting one. Working on front line projects can be amazing.	The CEO has a reputation for moving goalposts and having favourites. And when people fall out of favour, it is pretty painful to see. There is a distinct lack of trust from the top. It doesn't help that it took years for leadership (the board?) to really be clear on what the organisation was/is for.	

10-Dec-18		1	"People would rather jump out of the window than go to HR"	no	Really great interesting people that were not in leadership positions, with a great social and supportive culture.	The HR department were the worst I have ever seen. No respect, consideration or correct processes used, with a bullying culture towards anyone that wasn't their best friend. Leadership team were not sure what they were leading, or how to lead anyone. Management would have their own cliques and if you were on the outer they would get you out, then employ one of their mates. The number of people crying in the bathroom on a daily basis was unacceptable, and people should feel happy and valued at work.	Stop employing your mates and value your staff. Maybe be kind to people as well.
12-Dec-18		4	Welcoming enviroment, if you like the tasks at hand		Really welcoming organisation, great HR staff, good benefits after working there for a while. Structure is evolving to better suite the business goals and employee progression.	Projects seem to focus on research for what they can find funding for, so sometimes a bit vague and not oriented towards achievable results.	
27-Jan-19		1	Horrible place to work	no	Office is housed in an innovative centre.	Mean managers Visionless EMT HR staff that are unskilled	Revamp yourselves

| 30-Jan-19 | 5 | It's been a little ropey but its now on the up! | yes | Amazing bunch of people who really love what they do
- A super social environment with regular employee events such as lunch clubs, bake sales and bowling to name a few
- There's not much hand-holding and you do get thrown in a little at the deep end but it's one amazing development experience
- Great office location
- Generous benefits such as health cash plan, double matched employer pension, free additional days at Christmas | It's all been fairly turbulent, and at times a bit ropey. Over the last two years there's been plenty of change and not all of it positive. It's now on the up, but this has taken its toll a little
- For an organisation that is orientated around innovation we can be a little slow to innovate internally.
- Whilst the organisation supports flexible working it still operates more of a core hours approach which doesn't always encourage or promote creativity | Remember that the organisation is actually people and not project oriented
- That the merger offers an opportunity to drive and implement positive change
- To make more of an effort to integrate and participate across the organisation, |

24-Feb-19		1	Disrespectful HR and poor staff management	no	Brilliant location New build offices Good access to coffee machines and water	Where do I start? Ethical misconduct is plentiful within the HR department. Management is extremely top down There is hardly any scope for improvement as blind eyes are turned. Management simply do not care or give any time or consideration to staff members. Ethic and socially irresponsible conduct by leadership team and HR HR are have a very mean, rude and eccentric way about them. Management are extremely cliqy Not much consideration given to performance of work. Political warfare going on a daily basis. There is little to no support Insufficient training is given for the job Not much understanding of staff members. Management have the last say. Even if they are wrong!! A company built on backward ethical considerations to which poor management are excersising power over the high turnover workforce!!	keep HR team within the boundaries of socially acceptable ethics and responsibilities. Don't be rude to your staff Do not lie to your staff Do not anger, upset or make your staff cry. Try to keep staff moral higher by working with your staff instead of against them.

03-May-19	1	A Confederacy of Dunces.	no	A lot of lovely people, although lots have also left. Nice office. Decent IT team. Decent Finance team.	Not so much the blind leading the blind, but more the blind pushing one another over in a maze in an effort to get ahead. A toxic nest of vipers at C Level. A cadre of people that would bully other senior managers if they didn't fall into line. Combative HR. The worst I've ever worked with. Question the five star reviews.	Fade away.
05-May-19	3	Fantastic people working in frustrating circumstances		Working with fantastic, intelligent people who want to make a positive difference to people's lives.	Lack of direction from senior management team lead to a frustrating working environment.	
09-Jan-21	1	Avoid	no	Offices, location, coffee, can't think of 2 more	Leadership team, chumocracy, unethical, tone deaf	Quit
15-Mar-21	3	Great team, lots of re-orgs	Yes	Great workplace, fantastic people, creative environment	Constant re-orgs and confusion about role of organisation.	
05-Aug-22	4	A good place to work..	yes	Friendly place nice office good location within the city and most of all people within the organisation	High staff turnover un-stable senior management	I don't have any thing specific to advice…

Appendix Q: Autoethnographic accounts

Appendix Q contains all 24 autoethnographic accounts

Autoethnographic account 1: Financial strain of pursuing emergent technology such as extended reality

Before I embarked on this research, I was deeply involved in developing XR technologies for urban planning. Upon joining FCC, I quickly realised that employees were unfamiliar with these technologies. My role as an ad-hoc researcher offered me a unique freedom to act as a change agent, exploring how XR technologies could be integrated into FCC's service model.

During my second week at FCC, I bought XR equipment with my own money and began using them within the urban innovation centre. I captured immersive photos of our workspace, uploading them to Google Maps, and immersed myself in the XR community through Meetups, conferences, and business fairs. Three times, I shared these insights at our internal 'Show & Tell' sessions. My goal was to spark curiosity among my colleagues and integrate XR into our projects.

My efforts quickly gained traction. Within months, I was tasked with creating a promotional video featuring the Urban Innovation Centre for an international conference in Brazil to which FCC was presenting and had a commercial booth at the fair.

Recognising the growing interest, we formed a dedicated team to develop XR services and a state-of-the-art XR facility. We contracted experts to recommend the best technology investments, which led to acquiring new computers, headsets, and servers. We held meetings and workshops to brainstorm XR's potential in urban planning and to train staff on integrating these technologies into their projects.

Around this time, Innovate UK launched Immerse UK, focusing on XR technologies. This program opened doors for us to collaborate with the Digital Catapult and System Transport Catapult, and even visit the Space Agency to explore advanced XR applications.

However, the ambition of our XR initiative came with a hefty price tag – over half a million pounds. Despite the progress and the rising interest in XR at FCC, the project hit a financial

roadblock six months in. The CEO announced a major restructuring and an overspent, and unfortunately, our XR project was halted.

Over my two-year immersed at FCC, I witnessed both the growing excitement for XR and the challenges of developing project in an emerging sector. When I first arrived, XR had only a couple of enthusiasts. By the time I left, we had developed a business case for XR in urban innovation and invested over £150,000 in XR technology. This evolution denotes a significant shift in the organisation's engagement with these emerging technologies.

Autoethnographic account 2: Variation in teams expectation regarding the optimal degree of ambition

During the summer of 2016, I was part of the 'City Futures' team at FCC, which included a speculative designer, service designers, a design researcher, a storyteller, an illustrator, a filmmaker, and myself. Our main objectives were to reflect, research, imagine, and create narratives about emergent futures. We shared our vision both internally in various projects and externally through films, blog entries, and illustrations.

During our team meetings, discussions often revolved around the level of ambition. My colleagues frequently expressed their view that FCC wasn't ambitious enough, expressing a desire to work on more disruptive technologies and to explore emergent technologies. This sentiment, I believe, was partly fuelled by the frustration that many of our exploratory ideas struggled to be implemented in practical projects.

Figure 1 captures the Urban Futures team preparing the 'lab away day,' where we were presenting our methods, tools, and outputs with the aim of encouraging the wider organisation to embrace a more future-oriented mindset.

At the lab away day, I remember our team leader addressing the entire company, questioning the purpose of our team. He highlighted the disconnect between our intended role and our actual activities, humorously remarking that the most futuristic

aspect of our team was seeing me with a virtual reality headset. Adding to my proposition in Section 6.3.2. that testing XR technologies had a potential impact on the organisation.

Figure 1: Urban Futures team

Autoethnographic account 3: Fluctuation of ambition through time

During my two-year immersion at FCC, I observed fluctuations in their aspiration to be forward-looking. Initially, I joined a collaborative group called the 'Emerging Technology Group,' comprising six individuals with diverse expertise. Our objective was to identify emergent technologies and explore their potential applications in urban contexts. In total, we convened three times and conducted one workshop.

Alongside two colleagues, we orchestrated a design fiction workshop open to all company employees. Attracting over twenty participants, the workshop leveraged findings from the group's research. We challenged participants to envision future urban solutions by combining two emerging technologies. Set 50 years ahead, the workshop involved a 30-minute brainstorming session, culminating in groups presenting their innovative ideas, which were then displayed for all to see. The workshop concluded with prioritising technologies deemed most promising for near-future application.

Regrettably, the outcomes of these sessions were not formally integrated into FCC's organisational strategy. The 'Emerging Technology Group' ceased meeting soon after the workshop. The cessation of this group was coinciding with a restructuring phase within FCC.

Autoethnographic account 4: Informal exchange of information while making tea improve intra and inter-team alignment

During my time at FCC, I noticed that when someone from my team was drinking tea, they would ask the other team members if they wanted a tea. While making the tea, it was often a moment when we would talk with each other about our concerns about projects we were working on. When people from other teams were at the coffee and tea machine, we could share our thoughts with them and gain insights on their projects.

Autoethnographic account 5: Serendipitous coffee machine talks foster agility and efficiency

While preparing a coffee at Paris&Co., I encountered a person who works in the incubator on sustainable cities. When I spoke to her about my research, she said to me: 'We could operate in Agile mode and schedule an appointment now, couldn't we?' In less than 10 minutes, I was able to schedule meetings with two people from two incubators related to supporting startups developing technologies for cities. This was part of my to-do list to contact them to schedule an interview, but I did not have the time to do it.

