

Recipes for Success

Fieldlabs@Scale

3rd Consortium Meeting | 26.11.2024

University of Twente

PhD candidate Luca Vadacca

Dr. ir. Marc van den Berg

Prof. dr. ir. Fleur Deken

Prof. dr. ir. Leentje Volker

26.11.2024



Research goal

Realising Values
Best Practices for Circular Projects

Study 1: Investigating antecedents of projects success



Realisation Problem

“ What are the technological, organizational, and environmental characteristics of fieldlab projects associated with success? ”

Research methodology

Longitudinal Dataset of EFRO Projects

Realising Values
Best Practices for Circular Projects



Data collection:



Beginning of the projects
(subsidieaanvraag, project plan,
business plan)



During project
(progress reports, herbeschikking,
auditverslag, promotie)

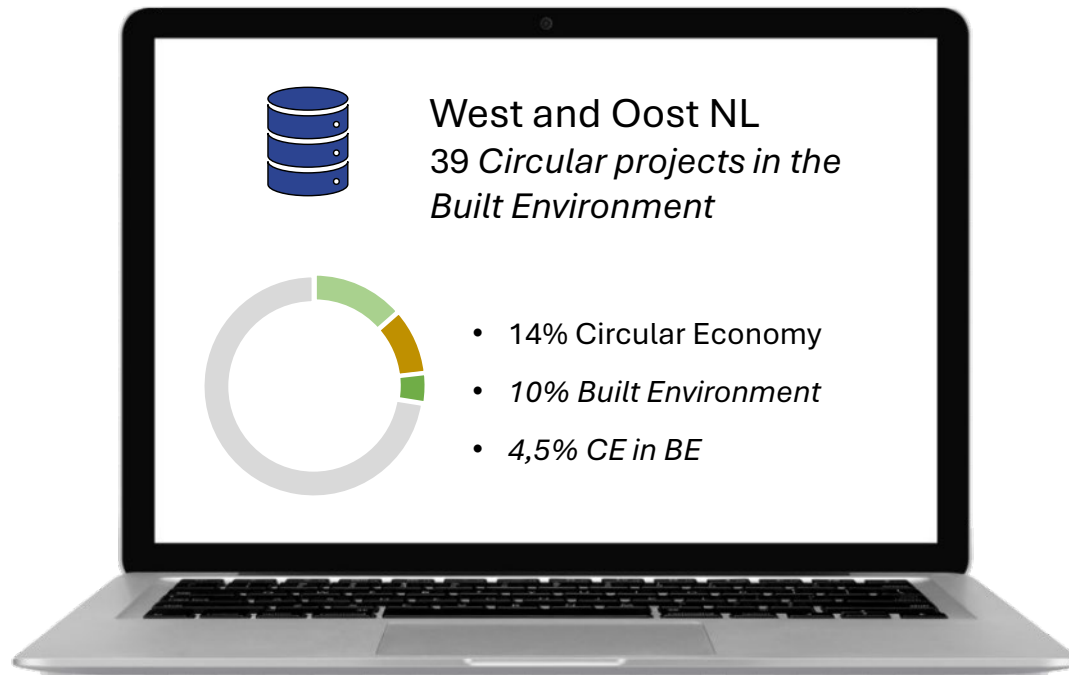


End of project
(vaststellingbeschikking, eindverslag,
end of project reports)

Research methodology

Realising Values
Best Practices for Circular Projects

Cases selection



Selection criteria:



Circular projects in the BE
(*comparing “apples with apples”*)



Completed projects
(*to assess their success*)



Regional orientation
(*smart/digitalization, and green*)

Research methodology

Qualitative Comparative Analysis (QCA)

