



*Welcome to **Day 2** of the international course on*

Advancing Societal Impact of Social Sciences and Humanities

12, 14, 19, 21 & 26 May 2020

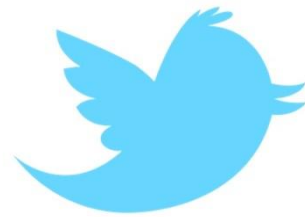
AESIS

NETWORK FOR
ADVANCING & EVALUATING THE SOCIETAL IMPACT OF SCIENCE



Advancing Societal Impact of
Social Sciences and Humanities
12, 14, 19, 21 & 26 May 2020

DAY 2

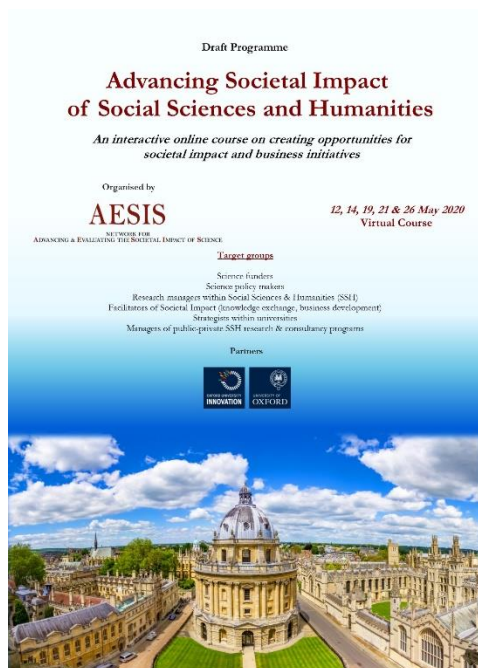


#OXCO20
@AESISNET

Advancing Societal Impact of Social Sciences and Humanities

12, 14, 19, 21 & 26 May 2020

OVERVIEW OF THE COURSE



Tuesday 12 May - Introduction, Spin offs and IP policies
Mark Mann & Marc Sedam

Thursday 14 May - Identifying and Developing Business Opportunities
Frank Zwetsloot & Mikkel Rasmussen

Tuesday 19 May - Implementing an Impact Strategy in your SSH University Unit
Thomas König & David Budtz Pedersen

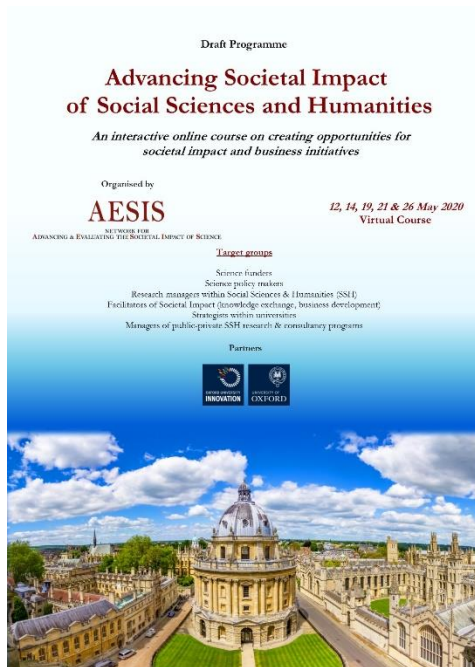
Thursday 21 May - Structures for Mapping and Assessing Impact of SSH
Adam Luqmani, Catherine Kerfoot & Alis Oancea

Tuesday 26 May - Consultancy Opportunities for SSH
Oliver Cox
Case study presentations

Advancing Societal Impact of Social Sciences and Humanities

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OVERVIEW OF THE PROGRAMME



Morning

Recap

Introducing today's theme

Frank Zwetsloot

Connecting Academic Excellence with Business
through the 6i Steps

Discussing the Questionnaire

Afternoon

Mikkel Rasmussen

Hands-on Examples and Tools for Consulting with
Business using SSH Expertise

How Universities may Support their Researchers in
Connecting with Society

**Who made the
reMar(k/c)?**

”Instead of using words such as patent, technology and industry, use words that resonate with SSHA researchers and ask them: “Would you like to see your research put to use and speak with people who are interested in your work?”

**”In terms of selling something from the social sciences,
you can see that often times what is being sold is
technology still, but what is important to understand is
that these technologies are not actually the thing being
sold, it is the research and knowledge and idea behind
them”**

” Social enterprises are a great alternative to patenting for SSHA because it fits with academic drivers and includes brand and ethical positioning. Much of what social enterprises aim to do – enhance wellbeing – is in line with what researchers in SSHA want to do. ”

”Universities only have two roles, to create knowledge and disseminate knowledge. In order to do the latter effectively for SSHA copyrights, (non-exclusive) licensing and trademarks for intellectual product are very important to reach your audience (including businesses) more impactfully.”



Advancing Societal Impact of
Social Sciences and Humanities
12, 14, 19, 21 & 26 May 2020

Frank Zwetsloot

CEO & Founder, AESIS

AESIS



Advancing Societal Impact of
Social Sciences and Humanities
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QUESTIONS?

AESIS

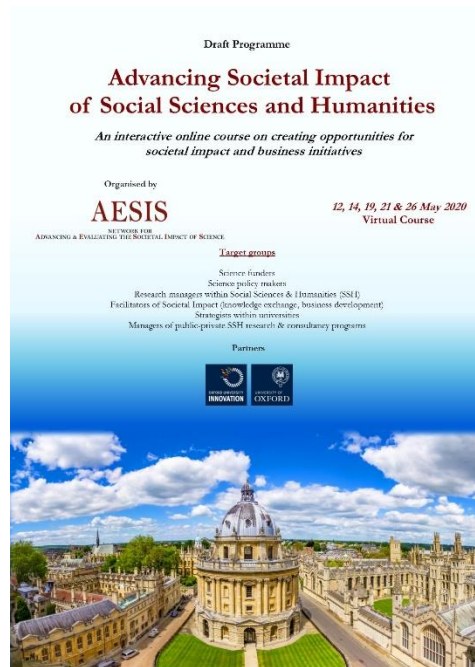
Break

We will be back at 11.15 (BST)

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Social Sciences and Humanities

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Mikkel Rasmussen

Co-founder and Partner, ReD Associates

Denmark



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Social Sciences and Humanities
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QUESTIONS?

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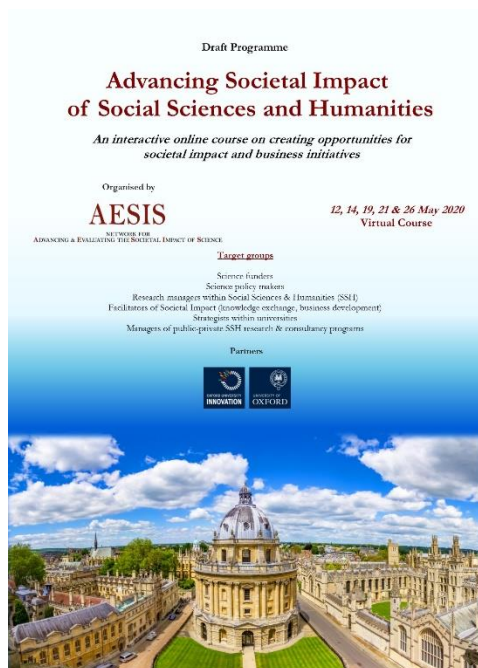
Thank you

Enjoy lunch!

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Case study presentations

Connecting Social Sciences and Humanities with Innovation Clusters

Frank Zwetsloot, CEO of ScienceWorks

AESIS Oxford Course 2020

May 14 2020



This Presentation

- Positioning ScienceWorks
- 1st part; analysing your potential
 - Analysing your Regional Potential;
 - Positioning your SSH potential;
 - Activating your ambitions;
- 2nd part; developing your potential; applying the 6i Model in the Hague
 - From ambition to an Idea
 - From Idea to Initiative; potential investors
 - Getting to long term investors
 - Defining success

Positioning of mission and networks of ScienceWorks

THE TECHNOLOGY NETWORK

Global Community for Regional Innovation Policy

Science based
Regional Development

Technology – & Knowledge
Transfer

Business
incubators

Science
Parks

TTO



S
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Universities

+ Universities of
Applied Sciences &
RTO's

S
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Business

(semi)
Government

Citizens

Stimulating & measuring Societal Impact

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NETWORK FOR
ADVANCING & EVALUATING THE SOCIETAL IMPACT OF SCIENCE

Some relevant outcomes of our University Impact Rankings

- **Technical** universities create 14 times more start ups (per researcher) compared to **general** universities (excl. medical)
- They earn 2,5 times more contract-income from business

BUT:

- General universities have 3 times more government advisory functions
- General universities are 50-75% more cited in political documents
- General universities are 20% more cited in the national media

Has your institute reached its full potential in social sciences and Humanities?

YOUR REGIONAL POTENTIAL

1. How are your SSH disciplines related to your regional strengths
2. How can you better position your SSH disciplines in innovation clusters?

YOUR INSTITUTIONAL POTENTIAL

1. Does your university offer sufficient infrastructure?
2. How to connect your ambitions to your faculty?

1. How are your SSH disciplines related to your regional strategy?

Are your SSH strengths connected to your founding history?



