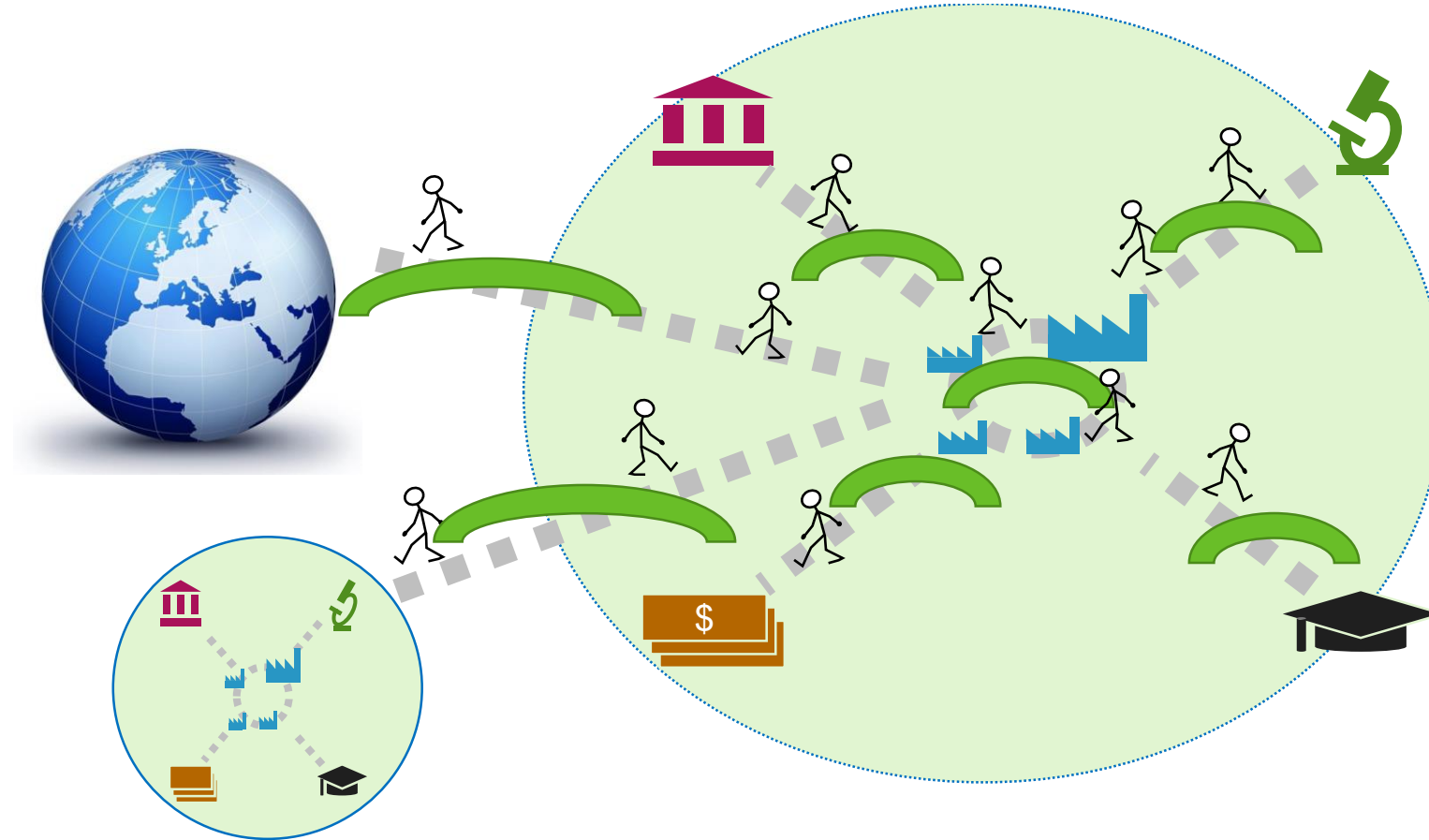


The Seven Innovation Gaps Model

– as an Organisational Coaching Tool in Gävleborg



The Seven Innovation Gaps Model as a multi dimensional tool:

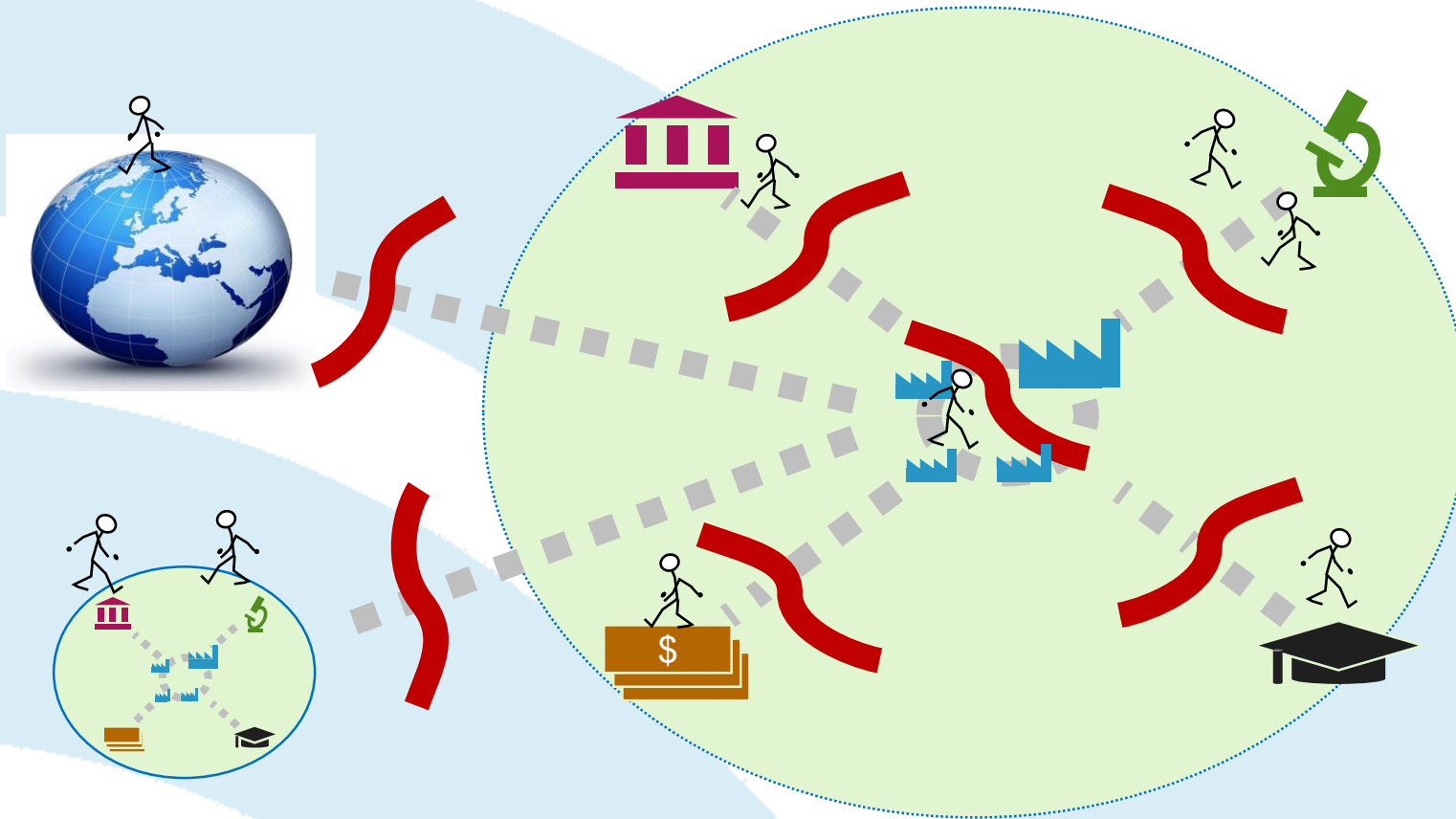
- **Extended triple-helix model:** To handle the complexities with many actors and stakeholders they have been divided into seven parts. This model is a further development of the triple helix model.
- **The model as an inter-organisational coaching tool for the innovation system:** The model can be used as a central policy instrument for executing the regional leadership in getting the whole innovation system to work together.
- **Effect evaluation of intermediate organisations:** The model is the most central building piece in a method for effect evaluation of cluster organisations used in 2010 and 2012. The method won Regio Star Awards 2011.
- **Monitoring interaction in intermediate organisations:** The model has also been used as an experiential cluster management model to monitor the communication between different stakeholders in two cluster organisations 2013. See more info on slide 5.
- **Strategic evaluation for finance strategy:** Together with the new Gävleborg RIS3 (2017), the model is used in the strategic evaluation of project finance applications.
- **Coaching pedagogic tool:** The model has been used as the core of a "cluster school" to show stakeholders the importance of clusters and what they do at the national cluster conference in Sweden 2013. The concept was further developed at the Region Gävleborg for internal education to give a deeper understanding of the inter-organisational activities in the innovation system.