Autoethnographic Account 6: Show & Tell as an alignment and ties strengthening mechanism

During the two years I was immersed at FCC, I was in charge of organising the Show & Tell. My role was to motivate people to present something, invite people to the events, make presentation, facilitate each event. I loved organising these events, because it gave me the opportunity to talk to everyone in the organisation and to share my past experiences with innovation and civic engagement, my work and publications on augmented and virtual reality applied to cities, and even my holidays back in Canada with the staff. I felt that people knew me better which made me feel more comfortable working with them. It was also strategic for me to host and do these presentations. I wanted everyone to know that I was a specialist in citizen engagement and in augmented and virtual reality, so that if there would be projects related to these field that they would come to me for insights and that if I could be considered if they opened a position related to these fields. I think that it worked in some capacity because I was always involved in the project related to these fields, but in the end never ended up having a position to do the work. Another goal I had with organising and hosting these meetings was to fill the interstices between the teams and to create a space and time where the mindset of employees could shift from productive to empathetic and explorative.

After a while, I realised that it was very time consuming to organise these meeting. I would pass one day a week preparing the presentations and sending invitations, which was delaying the writing of my research proposal. At some point, I asked for help from my colleague Laura which took the lead. In an interview with a senior manager from FCC done six months after I left, he shared with me that Show & Tell was not a weekly event anymore and was held occasionally.

Figures 2 and 3 presents the set-up and relaxed atmosphere of Show & Tell.

Figure 2: Show & Tell 1

Figure 3: Show & Tell 2

Autoethnographic account 7: Organising and participating in a catapult contest for my first 'Away Day'

One of the aspects I cherished most about the away days at FCC was the chance to prepare team-building exercises with my colleagues. As a newcomer, brainstorming and implementing these activities was a vital opportunity for me to forge connections with the team. I remember vividly gathering in the basement with five colleagues to brainstorm ideas. It was then that someone suggested the idea of creating small catapults from stationery supplies to launch an egg as far as possible, as showcase in Figure 4. Participating in this exercise during the away day turned out to be one of my most enjoyable moments at FCC. Afterward, I was filled with a profound sense of happiness and pride, knowing I was part of such a vibrant and fun organisation.

Figure 4: Away Day

Autoethnographic account 8: 'Drop In' and 'Open Surgery' sessions for vertical alignment

For me, these meetings were an opportunity to generate interest about my research. I attended these meetings twice and had the full attention of the director. He was attentive to my presentation, engaged in discussions about his perception and gave me advice based on his experience. Moreover, he offered to help me to get in contact with an organisation in which he worked for before working at FCC.

Autoethnographic account 9: Monthly meeting with my line managers for vertical alignment

This was the time to present the advancement of my research and to have feedback from the line manager. It helped to better understand the role of FCC within the landscape of UIIs and to steer the research. In addition, I used these sessions to connect on a personal level with my line manager and to show how I could be useful for the organisation. In hindsight, I think that she became an ally to my research but was not able to convince the management team that my research could help the organisation and that they should continue to take part in it.

Autoethnographic account 10: Public joke to the future CEO in a serious situation

When the new CEO was appointed, she came to present herself to the all-staff meeting. After presenting herself, she asked if there were any questions. I raised my hand and ask her what she likes doing when she has a free Saturday morning. This was the question every employee needed to answer in front of everyone upon arriving in the organisation. As soon as I finished asking, there were a lot of laughter from my employee counterpart. Later that day, my line manager and other employees came to tell me that it was a good joke and that it had cleared the air. I felt that my humour was always welcome even if this

moment was a crucial for the transformation of organisation and might have been stressful for senior managers.

Autoethnographic account 11: Fun pineapple birthday

In terms of playfulness, I recall multiple moments during work hours when we celebrated birthdays. One of the most significant memories is at my birthday. My team had organised a gathering and, since I have allergies to eggs, had prepared a festive homemade dessert and gave me a pineapple. Figure 5 is a picture of me and my pineapple posted on Laura's Instagram. This gesture provided me with joy and I felt a true sensation of belonging after five months of working at FCC. This team was dismantled a few weeks after this picture was taken. Today I'm glad to reflect about this moment as it was a seed for deep friendships that have flourish and that I regularly cultivate to this day.

Figure 5: Pineapple Birthday Boy
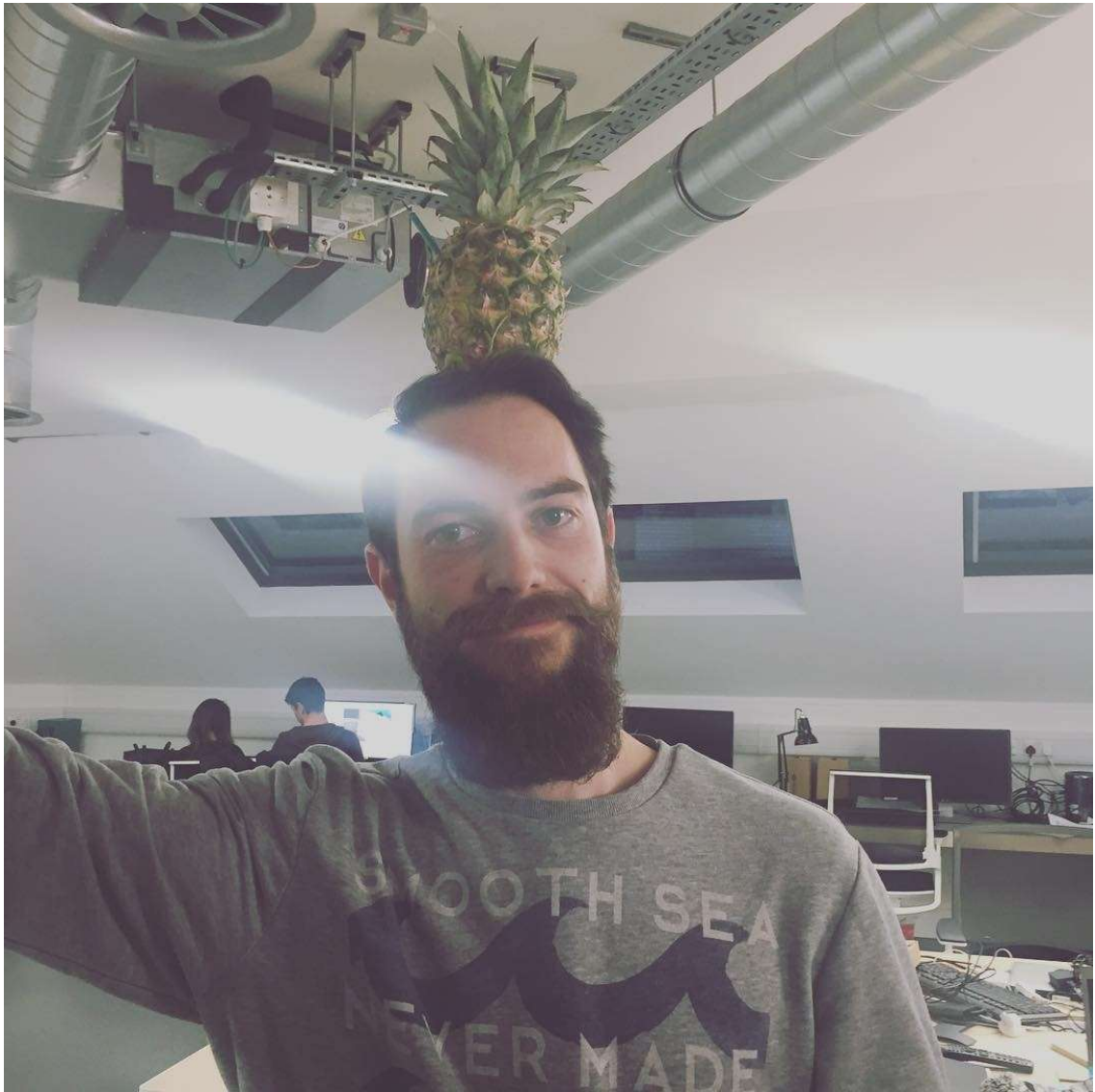
Another example of playfulness is demonstrated by Anastasia and Laura's farewells. Autoethnographic account 12 gives more insights into these moments.

Autoethnographic account 12: Anastasia and Laura's farewells

Anastasia was a colleague with who I connected on a deep level from the get-go. Her energy exuberates playfulness and humour. In addition to this personal inclination, the

gathering for her farewell is another example organisational-level support conductive of playfulness. Figure 6 is the invitation to Anastasia farewell meal from her line manager. This gathering happened in the afternoon during work hours. The words used by the team lead, such as, 'celebrate' and 'fantastic colleague', shows his appreciation for her many years' involvement and work. This is a good example of managers' valuation of employees, an element developed in Section 8.2.3.