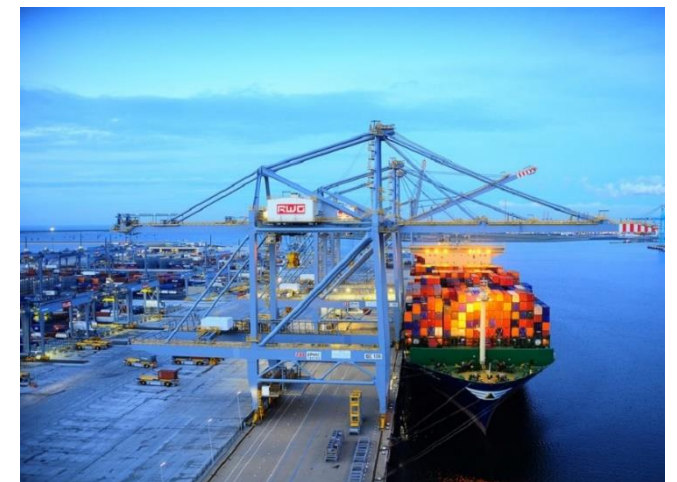
Leiden University



Delft University



Erasmus University Rotterdam



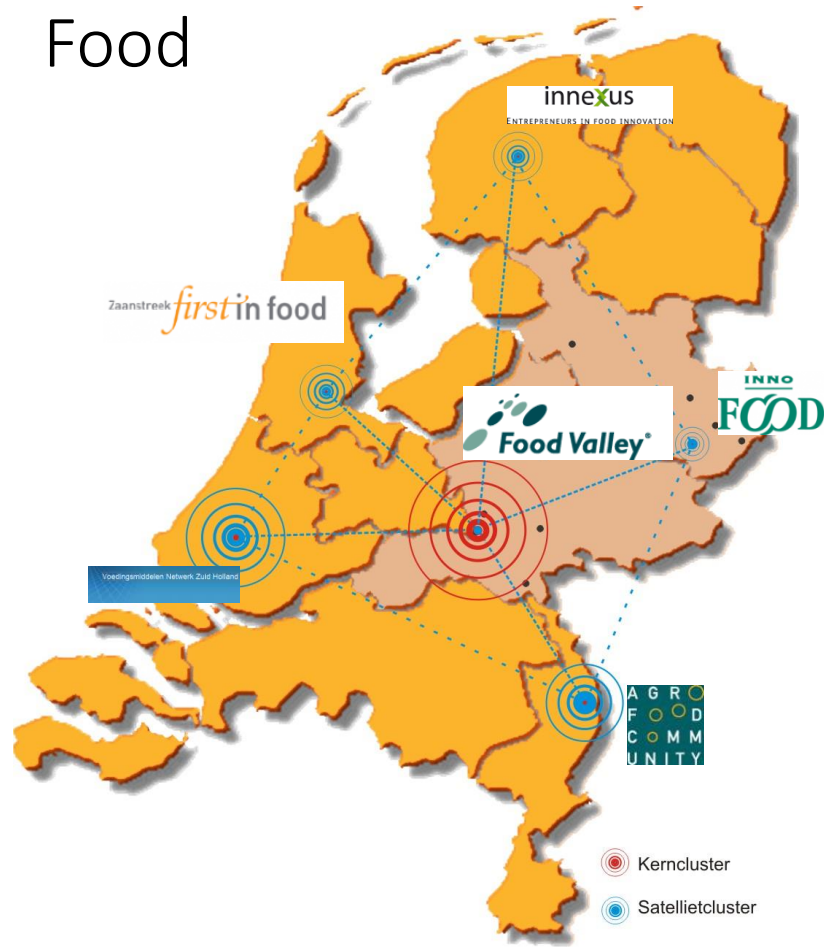
1. How are your SSH disciplines related to your core regional clusters?

- Ask yourself; what are the main money earners **in my region**? Which economic sectors are creating the most relevant jobs for my SSH disciplines? Are they leading *for the region* or also (inter)nationally?
- How are my SSH strenghts positioned towards these sectors (inter)nationally?
- how can I better relate *SSH disciplines* to some of these clusters; is *their* Impact-potential optimised?

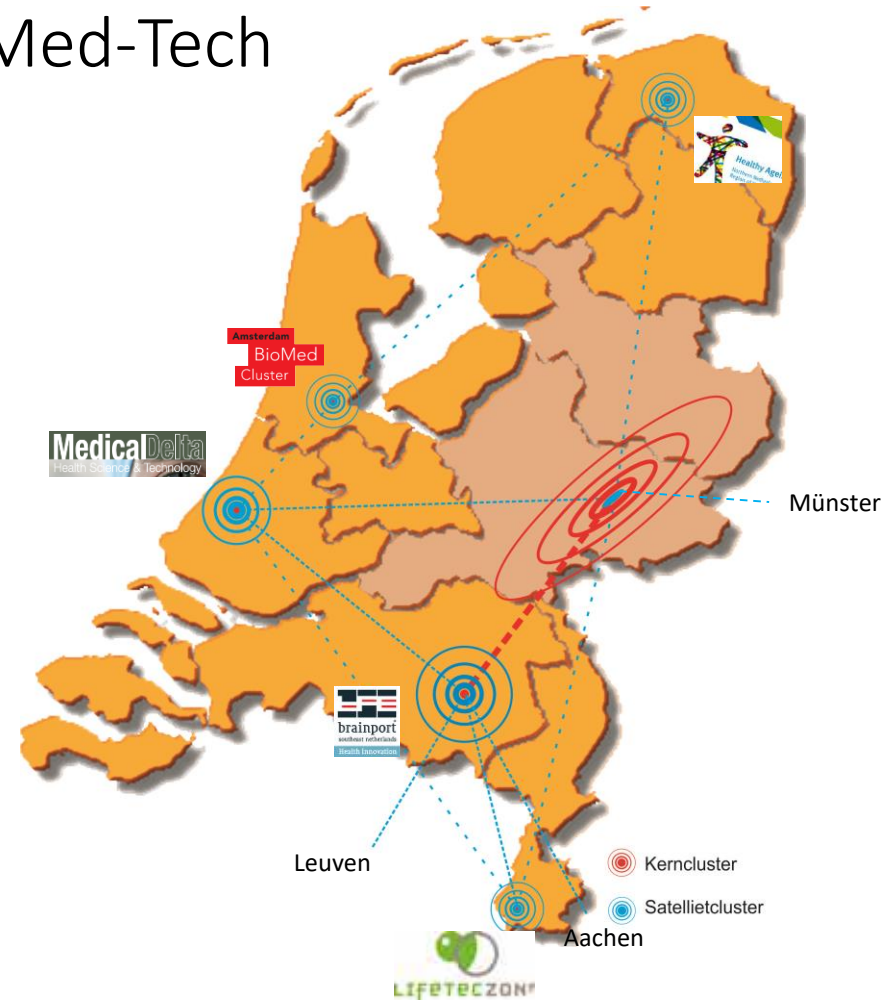
1. How are your SSH disciplines related to the leading clusters?