Realising Values
Best Practices for Circular Projects



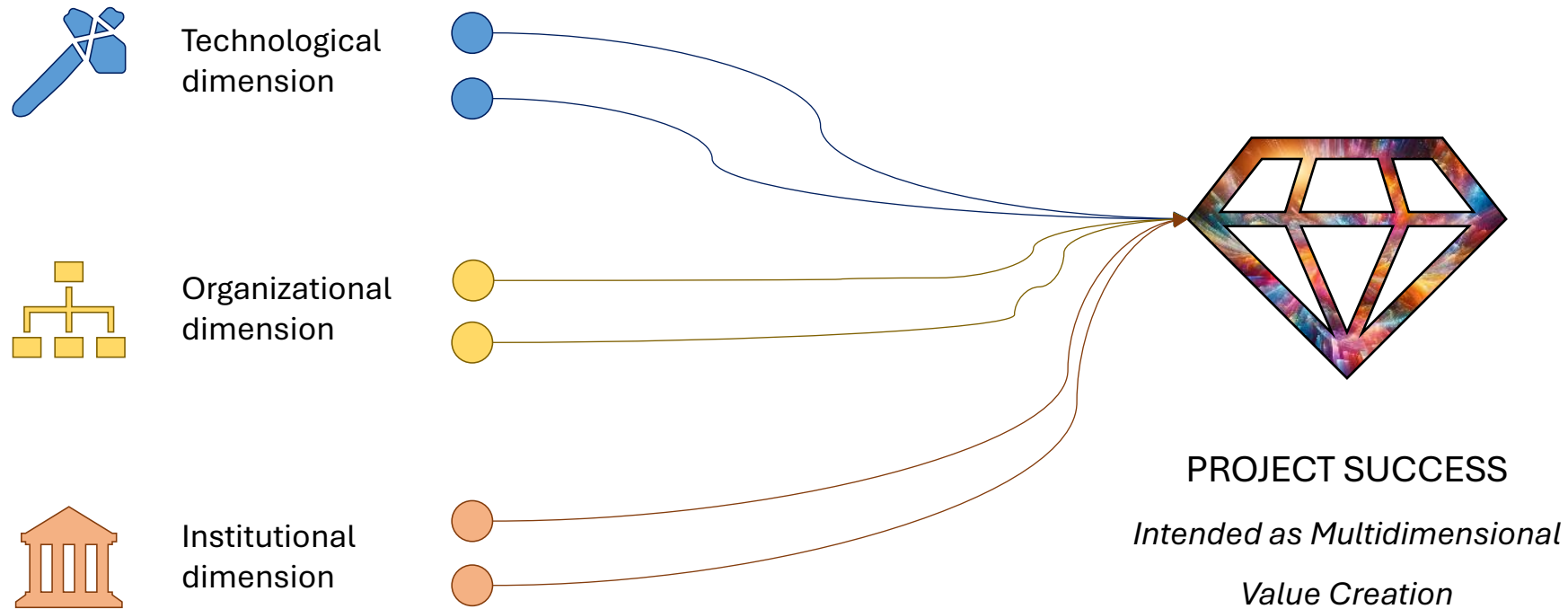
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Research methodology

