

Designing missions

Mission-oriented innovation in Sweden—
A practice guide by Vinnova

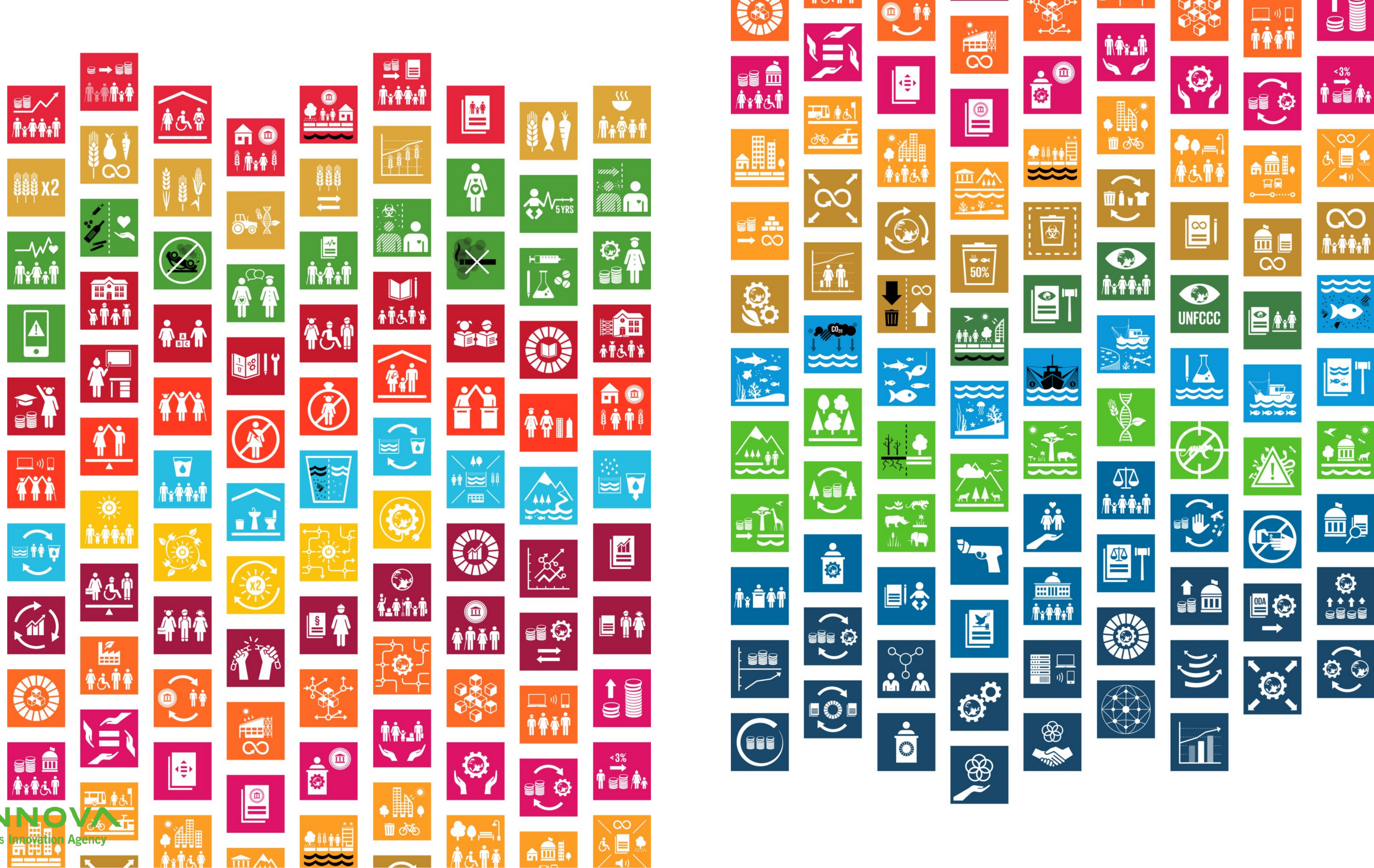
Written by Dan Hill, and featuring contributions from
Brian Eno, Pernilla Glaser, Afton Halloran, Mariana
Mazzucato, Darja Isaksson, Anja Melander, Marco
Steinberg, Jakob Trollbäck, and Amanda Wood.