The Seven Innovation Gaps

- Firm to other Firms
- Firm to Universities and other Research Institutions
- Firm to Educational Institutions
- Firm to Capital Providers
- Firm to Public Organisations
- Firm to Other Clusters and Intermediate Actors
- Firm to Global Markets and Value Chains

The next slide is a graphic version of this model

The Seven Innovation Gap Model



Seven Innovation Gap Model as an Organisational Coaching Tool (OCT)

- **Overview of stakeholders:** The model gives an overview of common stakeholders in innovation processes for smart specialisation. It can be used to pinpoint the most important stakeholders in each innovation process and also in each intermediate organisation. It can be used as an OCT when the project is initiated and to monitor the interaction in the process.
- **Coaching a balanced interaction between different stakeholders in intermediate organisations:** The model has also been used as an experiential cluster management model to monitor the communication between different stakeholders in two cluster organisations 2013 with some interesting results. Intended interactions between different kinds of stakeholders can be compared with actual interactions. The cluster managers in the experiment were pleased to have a valuable monitoring system for their employees. In that way the team in intermediate organisations can be coached towards a balanced communication between different stakeholders to reach the common goals.
- **Work description for what collaborative leadership is all about:** For those working with collaborative leadership, the next slide gives a work description that helps themselves and others to describe what they do. It is one of the core elements of the model that also can be used to coach people working with collaborative leadership to pinpoint strengths and weaknesses with their way of working with stakeholders.



Region
Gävleborg

Gap



Poor knowledge

Sparse networks

Different "languages"

Different norms and attitudes

Different visions

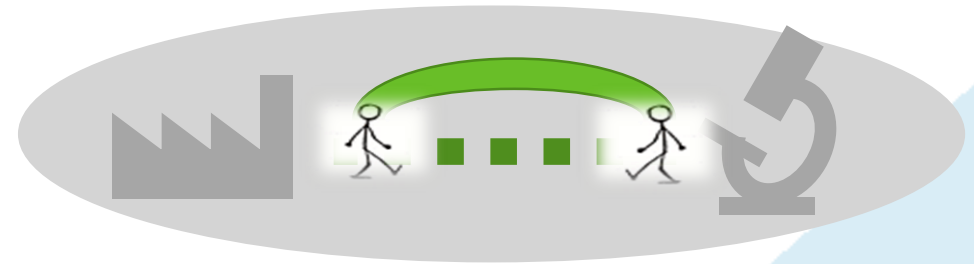
Low trust

Negative incentives

Locked resources

Only internal projects

Bridge and Interaction



Good knowledge

Dense networks

Common "language" between stakeholders

Similar norms and attitudes

Shared vision

High trust

Positive incentives

Mobile resources

Project cooperation between stakeholders

Seven Innovation Gap Model as an Organisational Coaching Tool (OCT) to enhance the work with RIS3:

- The model increases the knowledge about how inter-organisational work is executed in the RIS3 and especially in the entrepreneurial discovery process.
- The knowledge is adapted in the organisation and in the work with external target groups to co-ordinate the whole innovation system and in the assessment of applications for finance.
- The knowledge is communicated through a combination of different complementary channels: educational efforts, informal meetings and for example formal stake holders analysis.
- The model is known through the cluster development project SLIM and is established as a tool that are being used continuously in different contexts. Since RIS3-work uses cluster “thinking” at its core, the model is useful in multiple ways.
- It is easier for people with extended experience of innovative process work to relate to the model. Other people sometimes reacts towards the complexity of the work – which is complex - but can be achieved after entering a process-oriented mind-set.

- The Seven Innovation Gaps Model is developed in a common interregional project SLIM 2007-2013 by the three regions in North Mid Sweden (Värmland, Dalarna, Gävleborg) financed by EU structural funds in cooperation with:
- Professor Örjan Sölvell, SSE – Stockholm School of Economics (cluster development)
- Professor Evert Vedung, retired from Uppsala University (evaluation)
- Consultant Mats Williams (former cluster manager in Paper Province, Värmland. Nominated to European Cluster Manager of the year 2010).

For further questions please contact:

Carina Åkerberg, Regional Development Strategist,
carina.akerberg@regiongavleborg.se

Olle Wängsäter, Regional Development Leader,
olle.wangsater@regiongavleborg.se