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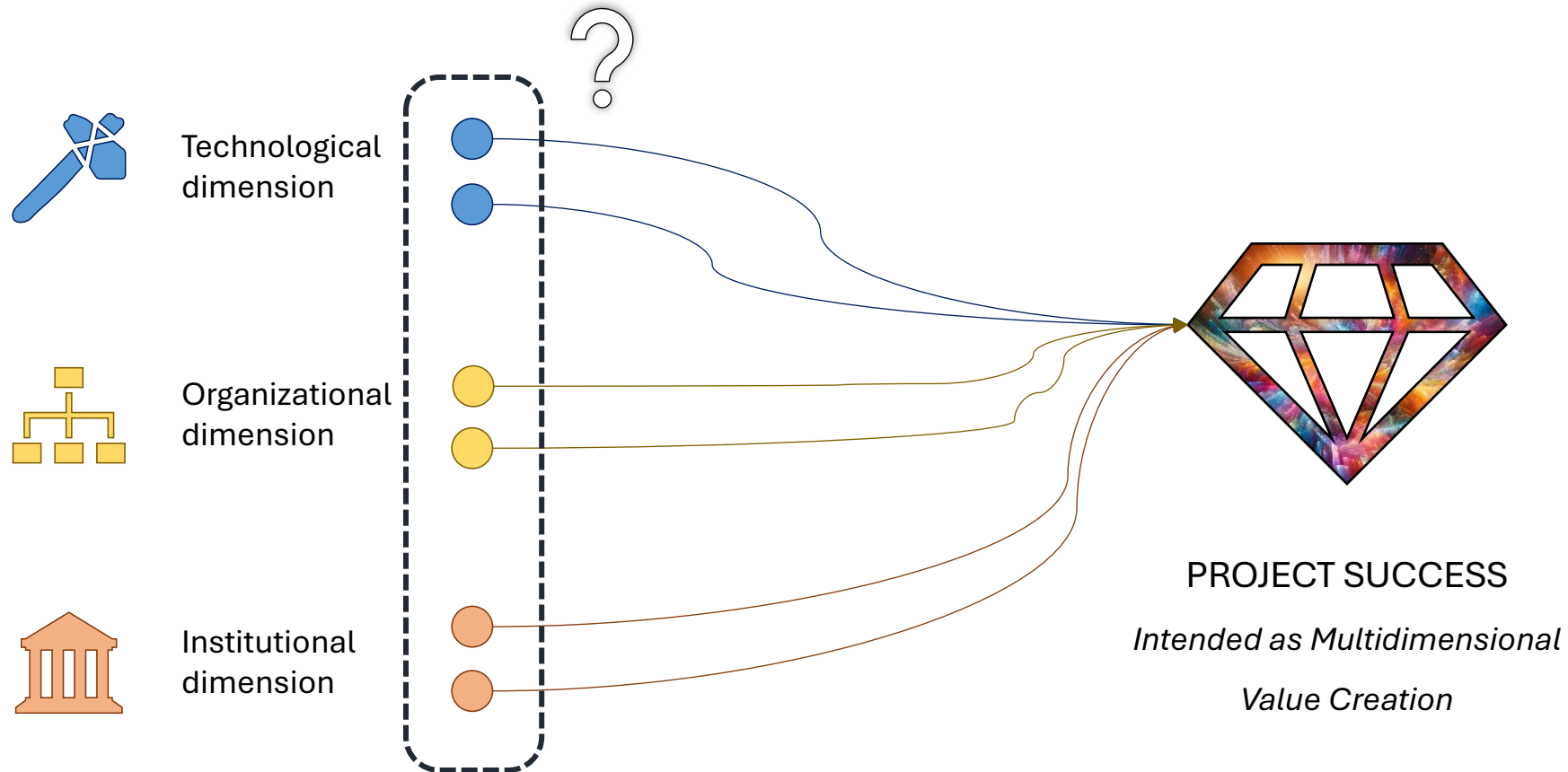
Qualitative Comparative Analysis (QCA)