On (Inter)National Clusters and Satellite clusters

Food

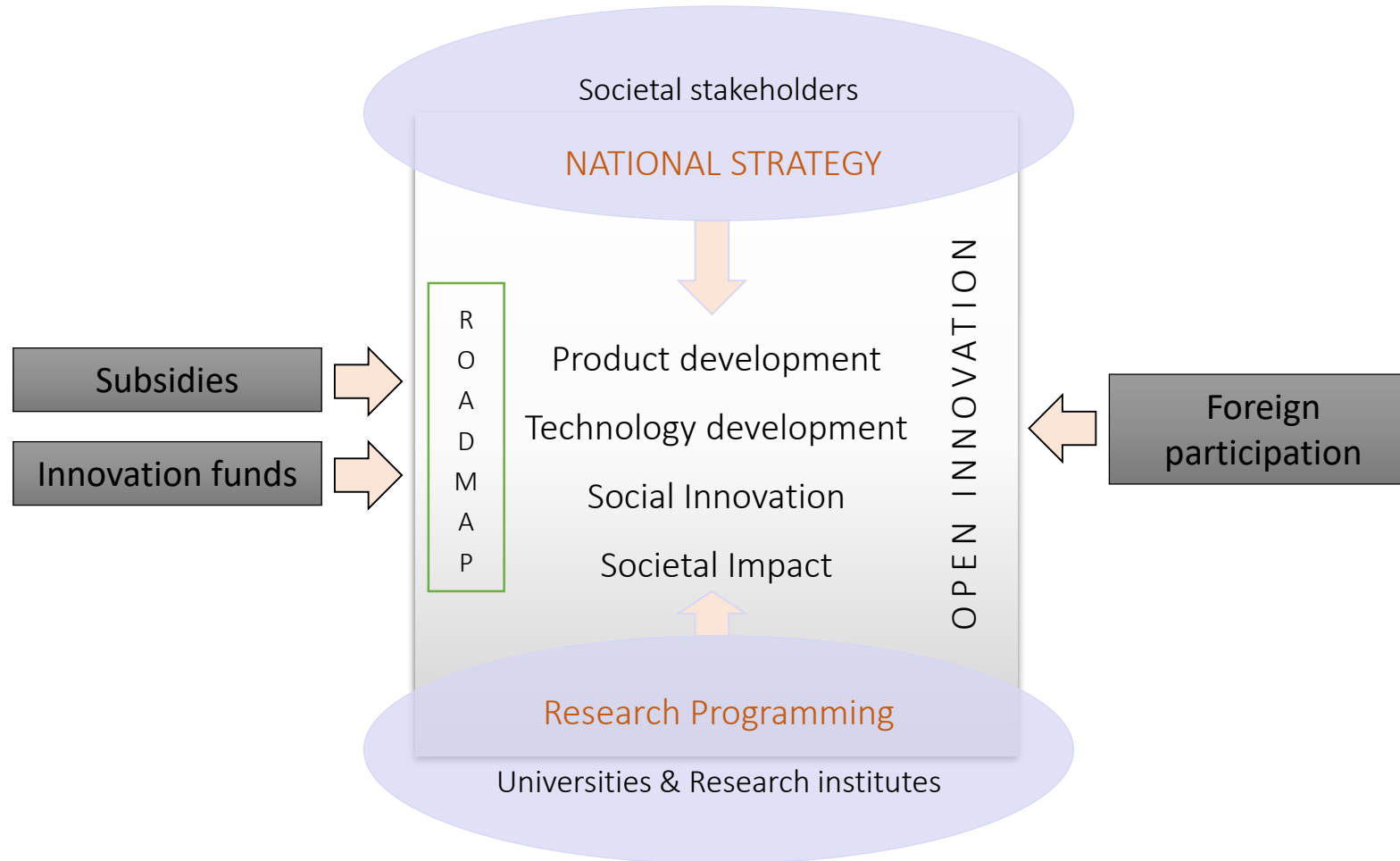


Med-Tech



1. How are your SSH disciplines related to the leading clusters?

National Innovation Strategies in a cluster SSH is gaining position



1. How to serve your regional strengths better

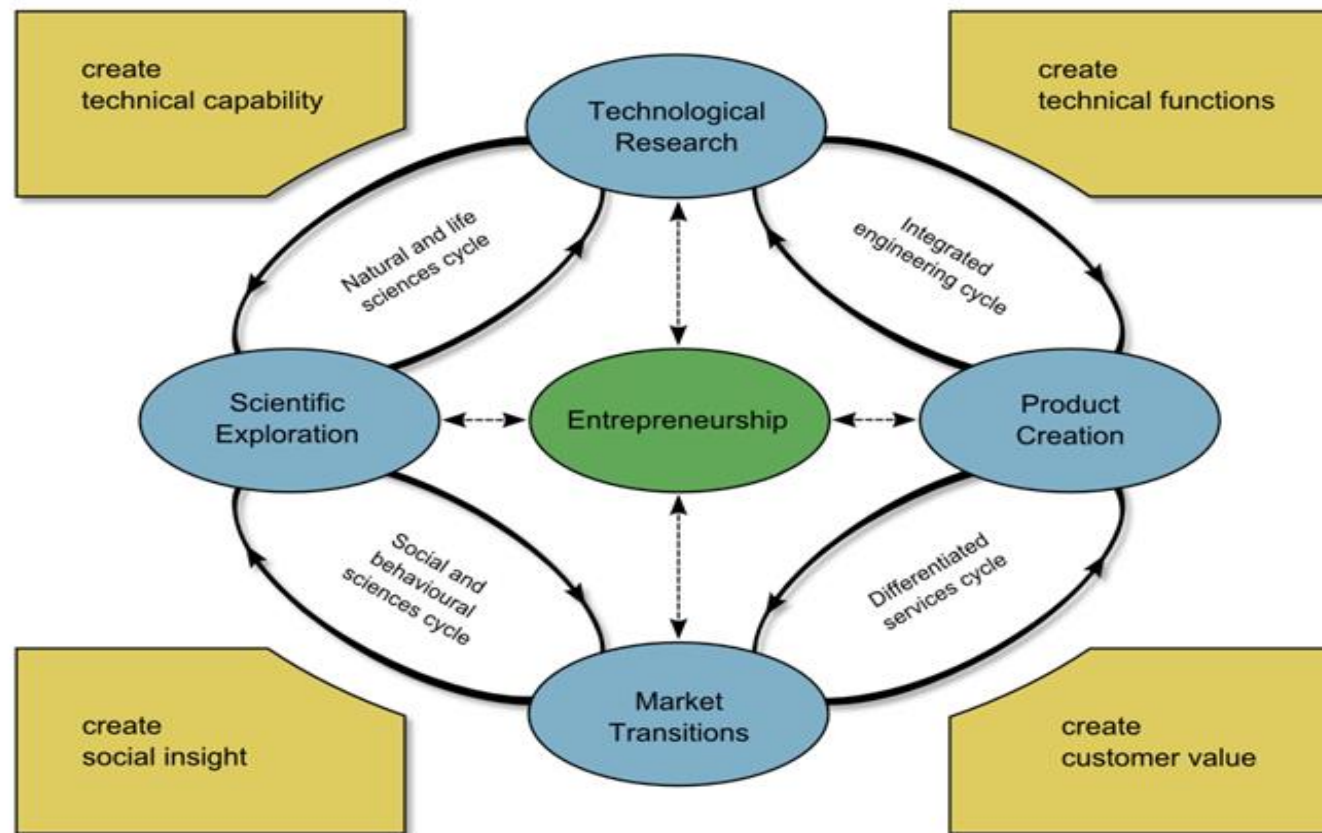
Think in terms of *servicing* your clusters with research and education; become part of a regional strategy

If you want to upgrade your potential as a research partner; bring in national or international expertise to the cluster

Create alliances with other disciplines; esp. In technical clusters

Understand and optimise your added value in the cluster

2. How are your SSH disciplines related to innovation clusters?



Cyclic Innovation Model, Guus Berkhout et al.

2. What can SSH disciplines add?

The **interdisciplinary** approach:

Can we add new algorithms based on social change? The corona app? Big Data analysis, change behaviour?

Define the societal challenges

Address the global challenges (certainties of the future) through new research and new methods and apply them for the regional cluster

Make government more effective

Create evidence through RCT's, behaviour insights

Teach and inspire with the newest international insights

Develop the best methods for the most effective policy interventions

3. Does your university deliver infrastructure for SSH disciplines?

What Leiden did:

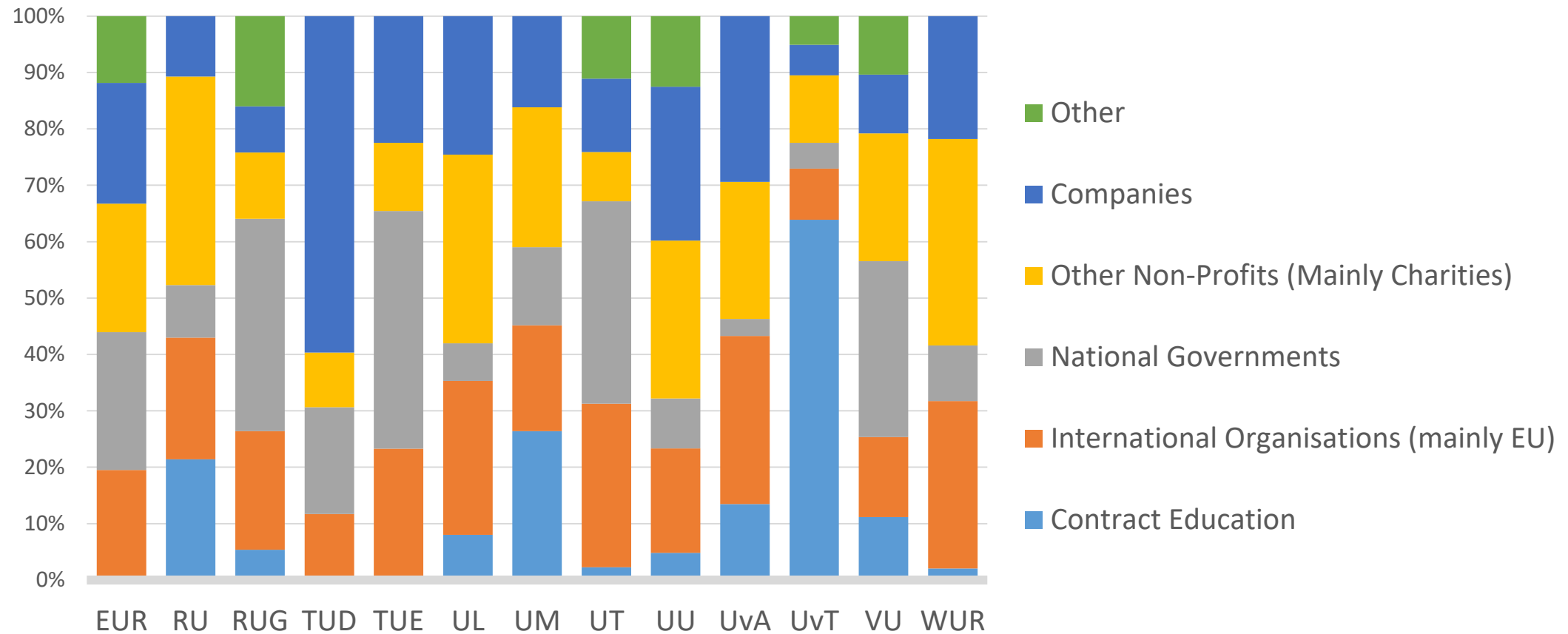
- When there was a declining student influx in social sciences:
- Set up the *Service Unit Social Sciences*
- Conducting research for policy purposes and become bigger than the university faculty
- Being the start of a new branch of an applied policy research industry

3. Does your university deliver infrastructure for SSH disciplines?

What Warwick did:

- In Crisis (eighties); be offensive, nationally *and* internationally
- Approached stakeholders actively for their needs; all students were out to raise questions
- Set up a Research Development and Support Office; in 1986!
- Let market income grow to 50% of total income and became a top 10 research university in UK
- Opened a – profitable! - conference and training center

See what differently market income from universities is composed



3. Which facilities are most successful for your institute?

- “Knowledge transfer” or “research development”? Which support is most successful to develop SSH opportunities?
- Intermediary regional (or local) structures? Social Science Parks?
- What about sharing income with researchers ?
- What about SSH Entrepreneurship and equity for SSH start ups??