A portrait of Madeleine Albright, an elderly woman with short, wavy blonde hair and blue eyes. She is wearing a dark blue blazer over a dark top and a necklace. She is looking directly at the camera with a slight smile. The background is a softly lit interior with a large potted plant with white flowers on the right and a lamp with warm lights in the background.

We are taking 21st century challenges,
evaluating them with 20th century ideas,
and responding with 19th century tools.

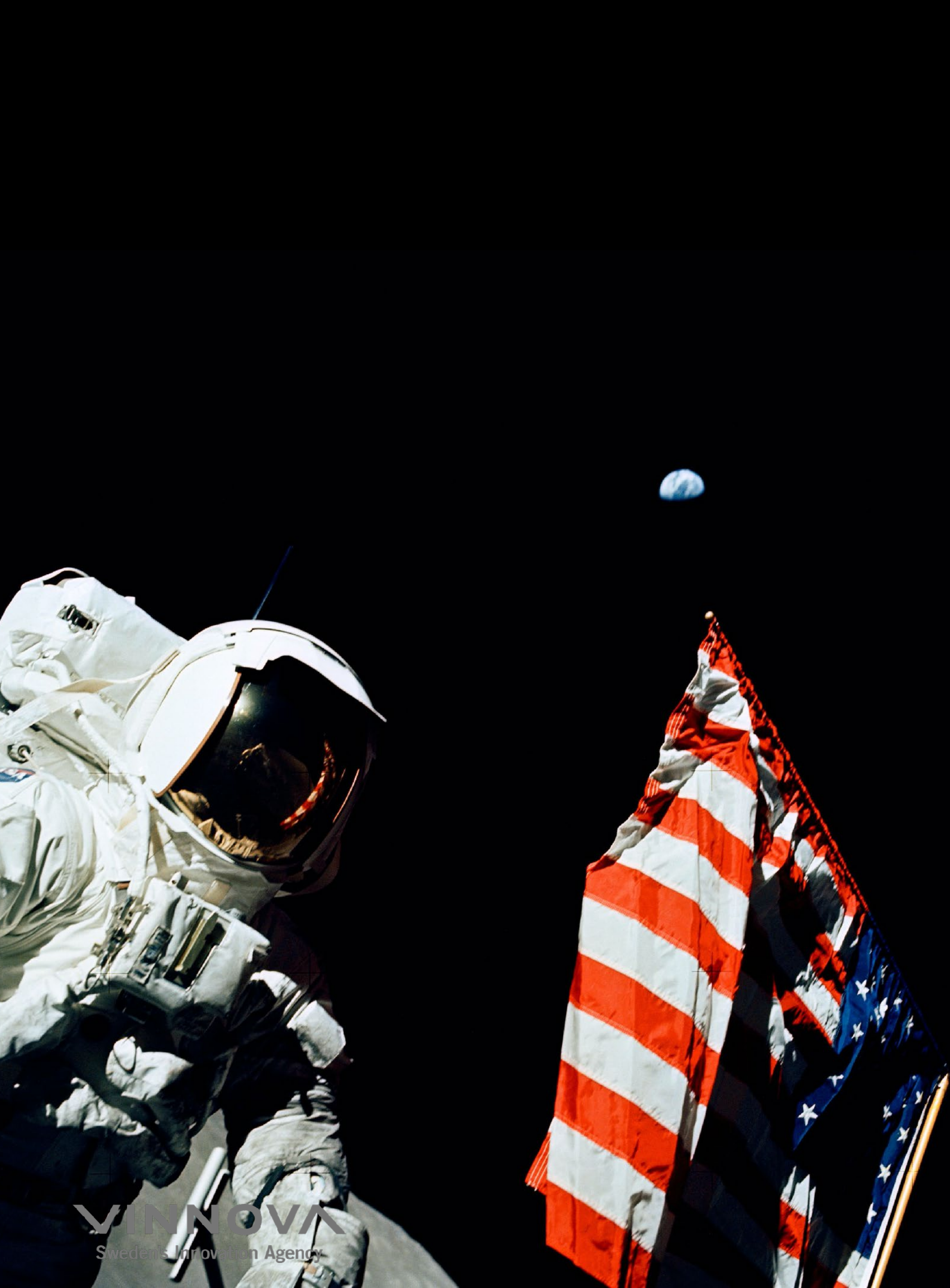
Madeleine Albright, Former US Secretary of State, 2013

We must innovate
how we innovate.