Research methodology

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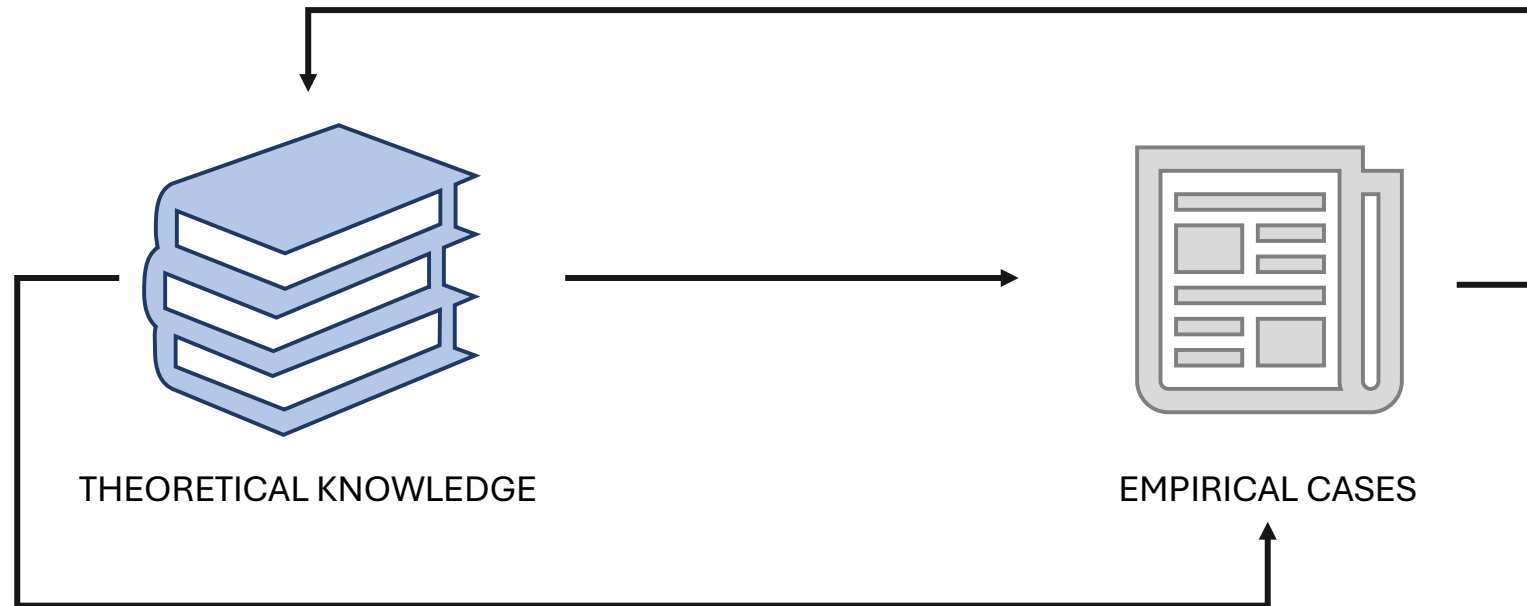
Qualitative Comparative Analysis (QCA)