Figure 6: Email inviting part of the staff to Anastasia farewell meal
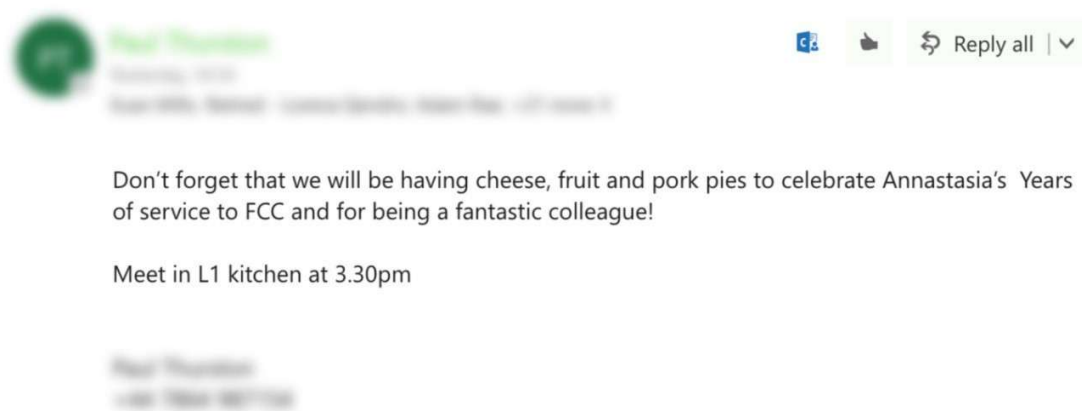
Soon after Anastasia departure from FCC, it was Laura's time to move on to new work opportunities. During my time working at FCC, Laura became one of my closest friends. For her farewell, I organised a presentation recapitulating the marvellous time we had working together and presented it in front of the people who came to the farewell. After this presentation, we enjoyed a meal with the team, as illustrated in Figure 18. Another person which has made my experience an amazing one is Geoffrey, who is the person talking to Laura, which is sitting in a chair, in Figure 7.

Figure 7: Laura's farewell meal

When I arrived, he was in the maker's team. He proved to be a very thoughtful maker as he was creating objects and giving them to people he enjoyed working with. Figure 8 illustrates the cactus light he created in FCC's fabrication lab for Laura's departure. The picture illustrates her appreciation for his creation. For my departure, he gave me a lucy charm amulet with an inside joke written on it. I still have it to this day and keep it on my desk as a motivational companion as I write this thesis.

Figure 8: Laura's farewell gift by Geoffrey

Autoethnographic account 13: Fun at recognition drinks

To capture the essence of the playfulness and liveliness at FCC, I took pictures during an afternoon event to celebrate the organisation and staff achievement during the previous year. This is the event where everyone received a notebook with the first letter of their name on top and with a thank you note inside. Figure 9 is one of the most telling of the playfulness attitude. In this figure the person in charge of finance proposed that I take a picture of their group as they act as noting was happening while they were holding their notebook to form the word 'arse'. I learned at that moment the meaning of this word.

Figure 9: Colleagues being funny during recognition drinks

This event turned out to be one of my favourites from my immersion at FCC. We could feel that people were feeling at ease and enjoyed this time of celebration. As the afternoon was progressing, the sense of pleasure and fun grew. I remember dancing with my colleagues and feeling free of work pressure and constraints. Illustrating this spirit of amusement, Figure 10 shows a later moment in that evening when four colleagues were having fun performing as mimes.

Figure 10: Colleagues acting as mimes

I remember that we were having so much fun that night that we decided to move the party on the sidewalk outside in front of FCC building, where we danced for several hours, as illustrated in Figure 11. The day following the recognition drinks, I felt connected on a deeper level with many FCC's employees. To express my recognition to these people, I

edited the best pictures that I had taken of them during the event and sent it to them with a short message thanking them for their positive energy conveyed through their playful attitude.

Figure 11: Keeping the fun going outside of FCC

Autoethnographic account 14: Building friendship and trust at the pub

The drinks at the pub outside workhours also made FCC a very playful place to work. Every week many employees would go to a nearby pub to enjoy each other company outside of work. These moments were crucial for developing strong bonds with co-workers. Building relationship outside work made me feel more at ease to be playful at work, but also to speak my mind in meetings when it was time to be serious and to give my best in my

projects. I could be my best self during meetings because I knew people understood my personality. With stronger bonds, it became easier to ask for coworkers' support, and easier for me to make the time to support coworkers because I felt that I was helping them in achieving their goals, instead of feeling that I was participating in another meeting for which I might not have the time to. With people I was working with, developing stronger bond made me more flexible in doing tasks that none of us wanted to do. It improved my dedication to the projects when I was working with people I had strong bond with.

In the climate questionnaire, TUBA employees have attributed the highest score to playfulness. As evidenced by the autoethnographic account 15, an example of their playfulness is the long lunch they have with all the employees and the individuals working from their co-working space.

Autoethnographic account 15: Fun during lunch time at TUBA

Some of the most fun I had though my immersions was during the lunches at TUBA. I visited TUBA four times during the length of my study and every time they invited me to have lunch with their team and the start-ups from their co-working space. They told me that one of the main criteria to choose their offices is the possibility to have a full kitchen, which allow people cook their meal during lunch and improve the work-life balance. For them, food is life. After having cook, eat, it was time to play. We ended up playing a card game for an hour before going back to work. Afterwards, I felt rejuvenated, I was well fed, had inspirational conversations, and had fun. I felt ready to go back to work.

Autoethnographic account 16: Trust issues mentioned at the 'All staff meeting'

In December 2017, the new CEO announced during a meeting, to which all the staff was invited, that in the upcoming year, another major reorganisation would take place and would involve letting go numerous people. This shocking news also came with the announcement that they had spent more money than they possess, and that people who have the opportunity to go work elsewhere should take it. During this meeting an

employee raised her hand to let the CEO know that there was a clear break of trust between the employees and the managers. The CEO reassure the employee by saying that it was important for them to find a way to assess this issue and regain the trust of the employees.

After this meeting, a group of employees formed a committee to build an open a dialogue with senior managers. First, the committee conceived and administer a questionnaire to better understand employees' perception regarding the origins of to this breach of trust. This questionnaire was sent to all the employees. The concerns were analysed by the committee and organised in a presentation for the senior managers. In the end, the senior managers did not meet with the committee leaving the employees bitter.

Autoethnographic account 17: Example of trust issue lived while working at FCC

I remember an event which has hindered my trust in the director of human resources and my line manager. This story date back to when I worked as a design researcher for public engagement projects at FCC. During this time, I was doing tasks that were beyond the requirements for this position, which led me to ask if I could be promoted. My manager told me that the only option was for me to formulate a business case to prove the need for an engagement lead position. She mentioned that once the business case would be done, she would present it to the management team. The next day, I met with colleagues to identify their needs and soon after, I sent the business case to my manager. A couple weeks passed before she wrote back to thank me and to tell me that after meeting with the other managers, they had accepted to start the hiring process for this position. A few days later, I saw on the organisation's website that the position had been advertised as full-time, even if they knew that I could only work 20 hours a week according to my visa. When I reminded my supervisor of this issue, she told me that I had proven that there was a great need for an engagement lead and that they would still entertain my candidature and look for another person which would work the complementary 20 hours a week. After passing an interview for the position, my supervisor informed me that they

had hired a person that could work 40 hours even if I had 7 years more experience in this field in comparison to this person.

In this instance, the lack of trust came from entertaining hope, while knowing that the chances were close to none. In fact, I was never explicitly informed that I would be the selected to assume the position. However, requiring me to invest personal time in developing the business plan, coupled with assurances that efforts would be made to recruit another individual to supplement the remaining 20 hours, left me feeling resentful.

In the end, I feel that it is the rigidity of the hiring process installed by the human resources which have led my mangers to be stuck between supporting an employee's possession and following the procedures. In retrospective, it would have felt better to have known in advanced that the human resources insisted to advertise a full-time position and that I had no chance of getting this position.

At FCC, many people shared with me that they did not trust the individual in charge of human resources, thereby significantly impeding their ability to voice concerns regarding the work environment. During my time at FCC I was very close to some of the human resources associates. In this case, the comments which are generalised to the human resources department should be addressed to this particular individual in charge of the department.

Autoethnographic account 18: Breakfast with the CEO creates trust

After four months of immersion at FCC, I received an invitation, along with one other employee born in November, to have breakfast with the CEO. It was a special moment for me, finally I could meet with the CEO and have a conversation for an hour. Since no one seemed to know what I was doing at FCC, I was eager to explain the research I wanted to do and to collect his thoughts about it. In addition, I wanted to connect with him on a personal level. On a professional level, I thought that this was the opportunity to be recognised. I wanted my knowledge, skills to be recognised and I wanted him to trust that I had great potential for this organisation. I have no idea if I got this recognition, by one

thing that is clear is that he gained my trust this morning. I remember the conversations being very casual, he showed interest in knowing more on my colleague and I, both as people and as employees. I left this breakfast thinking that I had a good moment with two amazing and caring human beings which I have the chance working with. I felt like accessibility to the CEO had improve my trust in him and in the company.

In addition to enabling a greater level of trust with the CEO, I became close to the other employee, and he became one of the people I trusted the most in the organisation outside my team. We are still connected to this day and have exchanged our thoughts on urban innovation and advise on our projects once a year since then.