4. Who is taking the lead?

- Is the one with the good idea, the one who brings it further?
- Who is the innovative entrepreneur who connects the dots in the cluster?
- Who is making a realistic business plan?
- How to keep your faculty committed to which ambitions?

On the Case study: How would you improve your SSH impact?

- Which new Services to whom?
- Which new – or existing - markets or clusters to connect to?
- How to energize your faculty?
- Position your ambitions for the last day case study!

Time left for this wrap up?

If your SSH disciplines are *well* aligned with....

	Internationally leading Clusters	Nationally leading clusters	Regional or local clusters
Initiatives	<ul style="list-style-type: none"> - co-develop global change - Set global agenda's 	<ul style="list-style-type: none"> - Add societal change to influence innovation - Position SSH in innovation roadmaps 	<ul style="list-style-type: none"> - Chief local scientists - Add international expertise - Create new structures
How to partner	<ul style="list-style-type: none"> - Be picky - Align with your competing regions 	<ul style="list-style-type: none"> - Open offices in political centres - Align with new technologies for addressing change 	<ul style="list-style-type: none"> - Set agenda's on political and strategic level - Expertise centers
Mind....	<ul style="list-style-type: none"> - Your academic prestige 	<ul style="list-style-type: none"> - Political change 	<ul style="list-style-type: none"> - Academic motivation

If your SSH disciplines are *not so well* aligned with...

	Internationally leading Clusters	Nationally leading clusters	Regional or local clusters
Initiatives	<ul style="list-style-type: none"> - Define a niche - Think strategic and make a plan - Strategic events with thoughtleaders 	<ul style="list-style-type: none"> - Use media - Attract rainmakers - Be original - SSH-in-innovation niches 	<ul style="list-style-type: none"> - Develop regional knowledge agenda's - Be audacious - Show your expertise for long term alliances
How to partner	<ul style="list-style-type: none"> - Step by step networking with academia/locals - Create International advisory bodies 	<ul style="list-style-type: none"> - Show respect for technology & practice - Connect the missing links in your ambion 	<ul style="list-style-type: none"> - Use trainings and courses - Informal networking - Disclose instruments for policy effectiveness
Mind....	<ul style="list-style-type: none"> - Your capacity - Committment for the business plan 	<ul style="list-style-type: none"> - Protect the initiative - Copyrights and trademarks 	<ul style="list-style-type: none"> - Your time investment; Create Go-No go moments

The Human Factor

Applying the human sciences to business problems

AESIS course on advancing the impact of social science and Humanities

May 2020

ReD Associates is a strategy consultancy utilizing the engine of applied social sciences to build growth strategies & drive innovation for Fortune 500 companies

Offices in Copenhagen, New York & Paris

80+ Employees

21 Languages

16 Nationalities

50+ Disciplines

Areas of expertise

- Deep understanding of customer behavior
- Clarity of business strategy and future direction
- Identifying commercial growth opportunities
- Creating social impact

Key industry sectors

Health and life sciences
Food
Education and Play
Consumer goods
Financial Services
Telecom and IT
Automotive





All big business decisions
are bets on human behavior.



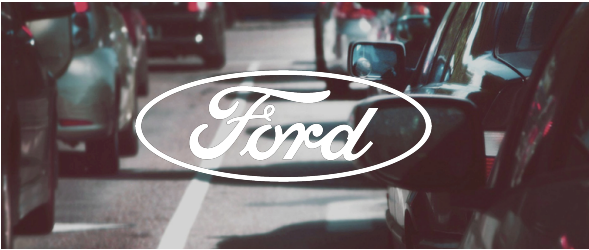
How can Big Tech connect to Gen Z in an age of technology backlash



How can a US Telco become more relevant for small business owners?



How can AI technology become better at understanding context?



What is premium mobility?



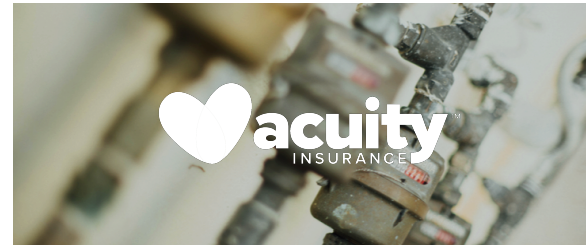
How do small businesses finance their growth?



What can be done to help diabetes patients manage their disease better?



What is wealth today?



What is the future of insurance?



What is a connected home?

Human science methods can help understand *the why* through deep understanding of how companies and people in real contexts experience and interpret the world

Above the surface: Thin data

Inside-out, following the industry logic

Focus on how & what

A classic strategy exercise is likely to include:

- What key stakeholders say is important
- What is the size of the market and key segments
- Performance metrics
- Existing strategy documents
- Comparisons against the approach of other firms

Below the surface: Thick data

Outside-in, customer-centric perspective

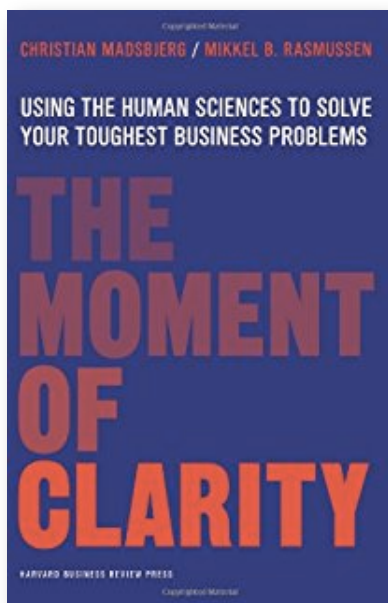
Focus on why

But to truly understand and build an original perspective, we also need to know...

- The world views, culture and preferences that people, professionals and stakeholders cannot articulate
- How customers and professionals experience the interaction with the client organizations
- The everyday behaviors and habits that drive or inhibit performance

To read more....

Books by ReD Associates

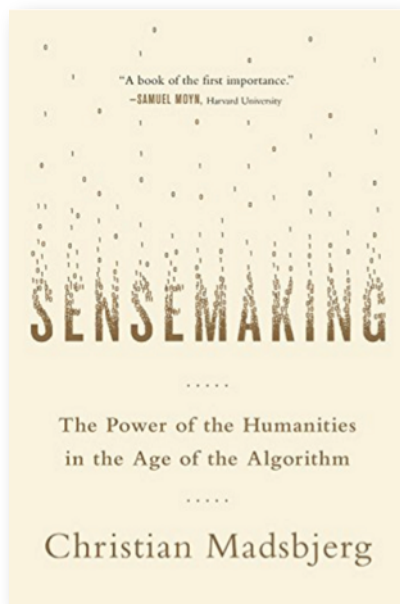


The Moment of Clarity

Published by Harvard Business

Review, 2014

[*\(Link\)*](#)



Sensemaking

Published by Hachette Book

Group, 2017

[*\(Link\)*](#)

“The Moment of Clarity... is essential reading for any leader struggling to find a solid path forward in a rocky and uncertain environment.”

– Jørgen Vig Knudstorp, CEO and President of LEGO

“At Ford, we believe the key to creating products and experiences that truly make people’s lives better is to deeply understand our customers.

“Sensemaking” explains with depth and structure how this is done.”

– Mark Fields, President & CEO, Ford Motor Company

Making sense of people means going beyond what people say...

1. We are *individuals*



We are defined by the world around us

2. We know what we want, need and desire



We don't know ourselves and rarely do what we intend or imagine

3. We can report accurately on our own behavior



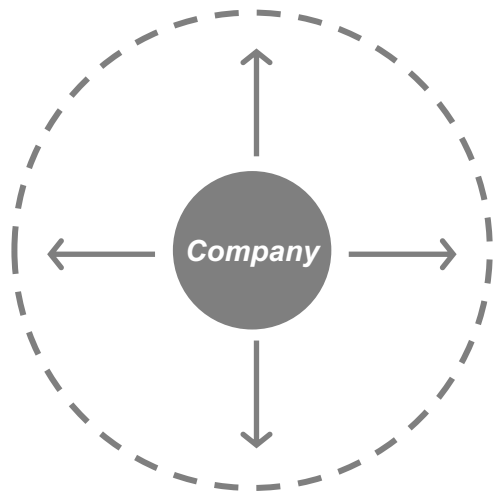
Memory is unreliable



Fundamentally there are two ways to make sense of a marketplace – both can be helpful under the right circumstances

The inside-out model

‘Default Thinking’

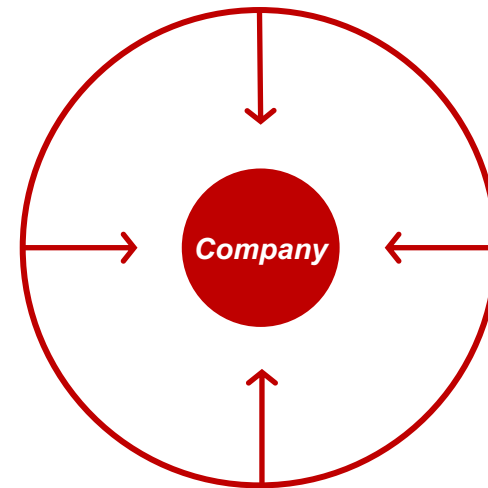


Good if...

Uncertainty is low
You can afford to fail

The outside-in model

Sensemaking



Good if...