Qualitative Comparative Analysis

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Abductive Process



Qualitative Comparative Analysis

Realising Values
Best Practices for Circular Projects

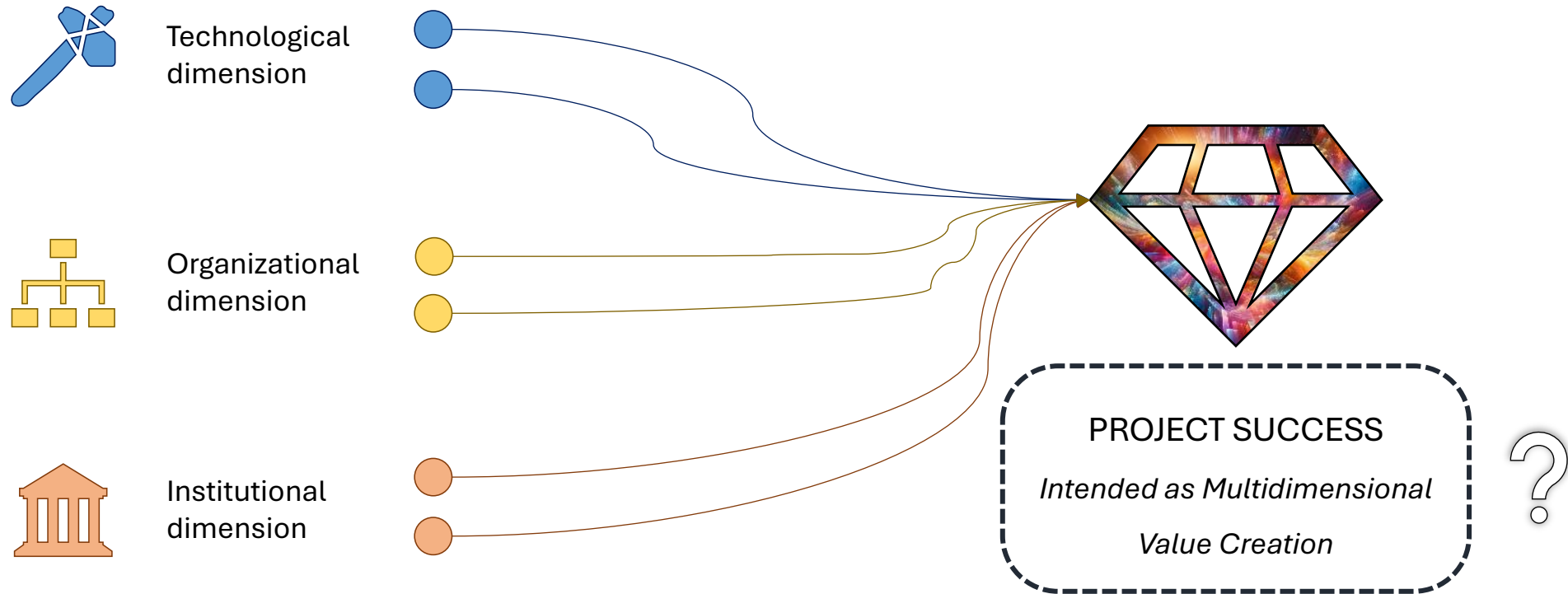
Conditions

Dimension	Condition	Definition
Technological	TRL (pre-project)	Systematic metric to assess the maturity of a technology during its development and potential for commercialization.
Technological	Innovation Type	The primary nature of innovation introduced in the project (Product, Process, Infrastructure).
Organisational	Project Orchestrator	The type of stakeholder leading the project, categorized based on the resource availability (start-ups, SMEs, Large Companies, Public Institutions)
Organisational	Stakeholder Heterogeneity	The diversity of stakeholder groups involved in the project, based on the Quadruple Helix Model.
Institutional	Regulatory Landscape Impact	The extent to which the regulatory environment acts as a barrier, is neutral, or serves as an enabler for the project.
Institutional	(Public) Funding Intensity	The level of funding allocated to the projects relative to others.

Research methodology

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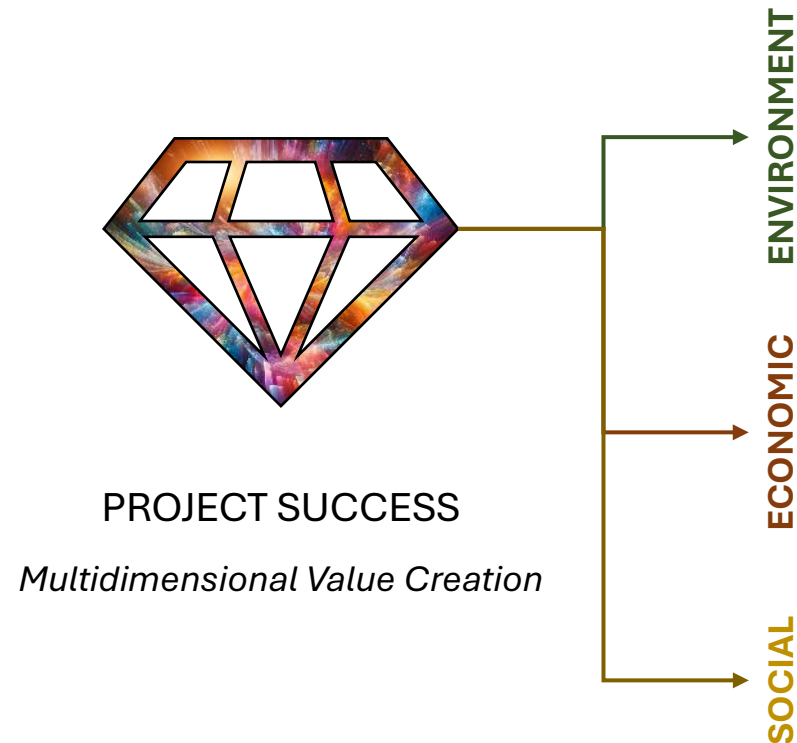
Qualitative Comparative Analysis (QCA)