Targets —→ Action

Funding agency —→ Innovation agency



THE MOON AND THE GHETTO

An Essay on Public Policy Analysis

RICHARD R. NELSON

Swedish missions, *avant la lettre*?



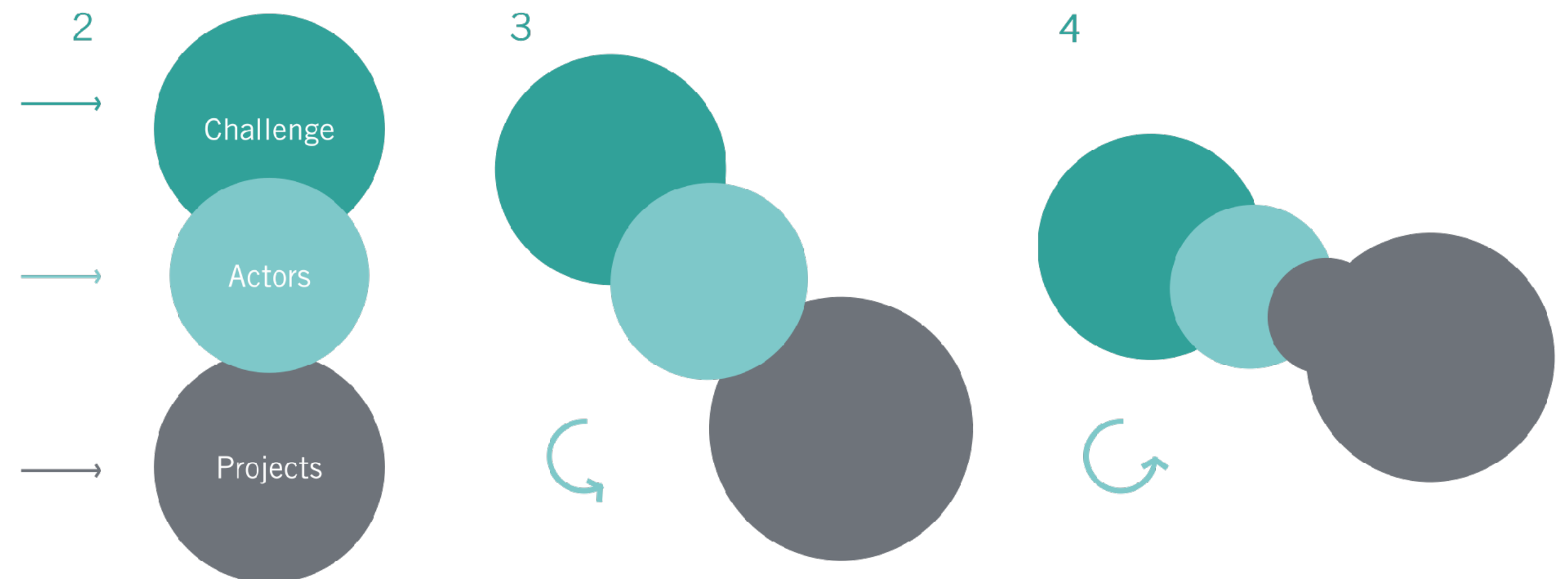