Uncertainty is high
You cannot afford to fail

The Economist

US-China relations in crisis

The dash to cash

Ethiopia's hidden war

How virus-testing works

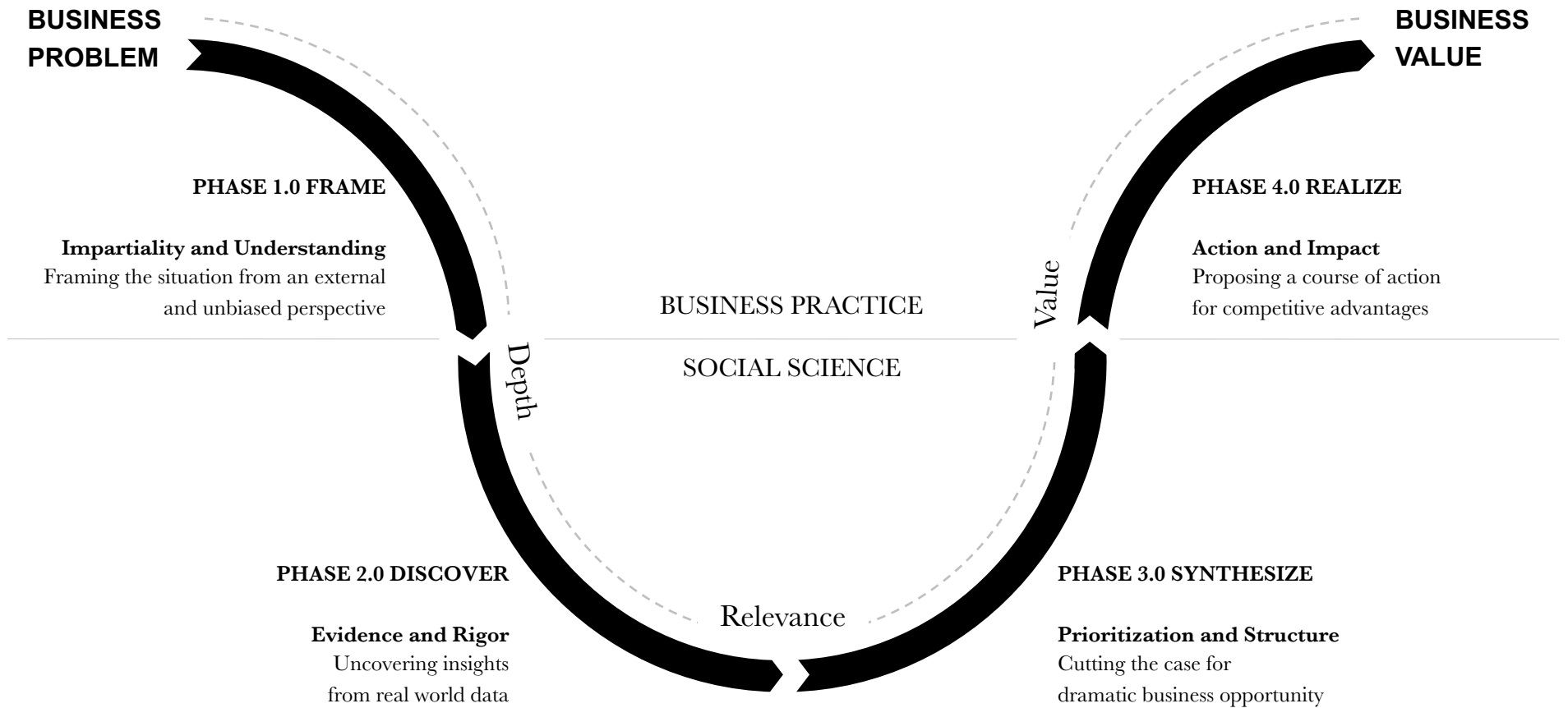
MARCH 21ST-27TH 2020



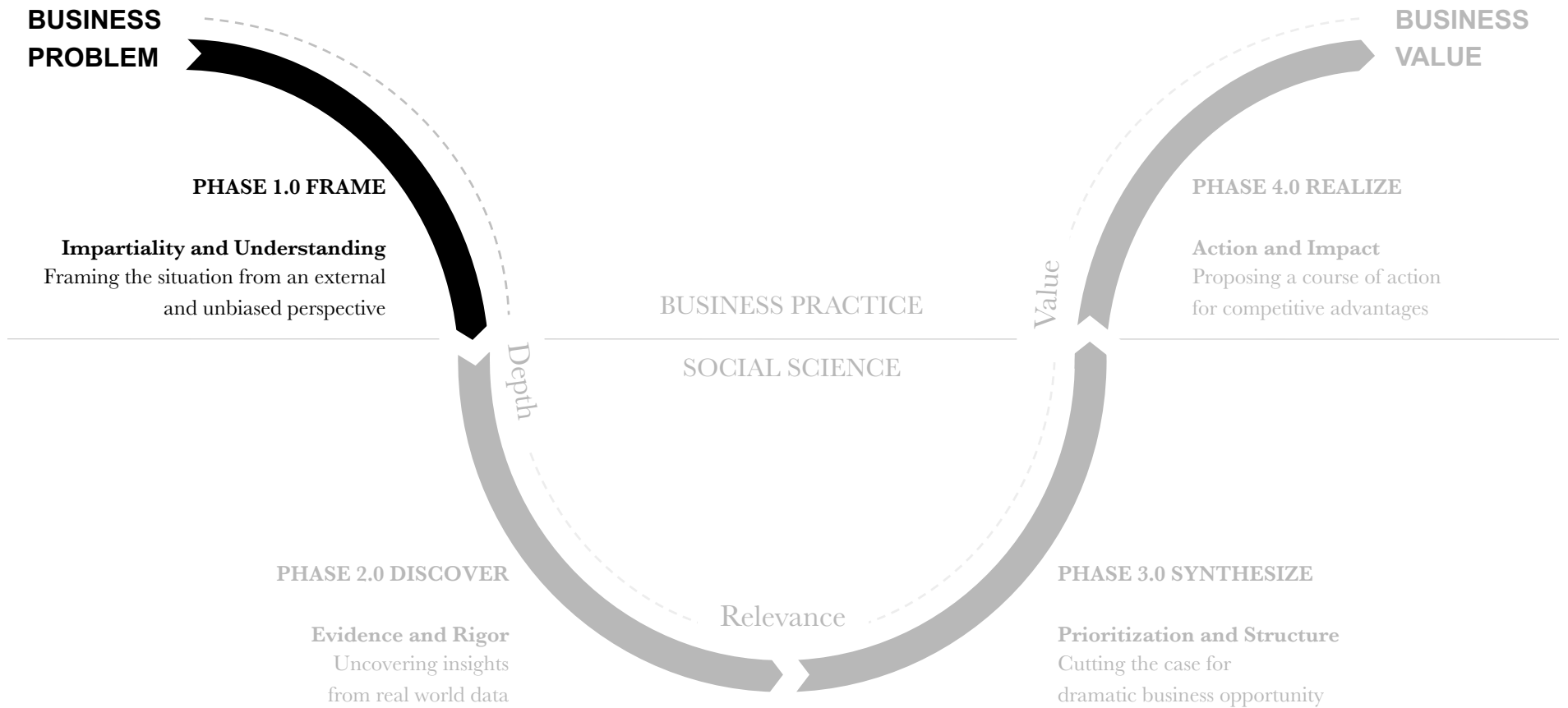


How could human science help
companies cope with the COVID19
crisis?

Our approach: Sensemaking



Problem solving – walk through



A business problem always starts with a commercial question...but behind the question is often a bigger social phenomenon

How do we..

Define a new
generation of
TVs?

Revitalize the
shrinking market for
industrial bread?

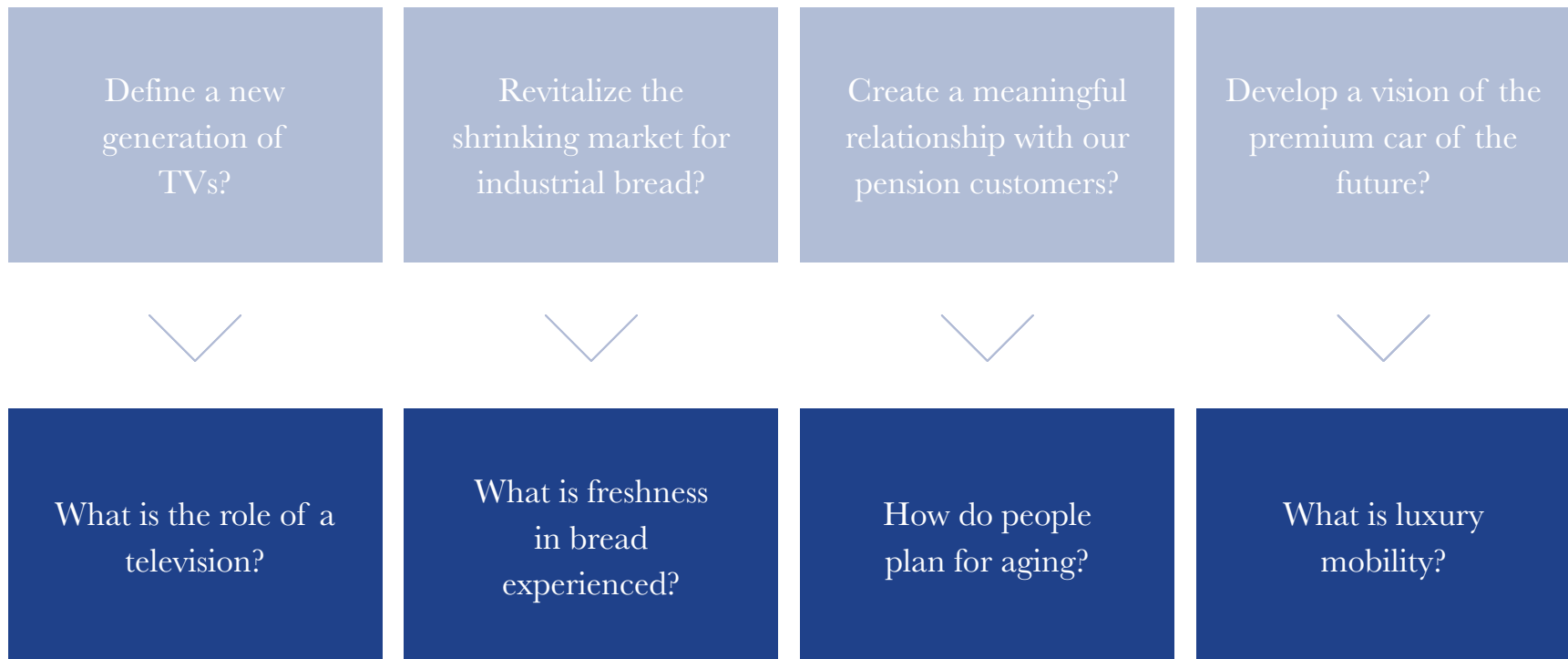
Create a meaningful
relationship with our
pension customers?