Autoethnographic account 19: Balanced transparency about public sector dependency issues

At FCC, there was the omniscient presence of Innovate UK, the public body financing the Catapult network, overlooking our activities. There was also the sense that as employees we could not do much about it. One thing that struck me was the difficulty to maintain high level of trust between the managers while aligning with the expectation of the parent public body. At lab-wide meetings, such as away days and all staff meetings, employees would voice their concern about the type of oversights from the public sector and the uncertainty of funding being reconducted. In his responses, I found that the directors showed a balance level of transparency which have helped me to trust them. This perception was based on the fact that they recognised the issue, they presented their understanding of the issue, and shared their plan to make this transition a success. In addition, they told us that there were details that they did not want to share with us, explaining that they wanted to protect us from managerial issues on which we had no impact on and that it was their responsibility to find the solutions.

Autoethnographic account 20: Total transparency at team level improve trust

This makes me realise that the balance of transparency depending on the level of hierarchy. I can accept the decision of directors to keep information for us, but I expect total transparency from my team lead and teammates. During the four restructuration' cycles FCC went through during my immersion, I realised that trust at team level was enabled by sharing uncensored perceptions about this restructuration with my teammates. For a team, to gets dismantled can be a very traumatic experience. Sharing our frustration together and with our team lead was very important in making me feel better. Moreover, I realised that this places the team lead in the arduous position of navigating between the strategy and the human side of organisation.

Autoethnographic account 21: Positive and authentic leadership enable higher levels of trust

During the first year and a half I was at the FCC, I remember one particular director which through its very positive energy seemed to be accessible, friendly and therefore trustworthy. Once in a while, he would stop near our team to ask out loud how we were doing and to wish us all a great day. Every time, I felt happy. I remember thinking: 'Wow, this is the kind of managers I want to be one day'. This behaviour, which may feel insignificant at first, directly improved the work atmosphere. It filled the room with kindness and positivity, which in my case improved my joy, motivation, and trust in him.

Another example which helped improve my trust in him was when we had official visits from the government in our offices. As part of the visit, the director in charge of the visit would stop at different desks and ask employees to present what we were doing. Twice, the Executive Director & Chief Business Officer stopped at my desk for me to speak with our esteemed visitor about my research. This behaviour made me felt recognised and my work valued, which in turs has increased my dedication to make FCC the best UII in Europe.

Autoethnographic account 22: Public demonstration of valuation of employees in meetings

Through my experience of being immersed in five UIIs, I realised public demonstration of valuation of employees was organised through the different meetings. At FCC, I remember multiple occasions in which a group of people working on a specific project was publicly thank for their accomplishments. These mentions were mainly in 'all staff meetings' and 'away days'.

Autoethnographic account 23: Examples of an avoidance mechanisms

At FCC, I felt that it was harder to have straightforward conversations about difficult situation. I felt that some of the issues were not directly addressed. In addition to the confusion around my career progression previously mentioned in Section 8.2.2., I remember three other instances for which avoidance mechanisms has impacted negatively my perception of the work atmosphere at FCC.

The first example happened following a meeting in which most employees participated to reflect on how they could improve the organisation. After the meeting, an email was sent to all the participants thanking them for our participation. This email was vague on how our participation would inform decision making and regarding the way forward for the organisational transformation. I replied to all the staff thanking the managers for organising this meeting; to let them know that I did not understand how our input would be implemented; and to propose my help in designing a process to structure the transformation of the organisation. Unfortunately, I did not receive an answer to my email and proposition. Avoiding my proposition made me feel like they were not interested in taking advantage of my expertise in developing collaborative processes. Some months later, another employee voiced the same concern during a similar meeting. During the meeting, the managers did not consider his concern. After the meeting, this employee was asked not to voice its disagreement in front of other employees again.

Another example of avoidance happened at the end of my two years at FCC. I had sent multiple emails to ask to interview a manager and for an extension period to my immersion so I could come back to FCC after my immersion in the other cases to continue my research. It took three emails before my line manager replied that she would keep me posted soon. When I was meeting my supervisor in person, she was telling me that they were to fix my problem. She said something in the lines of 'When we discuss your request, we are thinking about how we can help Jimmy. Alright!?' Finally, after they postponed the interview multiple times, I was able to conduct the interview during the last hour before I left FCC for the last time.

A third example of avoidance happened when I met with a manager from FCC to clarify my situation after I finalised my field research and to ask if I could come back to work from FCC. Once again, he told me that he did not understand my position in the organisation. When I reminded him that my contract was with the university and not FCC, he replied that this meant that I had no further need to include them in the research project. Even if his answer did not come as a surprise, it was confusing to me considering that this manager was working next to me for months and that, just before leaving FCC, he asked me: But you are coming back right? To which I answered positively.

Autoethnographic account 24: Excess of straightforwardness may hinder the positive work environment

On the other side of the spectrum, there were cases in which people were very straightforward in their communication with each other. For example, my immersion at Paris&Co. and TUBA made me realised that they were communicating very directly. I was not used to these types of interactions, and it made me feel uncomfortable at times. During an informal discussion with an employee from Paris&Co., he explained that being direct was crucial because if you are not straightforward, other people will take advantage of the situation to convince you of their position.

Appendix R: All quotes and the original quotes in French

Appendix P provides all the citations from the thesis and their original text from the verbatim in French when needed.

Section	Part.	Citation in the thesis	Original text in french
6.3.1	1_1	As she puts it, "if there is a cut in the budget that also means that it cuts your organisation".	
6.3.1	4_6	"We had to write Cap Digital's strategic plan for 2019-2023, because we had to produce a strategic plan in order to be labeled within the framework of renewing the competitiveness clusters policy."	« On a dû écrire le plan stratégique de Cap Digital pour 2019-2023, puisqu'on devait écrire un plan stratégique pour être labellisé dans le cadre du renouvellement de la politique des pôles de compétitivité »
6.3.1	4_1	"The State says unsurprisingly: 'I told you that I would provide less funding, at least for your operational costs. It's your responsibility to find a financial model that allows you to sustain yourself and continue supporting your community.'"	« L'État dit sans surprise : Je vous avais dit que j'allais moins vous financer. En tout cas, votre fonctionnement. Charge à vous de trouver le modèle financier qui vous permette de vous sustenter et de continuer à accompagner votre communauté »
6.3.1	2_2	"It can take us anywhere from two months to a year and a half. It can be extremely long. […] We cannot spend a whole year of effort	«Ça, ça peut nous prendre 2 mois comme 1 an et demi. Ça peut être extrêmement long. C'est une des bases de notre métier de trouver les terrains

		just to find a site for a single project."	d'expérimentation, mais je me suis dit que 2, 3, 4 mois ça va, mais je me suis dit que de passer jusqu'à un an et demi, on ne peut pas passer un an d'effort pour trouver un territoire pour un seul projet. Ça va tout de suite nous limiter dans notre exercice. »
6.3.2	2_1	"Growth is not an end in itself [...] we generate our growth when we take on new projects."	« Grandir n'est pas une fin en soi. On les provoque aussi. Quand on accepte de nouveaux projets on provoque notre croissance. »
6.3.2	1_1	"we don't want to grow to 200 people. We want to grow in the number of organisations that do what we do"	
7.2	5_3	"the ambition was enormous, but the way to get there was much more complex than anyone thought"	
7.2.1	2_1	"When I joined the organisation, I felt it was far too small [...] that we needed to grow in size to gain visibility, credibility, and recruitment capacity"	« Il y a 4 ans en arrivant dans la compagnie, je sentais qu'elle était beaucoup trop petite. Que l'on avait pas de réserve sous le pied en cas d'accident. Qu'il fallait gagner en taille pour gagner en notoriété, crédibilité, en capacité de recrutement. »
7.2.1	2_1	"make a strategic pause"	« faire une pause stratégique »

7.2.1	4_1	"We've always avoided being too closely tied to any one sector; the idea is to maintain a cross-cutting vision of digital's impact on existing markets."	« on s'est toujours interdit d'être trop marqué par un secteur, l'idée étant d'avoir une vision transverse de l'impact du digital sur les marchés existants »
7.2.1	4_6	"This opportunity came at a pretty good time [...] we can see that there's demand from many sectors to work on these topics."	« Cette fusion de… des sujets transformation numérique, open innovation et de la ville, en fait, y'a très peu de gens qui ont dit : "Mais qu'est-ce que c'est ?" En fait, on n'est vraiment pas les seuls acteurs à travailler sur la convergence entre transition écologique et transition numérique et en fait, c'est plutôt bien tombé, cette opportunité, parce qu'on voit qu'y a une demande… une demande de plein de secteurs pour travailler sur ces sujets »
7.2.1	1_1	"we don't have to control the Makker platz so for impact we don't need to scale we need to spread"	
7.2.1	1_1	"to organise all the skills and the language that you need to make yourself known and been recognised for all four of this types of funding"	