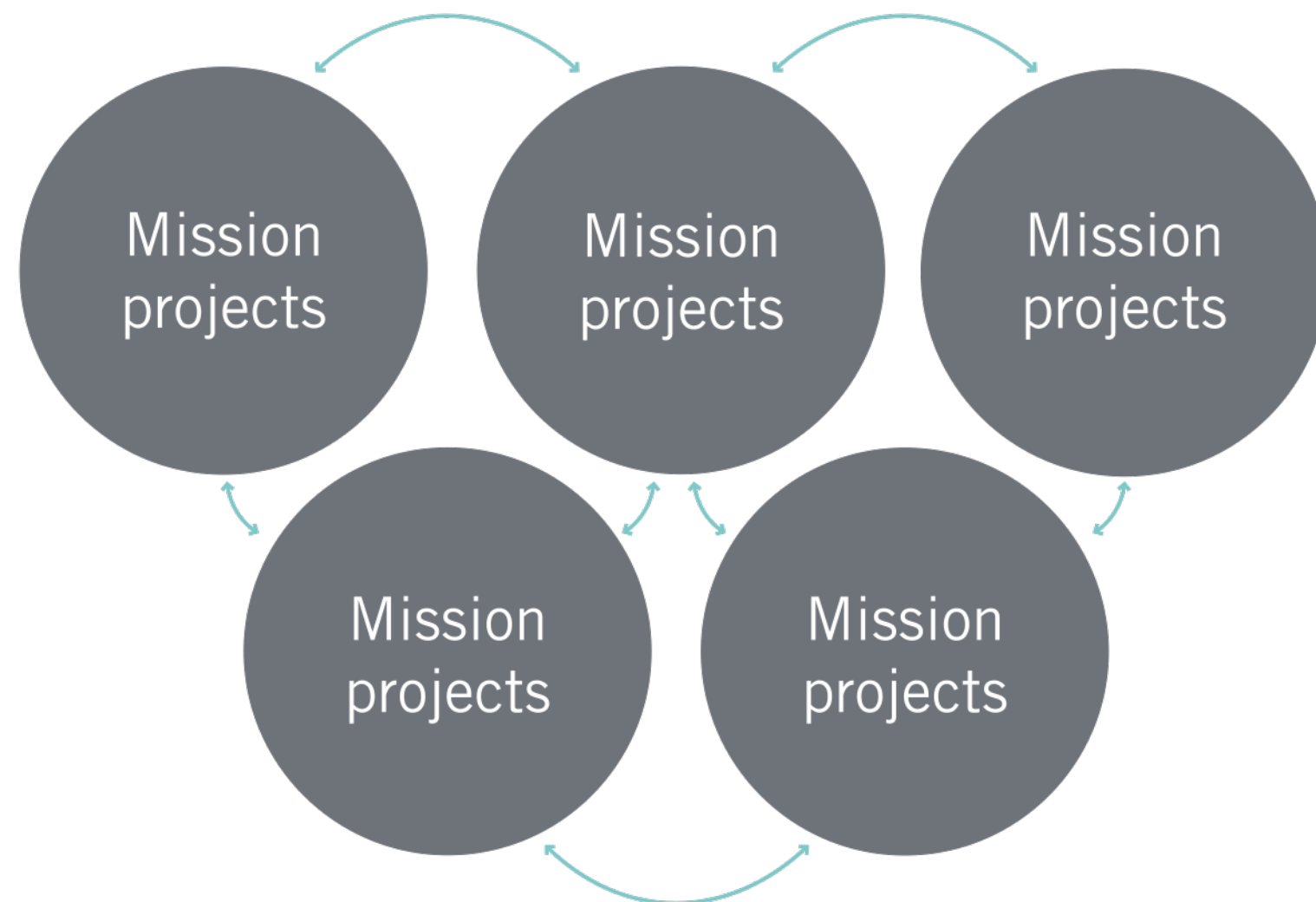
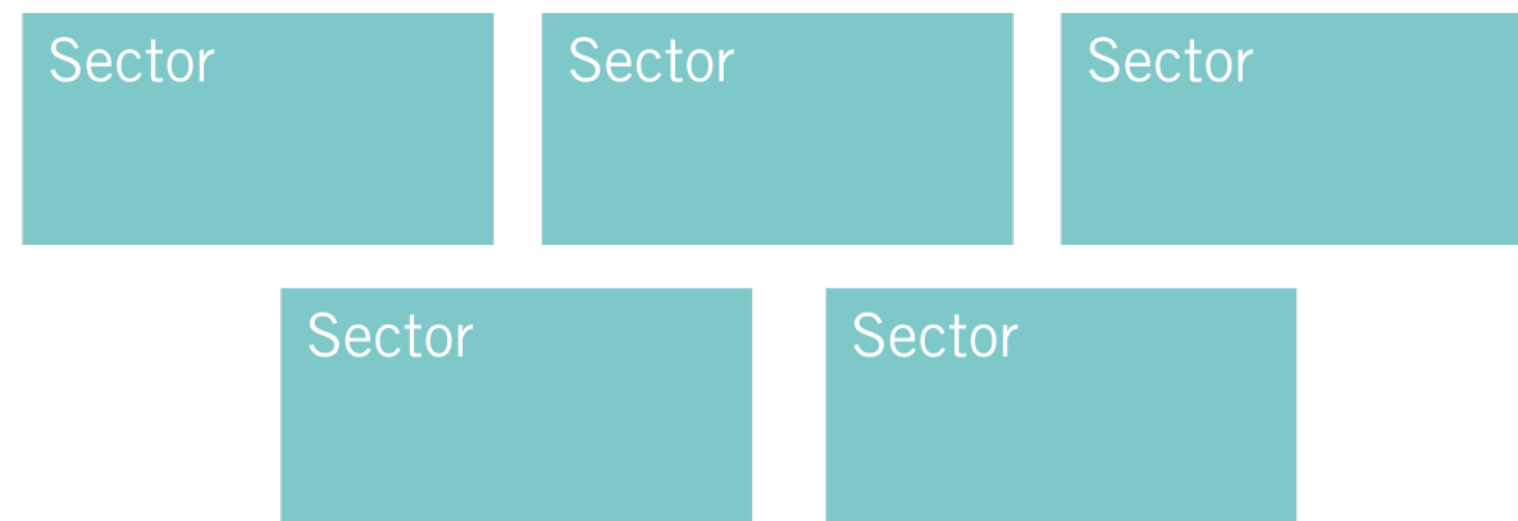
Miljonprogrammet housing in Hallunda, Stockholm.