Develop a vision of the
premium car of the
future?

OUR METHOD

Rather than testing hypotheses to solve a business problem, the first step is translate the client's key question into a human phenomenon to explore

How do we..



In 2005, LEGO felt it had lost touch with the world to digital play and instant gratification

LEGO's assumptions about the future of play in 2005

PlayStation is taking it all

Instant traction

Easy fun

Crisp, cool, wow

Boys want evil

The brick is not the future

The LEGO brand can stretch into almost anything



LEGO reframed their question to look at the social phenomena behind their business problem

BUSINESS PROBLEM

How can we sell more toys?

PHENOMENON

Why do kids play?

Contrary to internal assumptions, children were craving mastery, challenge, and hierarchy

Mastery



We saw children wanting to build skills, working goal-mindedly towards their own ambitions.

Challenge



We saw children thriving through challenge, taking creative leaps and pushing their own abilities.

Hierarchy



We saw children constantly comparing themselves, to understand, a key part of learning how social hierarchy and norms work through play

Inspire the builders of tomorrow



LEGO MOVIE



CODE WITH LEGO



APPS AND GAMES



"Inspiring the builders of tomorrow"



SOCIAL NETWORK FOR KIDS



LEGO IDEAS

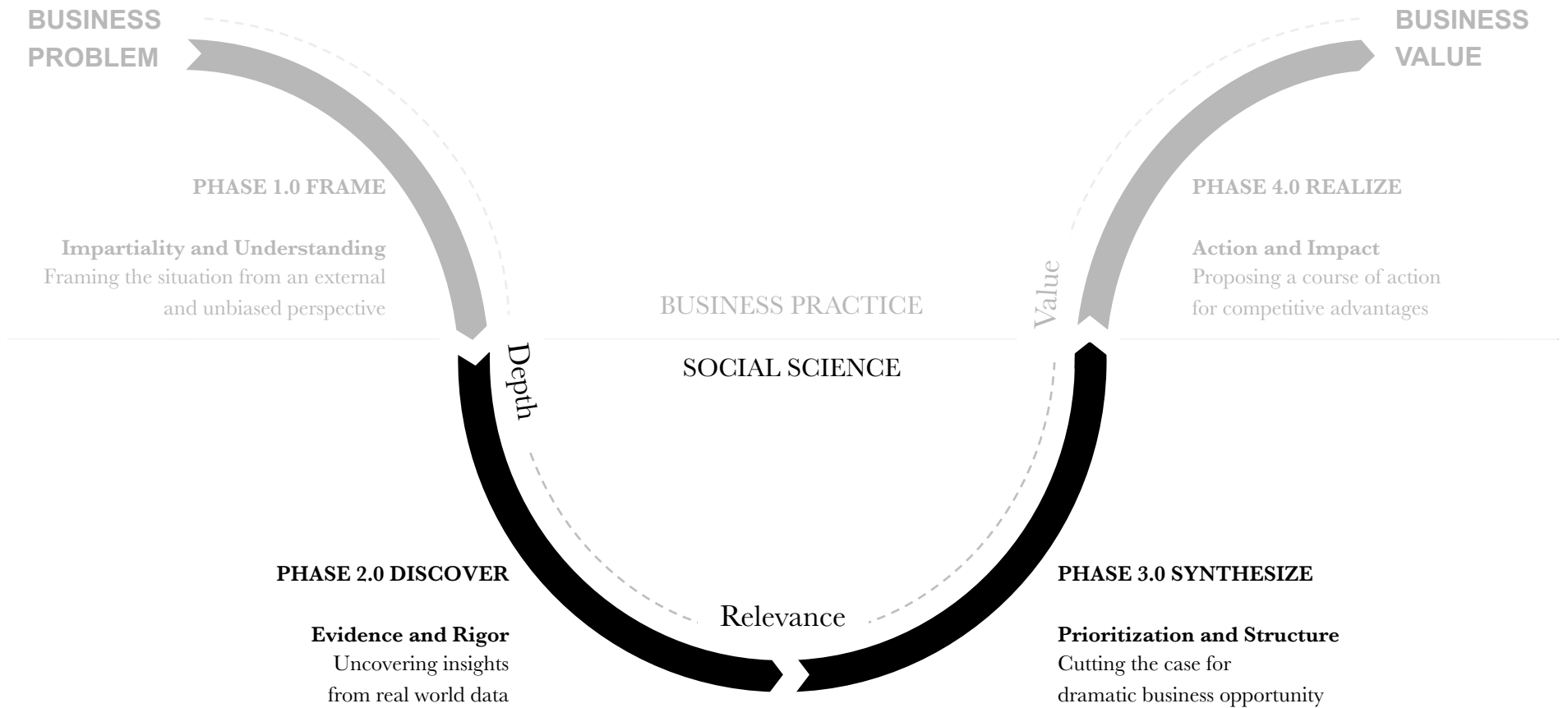


LEGO ID



What phenomenon would you study to help a car company understand how the COVID19 crisis might change consumer behaviour?

Our approach: Sensemaking



Great insights are also communicated with style that helps them stick and have impact within the client organization

An *Insight* is a fundamentally new way to *interpret* a finding or situation, a new idea, that represents a sizable *opportunity* for the company.

How the insight should feel

Simple and memorable



Intuitive

What the insight should do

- Highlight an asymmetry** between client’s assumptions about the market and reality
- Point toward an unresolved tension**, need, or aspiration that real people have
- Explain** an observed reality in the market
- Be **generative**: Clearly points toward multiple opportunities to do things differently.

How the insight should feel

- Simple and memorable**: Can be explained in one minute or less, and sticks in client’s mind
- Intuitive**: Makes you think: “Wow! That is so true!”

The business question was redefined into a human phenomenon



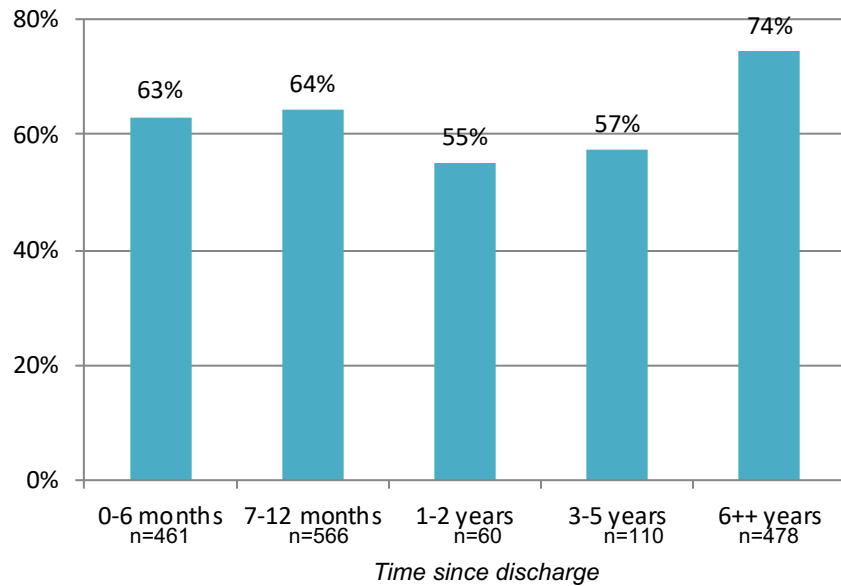
What should be the focus of our R&D?

How is life with a stoma?