7.2.1	1_3	"there is a tension between tactically following project funding and implementing innovation which may require five years of concerted research attention"	
7.2.1	3_5	"We want to do the project but we won't have the time to do it,"	« On veut le projet, mais on n'aura pas le temps de le faire,»
7.2.2	2_2	"How can I take a little bit of risk? But not too much either"	« Comment je peux prendre un peu de risque? mais pas trop non plus,»
7.2.2	4_1	"we're going to pause, we're hold off on this growth for the time it takes to properly re-establish the new Cap Digital."	« On va bloquer, on va dire cette croissance, le temps de bien réinstaller le nouveau Cap Digital »
7.2.2	4_4	"we have an ongoing foresight activity throughout the year [...] it allows us to identify trends and to build a strategic roadmap,"	« On a une activité de veille récurrente tout au long de l'année [...] ça nous permet de repérer les tendances et de pouvoir construire une feuille de route stratégique »
7.2.2	3_1	"What's important is to identify risks at the beginning and share them with partners; it helps anticipate issues, improve the projects, and above all, avoid repeating the same mistakes."	« Ce qui est important, c'est d'identifier les risques au début et de les partager avec les partenaires, ça permet d'anticiper, d'améliorer les projets, et surtout d'éviter de refaire les mêmes erreurs »
7.3.2	1_1	"The friction, the independency and the flexibility disappear. You have to stay very close to	

		what the client wants […] you can't steer it in another direction"	
7.3.3	2_1	"you first have to demonstrate that there's a real market. Then, it becomes a game of conflicting pressures between public actors, major private players, and maybe a few new entrants. But you don't know that in advance."	« Il faut d'abord faire la démonstration que c'est un marché. Après, c'est un jeu d'injonctions croisées entre acteur public, les gros acteurs privés et peut-être quelques nouveaux entrants. Mais on ne le sait pas à l'avance »
8.2	3_1	'You can't just go to Barcelona like that, without knowing who you want to meet. You need to make a list, prepare, send messages, and schedule appointments. Otherwise, you waste your time. It has to be strategic'	Tu ne peux pas juste aller à Barcelone, comme ça, sans savoir qui tu veux voir. Il faut faire une liste, préparer, envoyer des messages, bloquer des rendez-vous. Sinon, tu perds ton temps. Il faut que ce soit stratégique'
8.3.4	3_6	"strategies today are not really carried by the board members […] it's more a space where we inform them, explain the issues, and receive a form of approval or attentive listening."	« C'est plutôt là où on donne… informer, où on explique les enjeux et on a une forme d'approbation. Ou d'écoute, on va dire. Mais les stratégies sont aujourd'hui, ne sont pas portées réellement, par les membres du CA, qui sont nos directeurs territoriaux de nos grands groupes, quelques start-ups, etc. »

8.3.4	4_6	"The board of directors comes in afterward to discuss documents that are practically finalised."	« le conseil d'administration arrivant après sur des documents qui sont pratiquement finalisés »
8.3.4	4_4	"It is also because we have an ongoing foresight activity throughout the year that we're able to identify trends and also build a strategic roadmap with stronger arguments about what is likely to happen."	« c'est aussi parce qu'on a une activité de veille récurrente tout au long de l'année que ça nous permet de repérer les tendances et de pouvoir aussi construire une feuille de route stratégique en ayant davantage d'arguments sur ce qui va se passer »
9.2.3	2_1	"We did this work during the last seminar. A two-day annual seminar. With all the teams. Quite fun, quite playful"	'On a fait ce travail au cours du dernier séminaire. Un séminaire annuel de deux jours. Avec toutes les équipes. Assez fun, assez ludique'
9.2.3	5_3	"There are events like the Winter Party, gift exchanges, and also a Cap weekend. It's team building."	'Il y a des événements comme la Winter Party, des échanges de cadeaux, un week-end Cap aussi. C'est du team building'
9.2.3	2_1	'It's about being a bringer of enthusiasm. Being able to give the team a reason to care, to share my energy [...] so that we're happy to go to work in the morning and can go to bed at night knowing we've acted on something meaningful'	'Par rapport à cette vision c'est d'être un enthousiasmeur en fait. Être capable de donner envie à l'équipe en permanence. Leur donner de mon énergie à faire [...] on est content d'aller travailler lors que l'on se lève le matin et le soir on se couche en se disant que l'on a

			agit sur quelque chose qui fait sens

Appendix S: All the results from the climate questionnaire

Appendix S contains the full responses to the climate questionnaire, while the aggregated data are presented in Appendix F.

Section 1		Q1	Q2	Q3	Q4	Q5	Q6
Org.	Questions/ Intervewees	The organisation where you work can be considered as a creative organisation.	Creativity is a key determinant for the success of the company	The organisation where you work can be considered an innovative organisation?	Innovation is a key determinant for the success of the company.	What is your overall satisfaction rating with the level of creativity in the company?	What is your overall satisfaction rating with the level of innovation in the company?
Paris & Co	1	6	7	7	7	4	4
	2	6	6	6	6	5	4
	3	3	5	5	6	3	4
	4	5	4	6	7	4	4
	5	6	4	6	7	4	4
	6	5	5	6	7	4	4
TUBA	7	7	7	5	5	4	3
	8	7	7	5	5	4	3
	9	2	7	5	2	4	4
	10	7	6	7	6	5	4
WAAG	11	6	6	7	7	3	3
	12	7	7	7	7	5	4
	13	7	6	5	6	5	4
	14	7	7	6	5	5	4
	15	6	5	5	6	4	4
	16	6	7	6	7	4	4
	17	6	6	5	5	4	4
	18	6	6	6	6	5	4
	19	7	7	6	6	5	4
	20	5	2	5	3	2	4
	21	6	7	6	7	5	4
	22	5	5	6	7	4	5
	23	7	5	6	3	5	2
Cap Digital	24	3	5	5	7	2	2
	25	3	5	5	6	2	2
	26	5	6	6	6	4	4

Section 2		Q7	Q8	Q9	Q10	Q11	Q12
		What aspects of your working environment is most helpful in supporting your creativity?	What aspects of your working environment is most helpful in supporting your innovation?	What aspects of your working environment most hinder your creativity?	What aspects of your working environment most hinder your innovation?	What is the most important action you would take to improve the climate for creativity in your working environment?	What is the most important action you would take to improve the climate for innovation in your working environment?
Paris & Co	1	l'autonomie dans le travail, la confiance de ma responsable, le fait de pouvoir beaucoup me déplacer	La possibilité de faire ses preuves, et d'ajuster ses actions sans peur que cela soit vu comme un échec. Donc pas de jugement négatif sur la prise de risque (= l'expérimentation), plutôt encouragée. L'ouverture d'esprit de la direction	la charge de travail… Qui empèche de prendre du temps et du recul, voir d'envisager plus de collaborations au sein de l'entreprise.	Les contraintes administratives, Les enjeux politiques, qui empv™chent parfois certaines idées de se développer Le manque de temps et de personnes	Mieux staffer les équipes	améliorer les process de gestion financière, aujourd'hui un vrai point faible pour expérimenter des nouveaux formats, prestataires simplement.
	2						
	3						
	4						

	#						
	5	The fact that you feel free to express your ideas	Great level of independence and responsibilities given to the workers	Lack of time - everyone being very busy, spending the vast majority of operational tasks, and not being able to take time for creativity Not enough quiet spaces and meeting room to host creativity sessions	lack of time	Impose any team manager to organize creativity sessions (2 or 3h) each month	
	6						
TUBA	7	mix of employees and skills mix of public	link with companies	time (lack of)	money (lack of)	'- one day per week out of the office - one room dedicated to TUBA's team with large wall of ideas and projects management plans	'- integration of the entrepreneurial side in each projets - creation of an external organization to develop and commercialize projects (with legal and financial skills)

8	Le fait de travailler en pluridisciplinarité avec mes collègues (design et psychologie sociale) puisque je viens du secteur de l'entrepreneuriat qui pousse moins à la créativité à tous les stades et à tous les niveaux d'un projet.	Le TUBA n'est initialement pas en charge de la mise en place de dispositifs innovants mais bien de la définition de cadre et de méthodologie permettant la créativité pour l'innovation d'acteurs tierce. Cependant, le challenge des commandes de nos adhérents toujours très internes, métiers et ennuyantes poussent cette envie ainsi que ma qualité d'habitante de la ville qui souhaite des innovations servicielles.	Les process et les silots des grandes structures telles les grands groupes et les collectivités. La temporalité des projets que l'on mène (feuille de route de 30 jours sur une année de laquelle découlent généralement plusieurs projets qui ne laissent pas suffisamment de temps pour de la créativité. Ex: deadline de 2 semaines pour un livrable sur l'amélioration d'un service contraint à une action rapide et brève alors que des process plus longs permettent une plus grande créativité et donc une réelle innovation et non pas une simple amélioration)	Nous n'avons pas les espaces, le matériel et le temps nécéssaire à la mise en oeuvre de productions tangibles, bien que les compétences en internes existent. De plus, le travail avec les grands groupes et/ou les collectivités vient donner un cadre assez stricte et rigide aux méthodologies que nous essayons de monter.	Avoir un espace dédié à l'exposition d'innovations territoriales ayant été produites par des acteurs de nos écosystèmes et au-delà. Réussir à avoir quotidiennement dans nos lieux des acteurs variés qui travaillent collaborativement sur des sujets.	Avoir un espace dédié au prototypage et à la matérialisation des idées, avoir plus de communication à destination de nos "expérimentateurs".