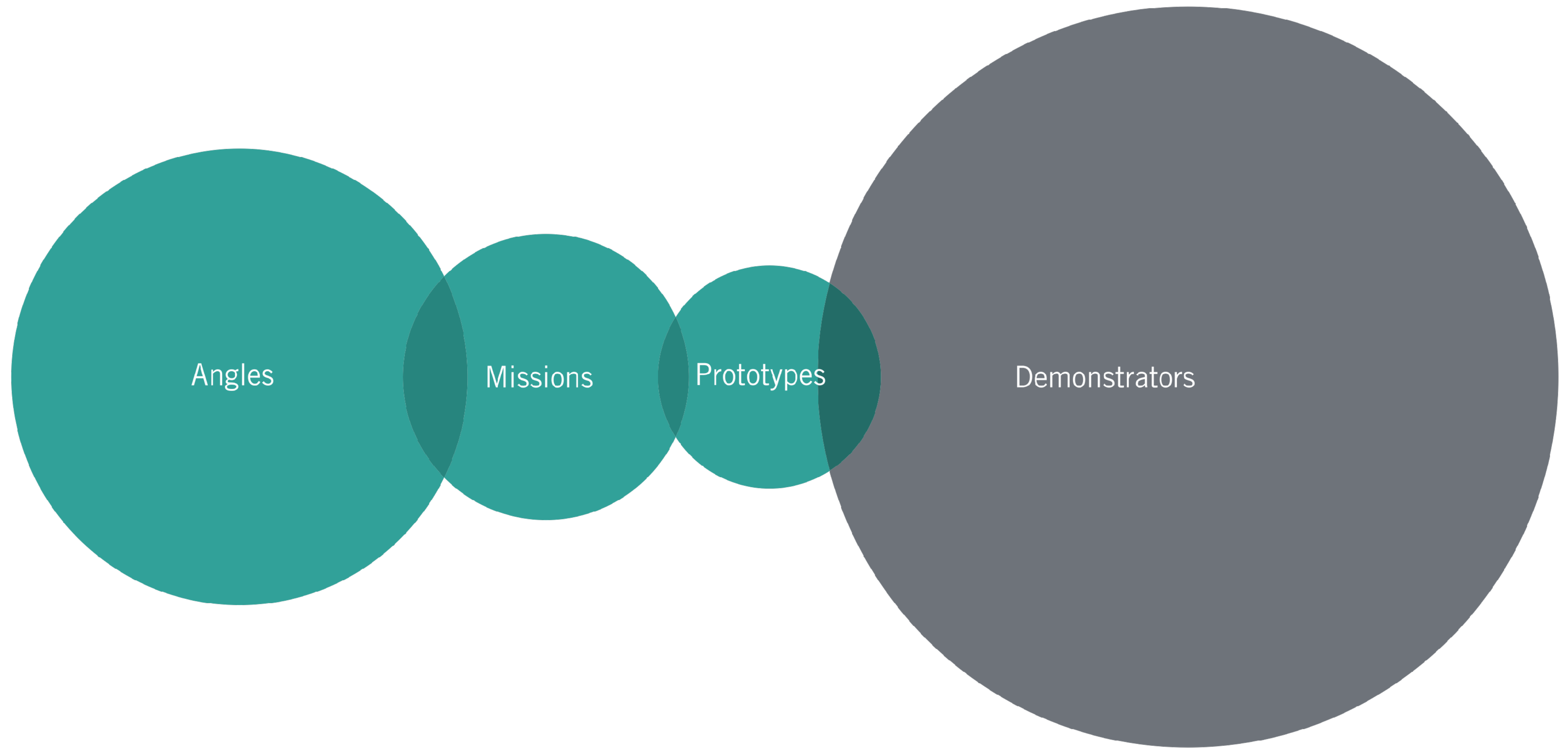
Vision Zero emerges from a culture of road safety in Sweden, not least the invention of the revolutionary three-point seatbelt by Volvo, in the 1950s.