Qualitative Comparative Analysis

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Outcome of Interest

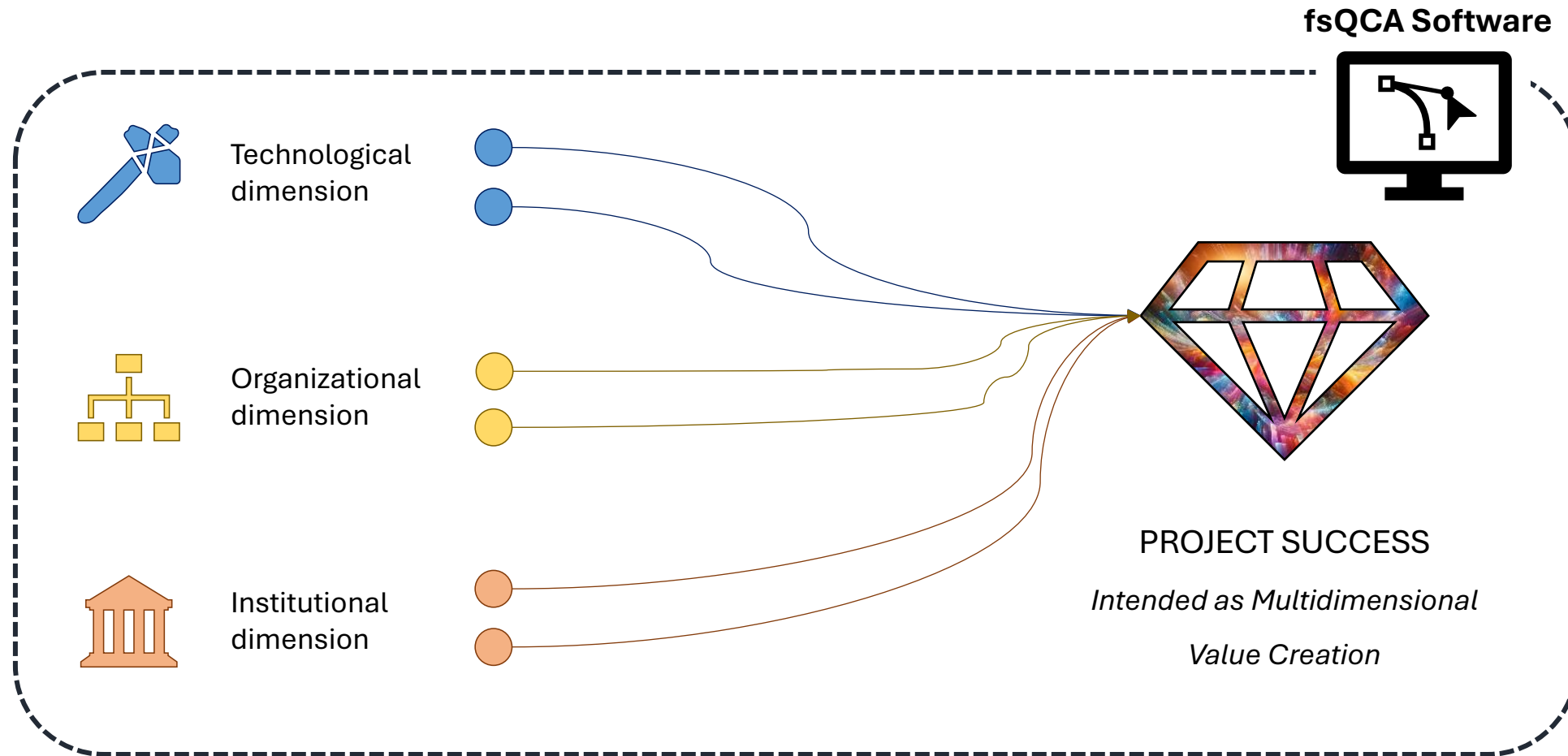


Indicator	Definition
Circularity Integration	<p>The degree to which circular economy principles are integrated into the project according to the 9Rs model (Kirchherr et al., 2017; Potting et al., 2017). Three groups:</p> <ul style="list-style-type: none"> • Proactive value generation (Refuse, Rethink, Reduce) • Value preservation through life extension (Reuse, Repair, Refurbish, Remanufacture, Repurpose) • Reactive value recovery (Recycle, Recover)
Scaling (Δ TRL)	<p>Scaling of the innovation achieved by the project, assessed as difference between final TRL (at the project's end) and initial TRL (before the project starts).</p>
Social Impact /Capital	<p>Social benefits resulting from the project activities or outcomes. Three main indicators:</p> <ul style="list-style-type: none"> • Job creation (none, temporary, permanent) • Capacity building (knowledge transfer via workshops, educational plans, platforms) • Community engagement (public outreach efforts, awareness campaign, consultation meetings)