Coloplast observed how people repeatedly suffered from leakages

The industry thought leakage was something patients solved within the first couple of months. Turns out, leakage is not just a beginners problem

% end-users experiencing leakage



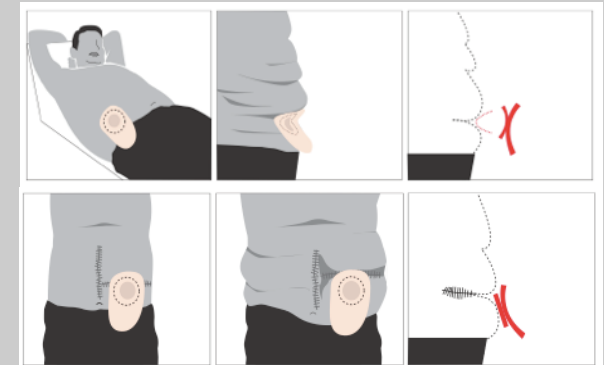
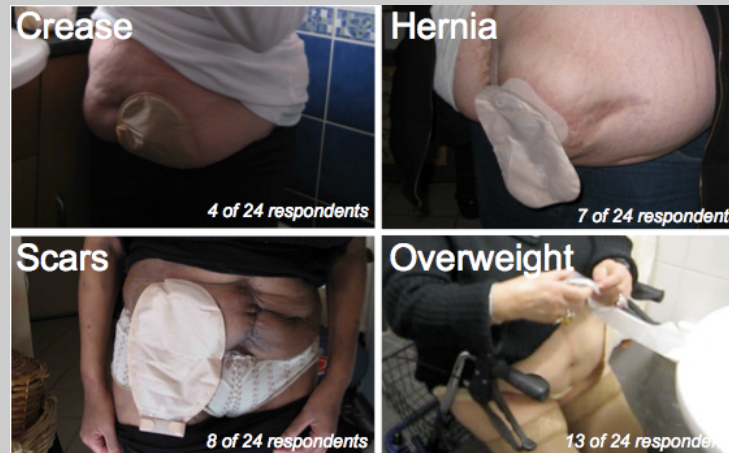
Q: Do you suffer from leakage (either slow and sudden)?
N= 1,575



The reason: Non-flat, changing bodies

The explanation:

Patient go through different treatments, and then a stoma surgery followed by a period of immobility/inactivity in the hospital bed post-surgery. So, what the stoma care nurse sees in hospital when choosing products are numerous fairly uniform flat stomachs. However, reality as people leave hospital is different, and especially after the first month of getting back to normal weight.



The idealised body with stoma

Real bodies are much more bumpy and unique, but segments of 'stomach types' where identified

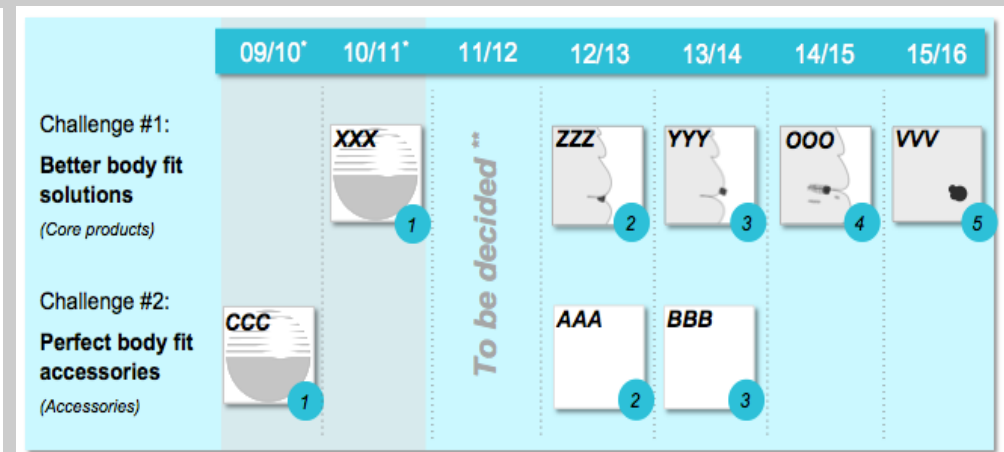
That is why stoma bags don't fit and easily pop off or get detached

The insight: BodyFit

Value proposition



Innovation roadmap



“The research was this huge wake-up call to us - we hadn’t solved it. And it wasn’t just us. Nobody had. It was astounding—an entire billion-dollar industry claiming to have solved the basic issue...We understood that everything we did had to be about body fit...This simple idea brought direction and structure to everything. This gave us the confidence to start over with our product pipeline.” [1]

EVP KRISTIAN VILLUMSEN

The result: A completely new take on the market, with innovative products and the first ever ostomy specific accessories range