	9	Le fait de rencontrer régulièrement de nouvelles personnes, avec de nouvelles idées, dans des secteurs différents. La possibilité de prototyper/expérime nter de nouvelles approches / méthodes et de nouveaux dispositifs. (médiation / ateliers)	L'écoute des propositions pour la mise en réalisation des projets. La volonté de "faire bien les choses" et surtout de les faire de manière concertée avec l'accord et le retour des usagers/citoyens. Avec un retour sur les modifications apportées sur un projet / lieu, les nouvelles "règles" sont mieux respectées et appropriées.	Le fait d'être partout mais aussi nul part. (gestion de plusieurs tV¢ches : accueil, logistique, communication, médiation, création de contenus...)	Le fait d'V™tre partout mais aussi nul part. (gestion de plusieurs tV¢ches : accueil, logistique, communication, médiation, création de contenus...)	Dégager du temps dédié à l'échange de méthodes / besoins des résidents. Etre aidé d'un scrum master qui permet de détourner les pb et de mieux les prendre en compte.	Dégager du temps dédié à l'échange de méthodes / besoins des résidents. Etre aidé d'un scrum master qui permet de détourner les pb et de mieux les prendre en compte. Nécessité de plus de temps, ou prendre le temps pour la créativité puis mieux communiquer au sein du groupe pour la mise en application.

	10	Autonomy, Free to push ideas, proposals, Multiple partners from multiple environments (with very different skills), Design and social sciences methods	Autonomy, Multiple partners from multiple environments (with very different skills), Experimentation approach	mindset of some parts	Financial limitation Sometimes political reasons	More communication, More low tech tools to exchange ideas To push those methods to our partners (public and private) and involve them more into our approach	Find better standard indicators (not only to evaluate project about performance, but also the process itself) Always improving the environment and the trust of the ecosystem.
WAAG	11	The people.	The users..	Working pressure, financial burden	Lack of real protocols	Secure more long time funding, create even a better working climate	Hire a full time HR Consultant which identifies the needs of people working and understand how to strategize that in a working enviroment

12	Getting time to think and be able to have some rest and distance from a project is very important for creativity I think. If you have too much projects going on, your creativity will downgrade. More time is more creativity.	Now I am thinking again I don't know for sure if I am satisfied with how the innovation in the company is going. Thats because there are other factors, a lot of difficult ones like location, time and the most important: money. So the most helpful support is money I think which I hate to mention but it is really important. But on the other hand if you don't have money than you need to be very creative to innovate. It is really important to have a good conversation between the creative team and the innovate team. If you can listen to each other than a lot of problems will be solved.	Stress and a bad vibe in the company, when I need to worry about things that aren't my cup of tea.	When I don't have the last word to say. That sounds a little bit weird but I think it is very important for an innovation team that they make the last decisions. But always in consolation with team creative. What I also find a hinder (as an innovation member) is that creative don't see me as a creative innovator. That will make me sad and angry and has influence on my work.	A little walk in the woods!	Also a little walk in the woods! Or somewhere else, just to clear your mind.

13	Freedom Inspiring colleagues Creative working methods (co-creation)	'- working together with relevant partners who really help in implementing - people having trust in your work	'- debates about finance - too much pressure (norma pressure is good for creativity)	'- the fact that after we thought of a new and good idea, sometimes we don't have the patience to see it implemented	'- more teamwork in developing new ideas - more time reserved for creativity	'- making more structured plans to implement your creative ideas. Reserve enough time for the implementation fase.
14	Diversity of ideas, carried by creative employees. Projects that allow plenty of room for creativity.	Collaboration in projects with implementation partners.	Work pressure, bureaucracy of projects	Projects focus a lot on creativity, Waag is not much seen as an implementation agency so we don't get to do it.	Reduce work pressure (or increase budgets). Put more attention on creative development of employees.	Allowing for further specialisation of employees.

15	within research projects, presenting new ideas is encouraged.	the fablab facilities present the most concrete example. Not just for public, but also for employees, these facilities are available to implement new ideas.	operational & financial aspects. Because of our specific funding situation, time is always lacking. Having to go through concepting phases of different projects in minimal time, really hinders being able to find new ways of seeing things. Replicating earlier ideas/processes is encouraged - understandably - but the pressure of doing so undermines the creativity our employees can deploy.	Same for innovation. Additionally, most projects are funded in name of innovation, but remain of exploratory nature. Research is conducted to find new insights, but at the end of a project, funding stops, and ideas are shelved before concrete implementation can take place.	to try and break with current working routines. Every department, and every employee, is holding on to what they know, especially when stress levels are high. I believe that should be the moment to come together and work on solutions with shared creativity, but within our organisational culture, the opposite seems to happen very often. Throughout the organisation - starting with management - there should be less focus on billable hours, and more focus on working together.	Here, focus should be on finding other types of funding, and planning ahead to ensure implementation of our creative ideas. Not per se to implement those ourselves, but for example finding partners that can roll out implementation with minimal involvement of Waag after concepting.

16	I don't understand the question	I don't understand the question	I don't understand the question	I don't understand the question	I don't understand the question	I don't understand the question
17	the diversity of people and topics	the drive and ambition of myself and my colleagues	As well the diversity: switching between project limits my creativity.	The fact that it is a project based organisation: limited time and funding available to actually cary projects on untill the innovation and implementation stage.	Being able to dedicate myself more in-depth to less projects.	Different structure of the projects: being able to carry projects for a longer period of time untill the actual innovation is implemented.
18	colleagues that understand the creative process having time, autonomy and room to mentally breathe workshop materials, rapid prototyping tools wiggly atmosphere	digital fabrication tools, partners in network, ability to choose the right tool for the right job, iterative approach & methodology	lack of space, too much noise, unnecessary meetings / 'urgent' matters,	time constraints / pressure, financial constraints	more spaces to have creative 'work' sessions	more resources in time and money, (more structural funding); to experiment and play around more.

	19	Working in interdisciplinary teams. Working for and with a variety of companies & organisations. Working with experts. Freedom to develop your own ideas. Space to use at any time of the week (love working on my own things in evenings or on Sundays). Access to a lot of knowledge and experience.	Concrete problems from people / organisations we work with. (European / national) projects that function as a context in which ideas can be explored. (More) professionals and experts in the team when in comes to concrete application. Working with city hall, industry, schools, etc.	Chaotic structure. Pressure of doing a lot at the same time. Unclear tasks that can provoke insecurity that makes you slow. Often the creative research part is not part of a project deliverable, so you need to find ways to incorporate, or do things in your own time.	Lack of structure. Not enough knowledge about the actual problems and needs.	Structure which allows chaos. Clear space (in time) and (free) tasks.	Clear deliverables when it comes to possible implementation.

20	Conversation, discussion, research (desk and field)	Using a value system of open fair inclusive to be added as a needed layer over a lot of innovation that is not yet build on values.	the needed time spend on administration, e-mails, bureaucracy, but also the absence of dedicated creative aspects, moments.	the needed time spend on administration, e-mails, bureaucracy, but also the absence of dedicated innovation aspects, moments.	build in group moments/meetings to be do creative things.	build in group moments/meetings to be do innovative things.

21	'- open atmosphere - new ideas are highly appreciated and taken seriously - a lot of freedom to spend time as you think useful - dynamic environment that inspires the creativity flow	'- a lot of freedom to spend time as you see fit. If you think something should happen, you can easily move your ideas to the phase of implementation. - many likeminded people that find new things interesting. So possible to find peers that want to get involved. - No hard consequences on failure. If something doesn't work out, it is not the end of the world.	'- Sometimes to open and unstructured, ideas flow easily, but are also easily forgotten - It is your own responsibility. If you are not a creative person yourself, I think it is hard to get going with it and you can easily be busy with the less creative side of Waag. - Budget for education/courses/inspiration on creativity is hard to allocate.	'- It is your own responsibility. If you are not a creative/innovative person yourself, I think it is hard to get going with it and you can easily be busy with the less creative side of Waag. - Budget for education/courses/inspiration on creativity is hard to allocate. - More and more the focus is on financial stability within the organisation, this might have consequences for experimenting and the current approach to failure. - There is enough to do in the current projects. It is hard to reserve time to actually take the next steps on ideas and move them to innovation.	'- Taking my colleagues seriously and being available for brainstorming, ideas generating. - Sharing knowledge/articles/research on interestign topics with colleagues	'- Teaming up with colleagues to bring ideas further - Finding buddies in the organisation to bring my own ideas further - Taking a stage for example during Waagbreed to share insights and collect feedback from colleagues

	22	The colleagues trigger me creatively, the different perspectives, motivations, fields of interests...	The drive of the whole company, the idealism	The company is a little bit of a bubble, and radically new ideas/technologies are sometimes regarded with a lot of wariness	The chopped up feeling of the hours, the projects, etc.	I think I would organise shake-up events. Explore the radically new and interesting, as 'palate cleansers'	a little bit more time 'free' to allow personal and professional development a little bit more space
	23	flexible workplace, team-based work (as opposed to meetings)	clear protocols for processes and deliverables	unnecessary bureaucracy, loss of momentum through complex deliberation and lack of follow-up	too much focus on inter-personal relations, to little on clear processes	more focus on working on projects in dedicated, flexible teams	more focus on consolidating work in thematic labs, clear stories in specific terms about what we do and why we do it.
Cap Digital	24		office space	noise	conflict	let people communicate and collaborate more on projects create more time for creativity	more collaboration
	25	la possibilité / liberté d'aller aux événements que je veux	le fait de côtoyer des innovateurs	le manque de temps de tout le monde, de resources humaines,	la séparation très nette entre les DGA et les operationnels. Se parlent, peu, se comprennent peu, peu de management.	un travail mieux réparti	accepter de laisser la main aux plus jeunes qui sont des idées et le sens des responsabilités.
	26						