Grand challenge

Mission



A method for missions



Actors workshop

Co-designing systems canvas



Workshop aiding Vinnova's strategy development for health and life science, featuring external collaborators and stakeholders, October 2020.



Workshop for emerging Swedish government mission around physical activity, September 2020.

Observation



This set is from a workshop with Stockholm Region and Boverket in February 2020, concerning mental health and living environments.



Participants are asked to observe the infrastructure of everyday life. For instance, what proportion of our living space is traffic-oriented hardscape?



Not only sight, but multi-sensory. Do these trucks physically fit the environment they are in? What is the smell like? What do they sound like?

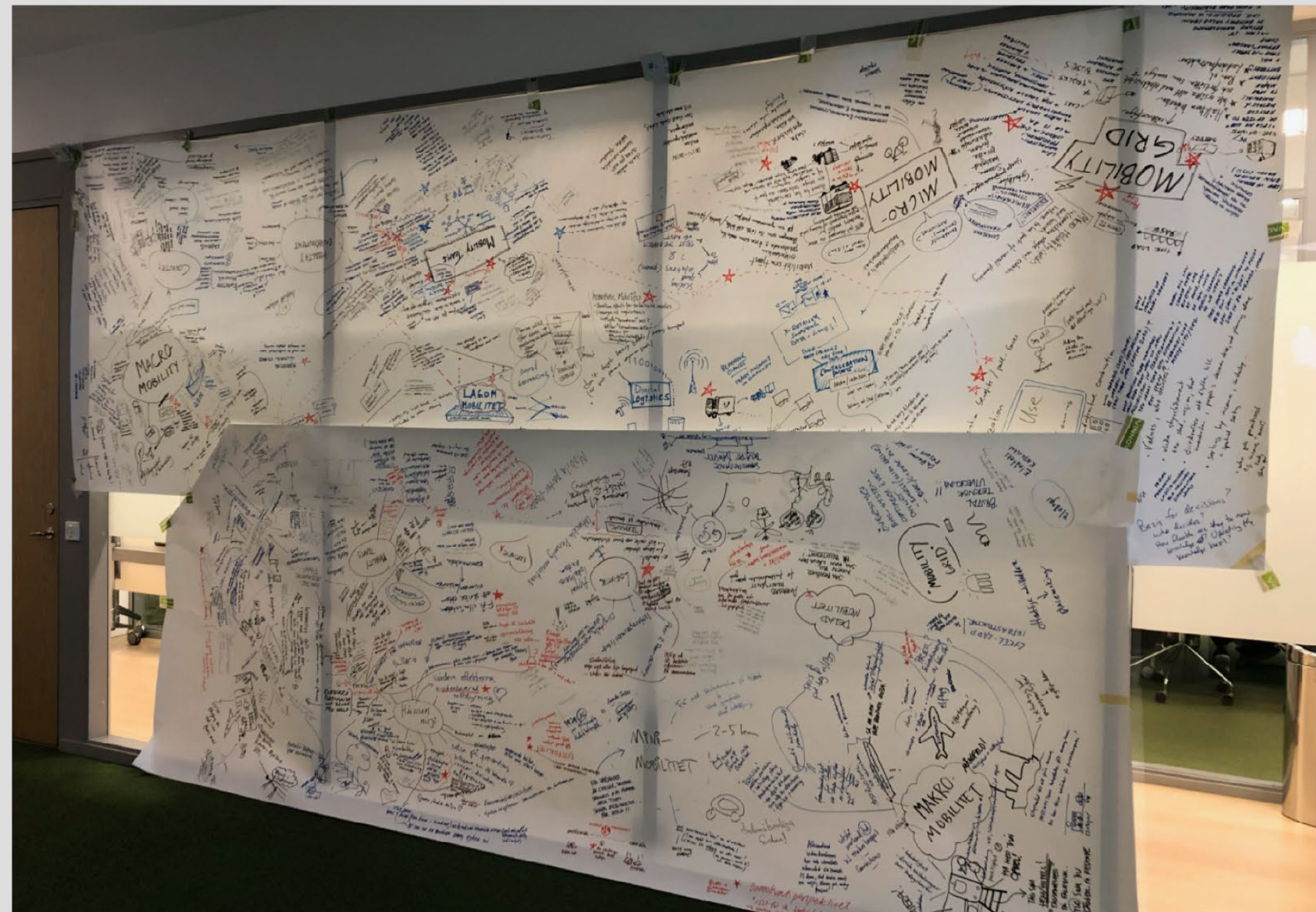


With the theme in mind, how might things be reoriented to promote mental wellbeing? What if recycling points were purposefully convivial space?



Fredrik is asking, “Façade, why so blank?” Why is life only at the end of the street? Whose are these cars? What if eight year-olds and eighty year-olds had designed this potential promenade? What if the design driver was mental wellbeing?





Vinnova teams reviewing and analysing the systems canvases from the first three Actors Workshops for Healthy Sustainable Mobility mission.

An open morning for various Vinnova teams to review all the systems canvases from the Actors Workshops.