Research methodology

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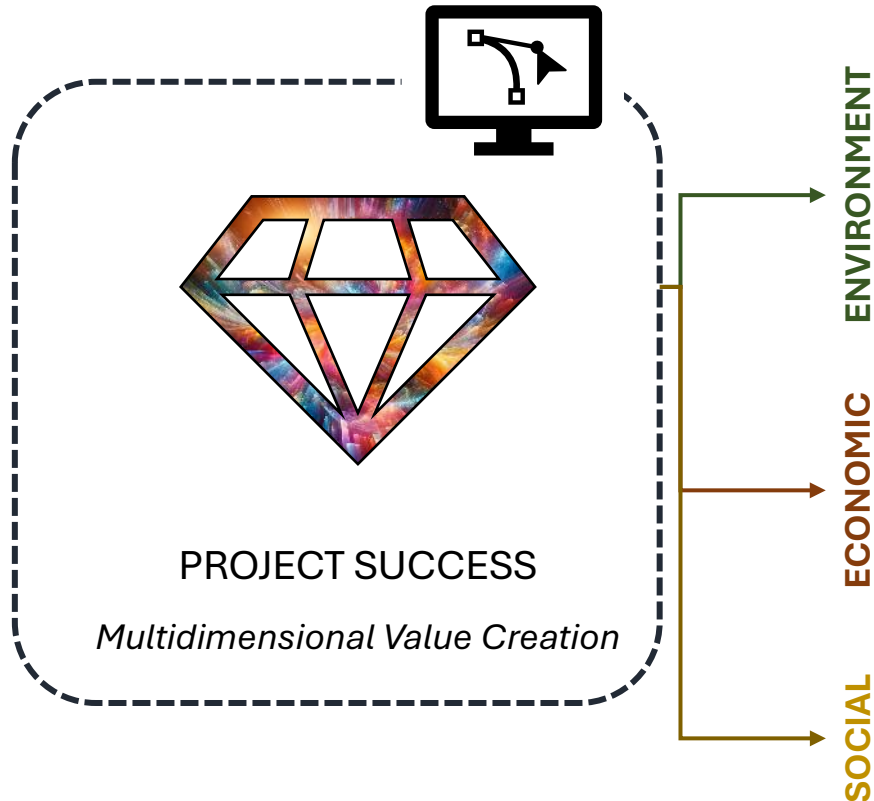
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Qualitative Comparative Analysis

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Outcome of Interest

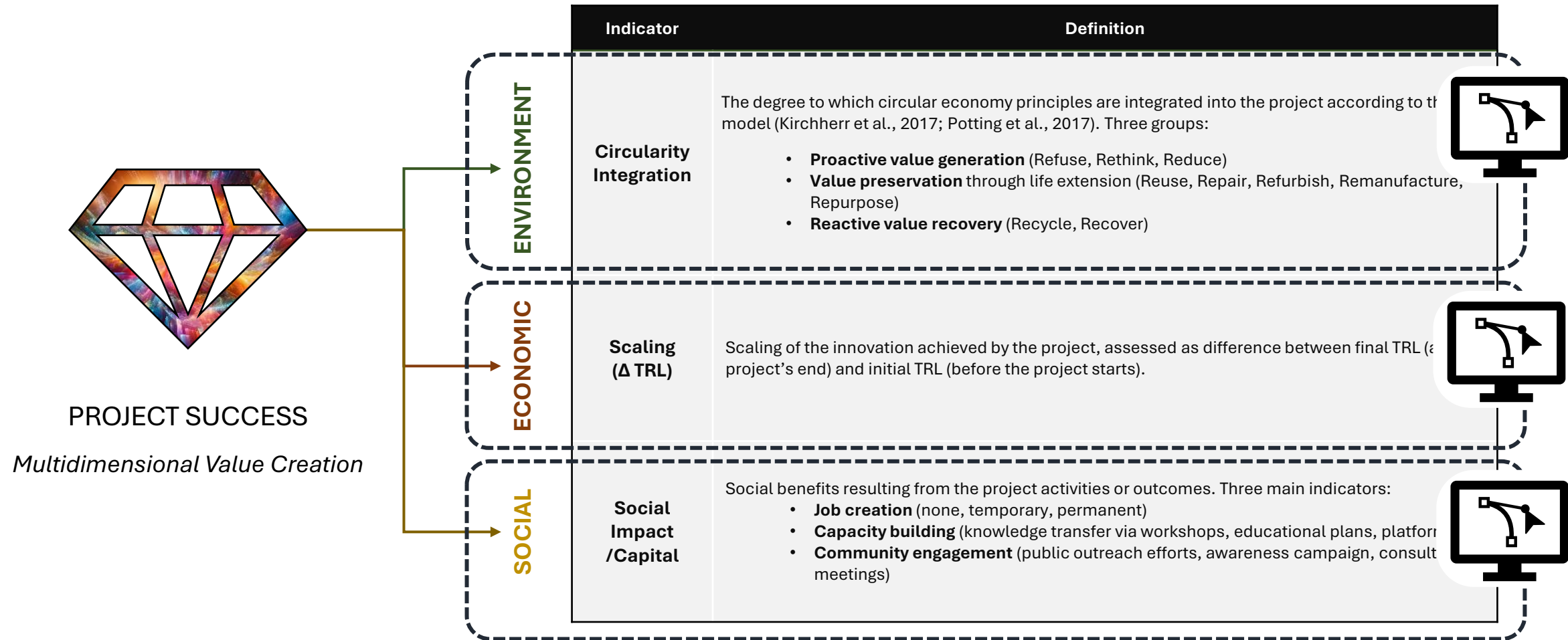


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Qualitative Comparative Analysis