Section 3		Paris & Co						TUBA				WAAG													Cap Digital		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Q13 - Explicit value of creativity and innovation	Current performance	6	6	5	5	5	5	5	1	5	6	7	5	6	7	5	4	5	6	6	3	6	5	5	5	5	5
	Is this in your opinion important for creativity?	7	5	4	0	4	4	4	7	6	6	7	7	7	5	4	4	5	5	7	3	6	6	3	7	5	5
	Is this in your opinion important for innovation?	7	6	5	0	5	5	4	7	7	7	7	7	5	5	4	4	5	5	6	3	6	6	7	7	5	6
Q14 - Is the organisation oriented towards risk and opportunity?	Current performance	6	6	5	3	6	5	3	3	6	5	4	5	5	4	3	4	3	3	6	2	5	3	6	3	4	5
	Is this in your opinion important for creativity?	7	7	5	5	6	6	3	7	6	4	4	0	5	5	5	3	6	3	5	4	1	4	5	7	6	5
	Is this in your opinion important for innovation?	7	6	4	6	6	6	7	5	6	5	4	7	5	6	5	3	5	4	7	2	5	4	1	7	6	6
Q15 - Is the organisation	Current performance	6	6	5	5	5	5	6	7	6	5	6	6	6	4	5	3	4	5	5	4	6	5	5	3	5	6

Question	Sub-item																										
proud of their employees and their achievements?	Is this in your opinion important for creativity?	7	7	6	4	7	6	6	7	6	7	7	7	7	6	6	5	6	4	7	5	6	6	5	7	5	5
	Is this in your opinion important for innovation?	7	7	6	6	7	7	6	7	6	6	7	7	7	5	5	4	6	6	6	5	6	6	6	7	5	6
Q16 - Is the organisation enthusiastic about the abilities of its members?	Current performance	6	5	5	4	4	5	5	6	7	6	6	6	6	6	5	3	4	6	5	4	5	4	6	3	2	5
	Is this in your opinion important for creativity?	7	6	5	5	7	6	6	6	6	7	6	7	6	6	6	5	6	5	7	5	6	4	6	7	5	5
	Is this in your opinion important for innovation?	7	7	5	5	7	6	6	3	6	4	6	7	6	5	5	5	6	5	6	5	6	4	2	7	5	6
Q17 - Is the organisation adopting a forward facing strategy towards the future?	Current performance	4	6	4	2	6	4	2	0	7	1	6	5	6	6	3	4	4	5	5	4	6	5	2	5	3	6
	Is this in your opinion important for creativity?	6	6	4	1	6	5	7	7	7	4	7	3	4	6	4	4	6	3	6	5	5	6	1	5	4	6
	Is this in your opinion important for innovation?	6	6	3	7	6	6	7	7	7	7	7	7	4	7	6	4	6	5	6	5	6	6	7	6	7	6
Q18 - Are the management	Current performance	5	5	6	3	4	5	5	7	7	6	3	4	3	4	2	3	2	2	4	2	5	6	1	4	5	5

Question	Measure																										
systems and processes flexible and adaptable? (As opposed to strict and formalised)	Is this in your opinion important for creativity?	7	6	4	0	6	5	7	7	7	6	7	2	3	6	6	2	5	3	5	5	6	6	4	7	7	5
	Is this in your opinion important for innovation?	7	7	4	0	5	5	7	3	7	4	7	5	4	5	6	2	5	4	5	3	6	6	7	7	5	6
Q19 - Is there adequate time to be creative and to produce innovative ideas?	Current performance	6	4	4	2	4	4	5	0	5	2	4	4	3	3	2	2	3	4	4	3	4	4	3	2	2	5
	Is this in your opinion important for creativity?	6	6	6	6	6	6	6	0	7	6	7	5	7	5	6	7	7	6	7	5	6	5	6	7	7	5
	Is this in your opinion important for innovation?	6	6	5	6	6	6	6	0	7	4	7	7	7	5	6	6	7	6	5	3	6	6	3	7	7	6
Q20 - Does all the staff have the expertise to complete their job creatively?	Current performance	6	4	4	2	4	4	5	4	5	4	4	7	4	5	4	2	5	5	5	2	4	5	3	4	3	5
	Is this in your opinion important for creativity?	7	4	5	3	3	4	6	0	7	5	7	7	4	5	4	2	7	5	2	3	5	4	2	7	7	5
	Is this in your opinion important for innovation?	7	4	5	4	3	5	6	6	7	4	7	7	6	7	5	2	7	7	1	3	5	4	6	7	6	6
Q21 - Is there unlimited funds	Current performance	2	3	2	0	2	2	3	0	2	1	0	1	0	1	1	0	1	2	2	0	1	1	1	1	1	4

made freely available to all members of the organisation?	Is this in your opinion important for creativity?	3	4	4	1	3	3	3	0	6	1	1	1	5	3	4	4	5	6	3	1	3	2	3	7	2	4
	Is this in your opinion important for innovation?	3	4	4	1	3	3	5	0	6	4	1	4	5	4	5	4	5	7	1	0	6	2	3	7	2	5
Q22 - Are material resources available to all members of the organisation?	Current performance	5	4	4	3	6	4	6	1	2	6	4	5	4	4	3	3	2	4	2	1	3	6	4	3	4	5
	Is this in your opinion important for creativity?	6	5	4	4	4	5	6	3	7	6	3	5	6	4	2	2	4	4	3	3	5	5	4	7	5	5
	Is this in your opinion important for innovation?	6	5	4	4	4	5	6	3	7	3	3	7	5	5	4	2	4	6	2	3	6	5	4	7	5	6
Q23 - Does all staff have free access to all organisation information resources?	Current performance	5	4	3	1	4	3	2	3	3	6	6	7	5	3	4	4	4	4	4	2	3	5	3	1	2	6
	Is this in your opinion important for creativity?	6	4	5	2	5	4	5	2	5	5	3	5	6	4	2	4	5	3	7	3	6	4	2	7	4	6
	Is this in your opinion important for innovation?	6	4	5	5	6	5	5	7	6	6	3	7	6	6	4	4	5	5	7	3	6	4	7	7	7	6

Q24 - Does the organisation organises internal events to share information between staff?	Current performance	6	5	4	3	5	5	4	7	6	5	7	7	5	4	6	2	6	5	4	5	5	6	5	3	5	6
	Is this in your opinion important for creativity?	6	6	4	4	5	5	7	7	7	7	6	7	7	6	4	2	6	5	4	4	5	6	5	7	3	6
	Is this in your opinion important for innovation?	6	6	4	5	5	5	7	3	7	7	6	7	7	6	4	2	6	5	5	4	5	6	6	7	5	6
Q25 - Is there a wide range of trainings opportunities available to all employees?	Current performance	5	3	3	1	3	3	2	0	5	1	3	3	2	2	1	0	1	2	7	1	2	2	2	3	3	5
	Is this in your opinion important for creativity?	5	5	4	2	6	4	7	3	6	5	3	7	7	4	4	6	5	3	7	3	5	3	3	7	4	5
	Is this in your opinion important for innovation?	6	4	4	5	5	5	7	7	7	3	3	7	7	6	4	4	5	5	7	2	5	4	6	7	4	6
Q26 - Are the project teams given complete autonomy with their work?	Current performance	6	7	5	3	7	6	6	7	5	6	6	3	2	5	5	2	5	5	6	2	6	5	6	5	3	5
	Is this in your opinion important for creativity?	7	6	6	5	6	6	7	7	7	4	7	7	7	6	5	2	6	7	7	5	4	5	1	7	5	5
	Is this in your opinion important for innovation?	7	6	4	5	6	6	5	4	7	6	7	7	7	5	4	2	5	6	5	4	4	5	1	7	7	5

Question	Measure																											
Q27 - Are Individuals' skills and interests a major factor in team selection?	Current performance	6	6	4	5	5	5	6	0	5	3	6	5	5	6	4	6	6	4	7	3	3	5	2	4	3	5
	Is this in your opinion important for creativity?	7	7	4	5	5	6	7	0	7	4	7	7	5	7	3	6	6	5	7	4	5	5	4	7	6	5
	Is this in your opinion important for innovation?	6	6	4	6	5	5	6	0	7	4	7	7	5	7	3	6	5	6	6	3	5	5	6	7	6	5
Q28 - Are work groups formed based on complementary personalities?	Current performance	6	4	5	3	6	5	2	7	6	6	2	2	3	4	2	3	3	3	4	0	2	4	3	3	1	5
	Is this in your opinion important for creativity?	7	5	6	6	7	6	7	7	7	7	2	5	2	5	5	6	5	3	7	2	5	3	5	7	5	5
	Is this in your opinion important for innovation?	7	5	6	6	7	6	7	7	7	7	2	0	3	5	2	5	5	5	7	2	5	3	7	7	7	6
Q29 - Are the project goals clearly defined at beginning of the work assignment?	Current performance	4	4	3	3	3	3	2	2	3	4	4	5	3	3	2	1	3	4	3	5	2	6	3	3	2	4
	Is this in your opinion important for creativity?	5	3	6	4	6	5	7	2	6	4	6	3	2	4	4	4	4	3	6	4	3	2	3	7	1	4