Supply-side, or 'push', interventions					Healthy Sustainable Mobility						Demand-side, or 'pull', interventions				
					Lagom mobilitet		Geofencing infrastructures and street/kerb	Packet-switched logistics networks	Real-time traffic control systems	Procurement guidelines for S-M-L-XL municipal	Real-time privacy-preserving sensing infrastructures				
Chargepoint and hub design and delivery	Public and private electric vehicles as distributed battery	Circular battery storage programmes	Procurement of electric buses and other municipal	Incentive schemes for electric car transition	Mobility grid		Develop legislation for bans on fossil-fuel vehicles by 2030	Marketing for electric mobility in towns and cities	Citizen participation approaches to unlock on-street charging						
Coherent logistics networks by rail, sea, and air	Very low emissions aviation	International fast and slow rail services	Efficient and electric shipping, ferries, boats	Long-haul electric truck infrastructures	Macromobility		Routing, load management & localisation	Taxation and levies to enable carbon pricing of aviation	Social movement campaigns to reduce aviation						
Community-scale autonomous shuttles	Micro-mobility hubs via green extended parklet model	Safe and sustainable scooters	Infrastructure for 5x increase in cycling	Policy and legislation for electric car-sharing	Micromobility		Geofencing policies, infrastructures, and campaigns for safe	Campaigns and infrastructures for walkable green							
					Integrated teams		Integrated plans for healthy, fossil-free rural mobility	Integrated plans for New Garden City suburbs	Integrated plans for car- and large vehicle-free inner-city	Integrated planning, service design, user research , and co-	Municipal and regional data science capability				
			Step-down consolidation centre networks	Shared emission-free, healthy and social last-km	Retail logistics		Legislation and incentives for load management	Localised on-demand fabrication centres and policies	Design for diverse and productive high-streets and centres	Appropriate taxation for e-commerce					
Supply-side, or 'push', interventions					Healthy Sustainable Food						Demand-side, or 'pull', interventions				
	School kitchen design and procure	Circular approaches to school food waste	School food supply chain	School law change to enable food as education	School food		Training school cooks and redesigning meal culture	Student, staff and community forum							
		Core research and development into new foods	New farm design for new foods	Regulation and policy for new foods	New Food		New foods in school food programme	Marketing and media campaigns for understanding of new	New retail concepts for new foods						
Learning, research and education for farming	New approaches to land ownership rights	Family-owned, diverse and distributed farming	New approaches to risk-sharing and profitability	Robotics, IoT, and machine learning on the farm	Healthy, resilient farming		Community- supported agriculture models	Campaigns for Swedish restorative, clean and zero-carbon agriculture	Connecting farmer to retail in new ways						
			Traceability	Animal welfare	Traceable trusted produce		Communicable data-driven labelling systems for accurate	New retail concepts enabled by zero-carbon, clean, healthy							
					Modern Swedish		Swedish restorative, clean and zero-carbon agriculture	Swedish food eco-tourism	Communicable data-driven labelling systems for accurate	Social dining rituals, campaigns and infrastructures	New Swedish circular, ecological, and educational retail				
	Circular logistics services	Phosphorus capture and re-use	Traceability and data for waste	Biofuels and energy from food systems	Circular zero-waste systems		Clear labelling for circular use models	New packaging concepts	Retail as circular hub						
Circular logistics services	Land-use regulation	Traceability data services	Reusing big box retail	Local logistics via active transport	Peri-urban and urban farming		Public spaces and streets as food production	Incentive schemes for local food							
	Farm as carbon capture and storage	Methane capture	Land ownership as ecosystem services	Biodiversity and land-use	Ecosystem services										

Supply-side, or ‘push’, interventions			Healthy Sustainable Food	Demand-side, or ‘pull’, interventions
Regular approaches to school food waste	School food supply chain	School law change to enable food as education	School food	Training school canteens and redesigning menu culture
Research and development into new foods	New farm design for new foods	Regulation and policy for new foods	New Food	New foods in school food programme
Locally-owned, co-operative and distributed farming	New approaches to risk-sharing and profitability	Robotics, IoT, and machine learning on the farm	Healthy, resilient farming	Community- supported agriculture models
	Traceability	Animal welfare	Traceable trusted produce	Communicable data-driven labelling systems for accuracy
			Modern Swedish	Swedish restoration of clean and zero-carbon agriculture
Phosphorus capture and re-use	Traceability and data for waste	Biofuels and energy from food systems	Circular zero-waste systems	Clear labelling for circular use models
Traceability data and analytics	Reusing big box retail	Local logistics via active transport	<div> <div>VINNOVA</div> <div>Sweden's Innovation Agency</div> </div> Peri-urban and urban farming	Public spaces and streets as food

Re-framing

Doorst framework	Examples		
IF	IF	IF	IF
The context was ap- proached ...	School meals were approached ...	The street was approached ...	Food delivery was approached ...
AS IF	AS IF	AS IF	AS IF
The opportunity can be seen as ...	It is a problem of learning, health and sustainability	It is a problem of creating health, social fabric and biodiversity	It is a problem of creating a vibrant and sustainable environment
THEN	THEN	THEN	THEN
The frame is ...	The school kitchen should be transformed into an open, creative and shared space with students, staff and cooks working together	The street needs to reori- ented around biodiverse and culturally diverse so- cial spaces, as if a public park rather than a car park	In-street delivery hubs can be high-quality shared, safe, and secure social spaces, with pick-up, drop-off and recycling