POSITIONING AND MARKETING

Changing the market by introducing the BodyCheck stoma types logic



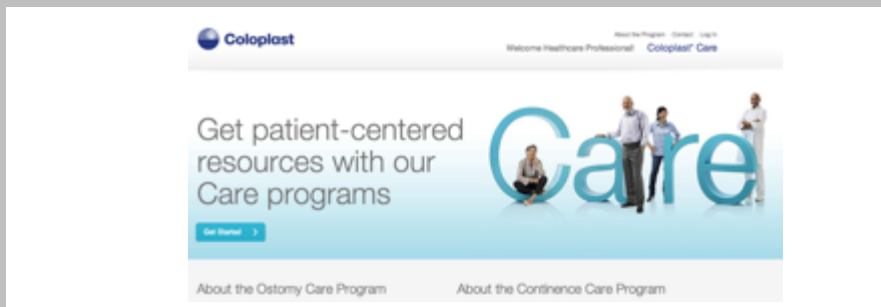
NEW PRODUCTS

A new range of better fitting BodyFit products and accessories

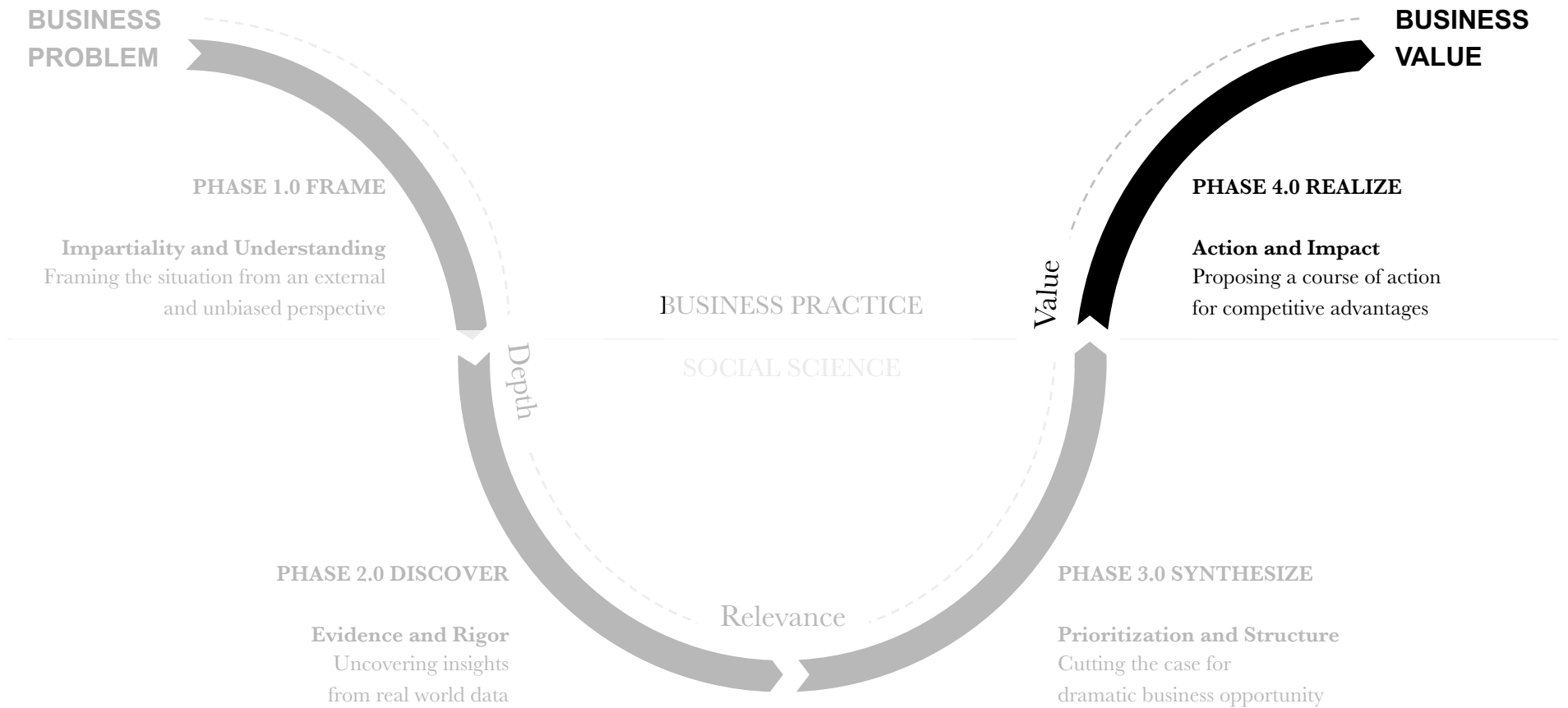


DIRECT-TO-PATIENT SUPPORT INITIATIVES & HCP-DRIVEN PATIENT SUPPORT TOOLS

Introducing the Coloplast Care program



Project Walk-through



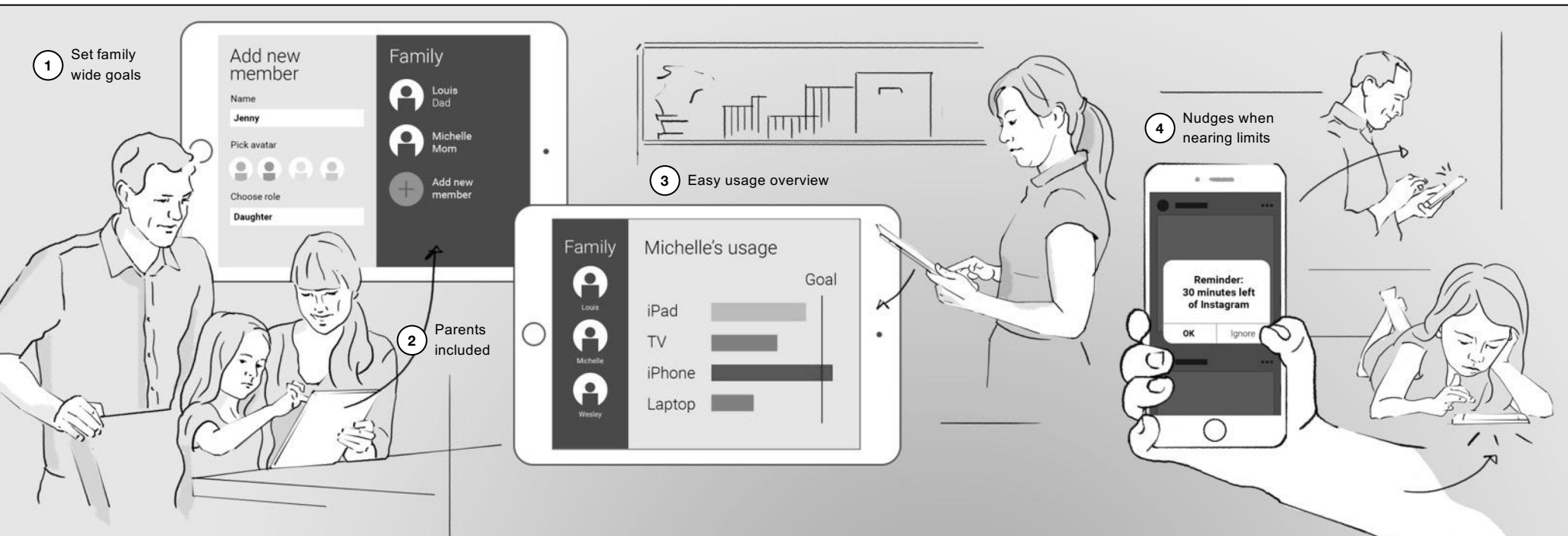
This is how family life looks today...



“Now that we have all these devices, I feel like we never hang out.”—

James Corbin (13, PA)

Concept: Creating a new class of parenting tools based on the idea of establishing trust, rather than controls and restrictions



1. Family policies

Giving families with children a simple interactive tool to talk about and agree on how and when devices and media (TV, video, games, social media, educational content etc.) should ideally be used.

2. Parental accountability

Encouraging parents to hold themselves accountable to the same principles as their children, keeping them from looking hypocritical.

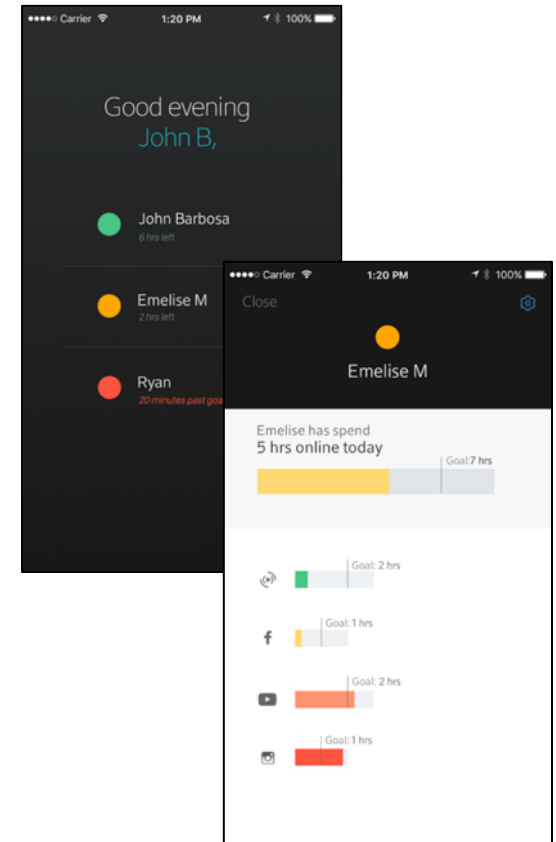
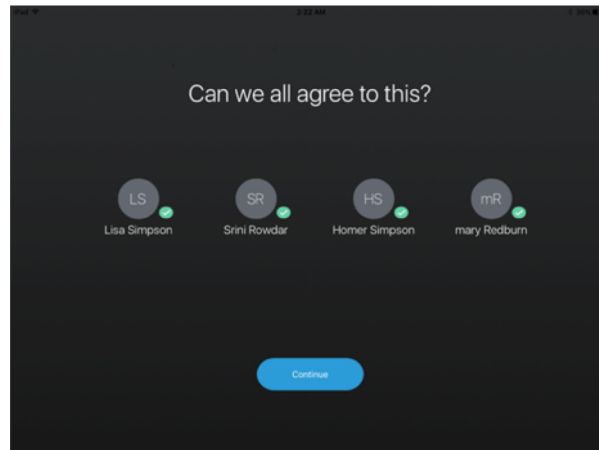
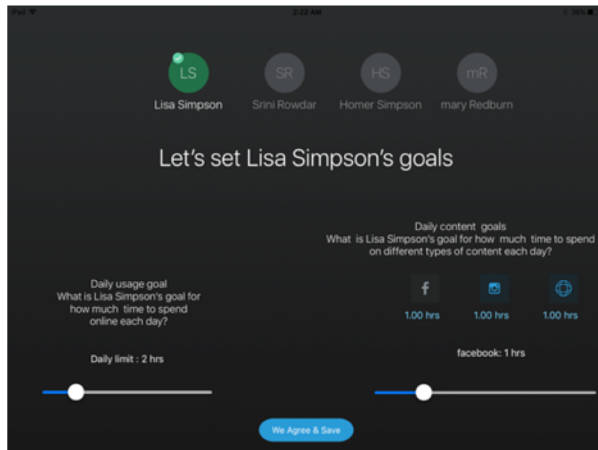
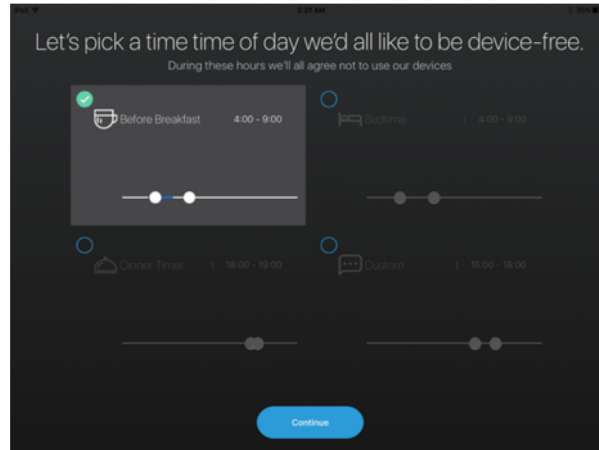
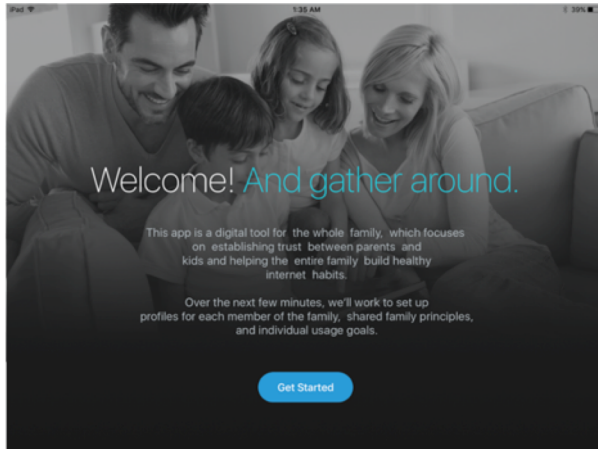
3. Usage dashboard

Allowing family members to quickly see how well they are doing in relation to their goals, via shared a interface everyone can easily access.

4. Automatic nudges

Letting family members know when they or their kids are approaching a limit or at risk of breaking the agreed-upon policies.

Concept to Solution: Building a system that allowed families to discuss, set, and track internet usage goals together



Impact: Implemented in the home, parents of pre-teen and teen children greatly valued the system’s approach to building healthy habits as a family

Outcome overview

- Increased ease of setting usage rules**
 Setting usage goals together promoted healthy family discussion and helped codify existing practices
- Increased adherence to usage rules**
 Family consensus and shared tracking of goals increased buy-in from more responsive children
- Decreased feelings of parental hypocrisy**
 Transparency across family member usage helped parents feel the system is equitable and effective
- Increased sense of when to intervene**
 Knowing the right time to lay down the law helped parents feel more effective when taking action
- Decreased conflict around overall device usage**
 Shared awareness of excessive usage reduced parent-child argument about over-enforcement
- Decreased feelings of parental control**
 Parents attempted to enforce existing practices through the new system; children felt little change in oversight



“This is a dream...[it’s] a good idea because it gets the family together, it gets them discussing things, it builds self-awareness. There’s so many good things about it... I would like to have something like this, and I can think of so many friends of mine who need it too.” — Anne (NJ)

January 2016. Forthcoming, *Sociological Theory*.

Fuck Nuance^{*}

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Abstract: Seriously, fuck it.

INTRODUCTION

Nuance is not a virtue of good sociological theory. Sociologists typically use it as a term of praise, and almost without exception when nuance is mentioned it is because someone is asking for more of it. I shall argue that, for the problems facing Sociology at present, demanding more nuance typically obstructs the development of theory that is intellectually interesting, empirically generative, or practically successful.

As alleged virtues go, nuance is superficially attractive. Isn't the mark of a good thinker the ability to see subtle differences in kind or gracefully shade the meaning terms? Shouldn't we cultivate the ability to insinuate overtones of meaning in our concepts? Further, isn't nuance especially appropriate to the difficult problems we study? Our research problems are complex, rich, and multi-faceted. When sophisticated thinkers face a rich and complex world, how can nuance not be the wisest approach?

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What are the challenges for social scientist in being prescriptive?



IDEAS THAT TRANSFORM MARKETPLACES

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