	Is this in your opinion important for innovation?	6	4	6	5	6	5	7	6	7	7	6	7	2	5	5	4	6	3	7	5	5	2	7	7	4	5
Q30 - Does supervisors provide regular, clear feedback and support?	Current performance	7	6	4	1	6	5	1		5	2	4	6	4	3	2	1	2	2	4	4	2	6	3	5	2	5
	Is this in your opinion important for creativity?	6	4	5	3	6	5	7		6	7	7	7	6	5	5	6	4	3	4	6	5	4	5	7	2	5
	Is this in your opinion important for innovation?	6	4	6	6	6	6	7	5	7	7	7	7	6	5	5	6	6	3	6	5	5	5	7	7	4	5
Q31 - Does your organisation promote involvement?	Current performance	6	6	4	5	6	5	6	7	7	7	6	6	7	5	6	7	6	6	7	3	6	6	7		1	5
	Is this in your opinion important for creativity?	7	6	5	4	5	5	7	7	7	4	7	7	7	7	3	6	5	6	7	5	6	6	7		5	5
	Is this in your opinion important for innovation?	7	6	5	4	7	6	7	4	7	5	7	7	7	7	4	6	6	5	5	5	6	6	2		5	6
Q32 - Does your organisation promote freedom?	Current performance	5	4	6	4	6	5	7	7	6	6	5	4	6	5	4	5	6	6	7	4	6	4	7	6	4	6
	Is this in your opinion important for creativity?	7	5	5	5	6	6	6	7	7	6	5	7	6	5	5	5	5	6	6	5	5	5	4	7	5	6

	Is this in your opinion important for innovation?	7	6	5	5	6	6	6	5	7	6	5	7	6	5	5	4	6	5	6	4	5	6	1	7	5	6
Q33 - Does your organisation support people ideas?	Current performance	5	6	5	4	5	5	5	5	7	2	7	5	5	5	3	5	5	6	5	3	6	5	3	4	3	5
	Is this in your opinion important for creativity?	6	7	6	6	6	6	7	7	7	7	7	7	5	6	5	5	6	7	7	4	6	6	2	7	6	5
	Is this in your opinion important for innovation?	6	7	6	6	5	6	7	6	7	5	7	7	5	7	6	5	5	5	6	5	6	6	6	7	6	6
Q34 - Does your organisation promote risk taking?	Current performance	6	5	4	3	7	5	3	0	6	6	4	4	7	4	5	6	4	4	6	2	6	3	6	4	4	5
	Is this in your opinion important for creativity?	7	6	5	4	6	6	6	3	7	6	5	7	6	5	4	6	4	3	6	3	6	5	5	7	6	5
	Is this in your opinion important for innovation?	7	6	5	5	6	6	6	2	7	7	5	7	6	4	5	6	6	5	5	4	6	5	3	7	6	5
Q35 - Does your organisation provide time to explore new ideas and to find novel ways	Current performance	4	4	4	2	5	4	4	2	4	3	4	5	5	4	2	2	4	2	4	2	4	2	1	4	2	6
	Is this in your opinion important for creativity?	6	6	4	6	7	6	6	6	7	6	6	7	5	5	5	7	6	6	6	2	6	4	3	7	6	5

to implement them?	Is this in your opinion important for innovation?	6	5	4	6	6	5	6	5	7	6	6	4	5	7	5	6	5	6	5	3	6	5	5	7	6	6
Q36 - Does your organisation promote trust and openness?	Current performance	6	5	4	2	6	5	5	2	6	2	6	7	4	5	3	3	3	5	5	2	4	5	2	7	2	6
	Is this in your opinion important for creativity?	7	5	4	4	5	5	7	6	7	6	5	7	6	6	5	6	6	5	7	6	5	4	4	7	3	6
	Is this in your opinion important for innovation?	7	5	4	5	5	5	4	5	7	7	5	7	7	5	4	6	6	6	6	5	5	3	6	7	5	6
Q37 - Is your organisation eventful and dynamic?	Current performance	5	6	5	3	5	5	7	5	6	6	6	5	6	5	4	5	5	5	6	4	6	3	7	7	5	6
	Is this in your opinion important for creativity?	6	5	4	5	6	5	7	7	7	6	6	7	5	6	3	5	6	6	5	3	6	5	6	7	5	5
	Is this in your opinion important for innovation?	6	4	4	4	5	5	5	3	7	7	6	4	5	3	3	5	5	3	6	3	6	4	4	7	2	6
Q38 - Does your organisation promote playfulness and humour?	Current performance	3	6	4	4	7	5	7	7	7	7	5	5	5	5	4	6	5	4	7	3	4	4	5	7	2	7
	Is this in your opinion important for creativity?	6	5	4	4	5	5	7	7	7	7	4	7	7	5	5	5	6	5	5	4	5	5	4	7	5	6

	Is this in your opinion important for innovation?	6	5	4	4	5	5	5	4	7	5	4	6	7	5	3	5	5	5	5	4	5	5	2	7	1	6
Q39 - Does your organisation promote debates?	Current performance	5	6	4	2	5	4	5	5	3	6	6	7	6	4	3	5	5	5	6	4	3	3	4	7	2	6
	Is this in your opinion important for creativity?	6	6	5	3	7	5	6	4	7	5	7	7	5	5	4	6	6	6	5	4	5	5	5	7	6	6
	Is this in your opinion important for innovation?	6	6	5	6	6	6	6	5	7	4	7	7	5	5	5	6	5	3	6	4	5	4	7	7	7	7
Q40 - Does your organisation promote conflicts?	Current performance	2	3	3	3	6	3	5	5	6	4	1	1	1	2	2	2	5	2	4	1	2	2	5	2	2	2
	Is this in your opinion important for creativity?	6	5	2	2	7	4	5	0	7	1	4	2	5	1	5	0	6	5	6	2	5	1	3	0	2	4
	Is this in your opinion important for innovation?	6	5	2	3	7	5	5	0	7	1	4	2	5	1	4	0	6	2	6	1	5	0	3	0	4	4
Q41 - Is your organisation located in a lively neighbourhood?	Current performance	7	5	3	2	4	4	5	7	6	7	7	7	6	7	6	7	7	7	7	5	6	6	7	5	3	5
	Is this in your opinion important for creativity?	7	4	4	4	5	5	6	2	7	4	7	5	3	4	3	3	5	6	5	3	5	3	4	7	7	5

	Is this in your opinion important for innovation?	7	3	4	5	5	5	6	4	7	4	7	7	3	5	4	4	6	5	4	3	5	4	4	7	2	5
Q42 - Is the office layout support creativity and innovation?	Current performance	2	5	3	3	4	3	5	7	7	6	4	4	4	5	4	4	4	4	4	5	3	3	2	3	2	5
	Is this in your opinion important for creativity?	5	4	5	4	5	5	7	7	7	7	6	5	6	5	5	5	6	5	6	4	6	2	6	7	7	5
	Is this in your opinion important for innovation?	5	4	5	4	3	4	7	6	7	7	6	3	6	5	5	5	6	4	5	4	6	2	6	7	4	5
Q43 - Does your organisation offers a flexible desk strategy? (hot desking)	Current performance	5	6	4	2	2	4	5	7	4	5	3	7	4	4	4	0	3	5	4	4	3	2	0	3	0	3
	Is this in your opinion important for creativity?	7	5	3	4	0	4	4	3	7	4	3	7	4	5	5	4	5	3	4	4	6	1	5	7	1	5
	Is this in your opinion important for innovation?	7	5	3	4	0	4	3	0	7	3	3	7	4	5	3	4	6	2	4	3	6	1	6	7	1	5
Q44 - Does your organisation promote collaboration with diverse stakeholders?	Current performance	5	5	5	3	3	4	7	7	5	6	7	7	5	6	6	7	7	7	7	4	6	6	7	4	4	5
	Is this in your opinion important for creativity?	6	5	4	5	3	5	7	7	7	7	7	2	6	6	6	7	7	6	7	4	6	4	4	7	6	5

	Is this in your opinion important for innovation?	7	5	4	5	3	5	7	7	7	7	7	6	7	6	6	7	7	7	7	5	6	5	6	7	7	6
Q45 - Does your organisation attend and organise external events?	Current performance	5	6	5	5	3	5	7	7	6	7	7	7	6	7	5	6	7	7	7	4	6	6	6	7	7	6
	Is this in your opinion important for creativity?	5	6	4	3	4	4	7	7	7	6	7	6	6	6	5	6	7	5	6	5	5	5	5	3	4	6
	Is this in your opinion important for innovation?	5	5	4	5	4	5	7	7	7	7	7	5	7	6	6	6	7	4	6	4	6	5	7	3	4	7

Appendix T: Interview transcripts from semi-structured interviews

Appendix T is available on demand. Please contact Lancaster University library to have access to the transcripts from semi-structured interviews