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Best Practices for Circular Projects

Outcome of Interest



Preliminary Results

Realising Values
Best Practices for Circular Projects

3 Configurations for Successful Projects



The “Agile Innovator”



The “Resourceful Specialist”



The “Strategic Architect”

Preliminary Results

3 Configurations for Successful Projects



The “Agile Innovator”

"Agile Innovators" are projects led by SMEs or startups that achieve success by focusing on early-stage product or process innovations with high funding support. They maintain low stakeholder diversity to remain nimble and adaptable. Their agility allows them to rapidly develop and scale innovations, effectively competing with larger organizations despite potential regulatory hurdles.



Product or Process



Low TRL



Low Stakeholder Diversity



Startups & SMEs



Varying Regulatory Impact



High Funding Intensity

Preliminary Results

3 Configurations for Successful Projects



The “Agile Innovator”

Best Practices:

- Secure Strategic Funding (priority!)
- Maintain Agility to respond quickly to market changes
- Selective Stakeholder Engagement

Preliminary Results

Realising Values
Best Practices for Circular Projects

3 Configurations for Successful Projects



The “Agile Innovator”

Key Insights:

- High funding enables success
- Focused collaboration over broad networks

Preliminary Results

3 Configurations for Successful Projects



The “Resourceful Specialist”

“*Resourceful Specialists*” are projects that excel by **leveraging mature technologies** (high TRL) in product or process innovations. Despite operating with **limited funding** and facing regulatory barriers, they succeed by **concentrating their efforts on core competencies** and maintaining a streamlined stakeholder network. Their focus enables them to navigate challenges efficiently and deliver impactful results without the need for extensive resources.



Product or Process



High TRL



Low Stakeholder Diversity



Varying Orchestration



Presence of Barriers



Low Funding Intensity

Preliminary Results

3 Configurations for Successful Projects

Realising Values
Best Practices for Circular Projects



The “Resourceful Specialist”

Best Practices:

- Leverage Mature Technologies
- Streamline Stakeholder Engagement
- Strategize Regulatory Navigation

Preliminary Results

Realising Values
Best Practices for Circular Projects

3 Configurations for Successful Projects



The “Resourceful Specialist”

Key Insights:

- Success without high funding
- Turning regulatory barriers into opportunities

Preliminary Results

3 Configurations for Successful Projects



The “Strategic Architect”

“Strategic Architects” are projects led by large organizations or public institutions that focus on early-stage infrastructure innovations. Despite facing regulatory barriers, they succeed by securing high funding and maintaining a focused stakeholder group. Their institutional strength and resources enable them to overcome challenges that smaller entities might find insurmountable.



Infrastructure



Low TRL



Low Stakeholder Diversity



Large Companies & Public



Presence of Barriers



High Funding Intensity

Preliminary Results

Realising Values
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3 Configurations for Successful Projects



The “Strategic Architect”

Best Practices:

- Utilize Organizational Resources and Capabilities
- Commit to Long-Term Investment
- Streamline Stakeholder Engagement

Preliminary Results

Realising Values
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The “Strategic Architect”

Key Insights:

- Institutional leverage overcomes barriers
- Investing in early-stage infrastructure pays off

Preliminary Results

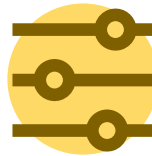
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Key Insights



Success without high funding
in certain contexts

*Under specific conditions, projects
can achieve success without
substantial funding (high TRL,
focused stakeholder engagement).*



Low stakeholder diversity
enhances efficiency

*Success often comes from
collaborating closely with a select
group of stakeholders rather than
managing a broad and potentially
unwieldy network.*



Regulatory barriers as
catalysts for innovation

*Regulatory challenges do not
preclude success; instead, they can
spur innovation and differentiation.*

Conclusion

Feedback

Q&A

THANK YOU!

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For additional information:



luca.vadacca@utwente.nl

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