Incubation of regional D-Care Labs

Deliverable T2.1

December 2022

Incubation of regional D-Care Labs

TITLE	**T2.1 INCUBATION OF REGIONAL D-CARE LABS**
AUTHORS	Prof. Dr. Andreas Schröer, Tamara Freis M.A., Stanislava Schwalme M.A., Moritz Lackas M.A.
ASSISTANCE	Pauline Meyer
EDITOR	Center for Social Investment, Heidelberg University

Content

Introduction

An important element of the transnational lab of labs was to function as a superordinate incubator for promoting the implementation of nine regional D-Care Labs. A series of workshops in the transnational lab covered important elements of setting up an innovation lab from needs analysis, defining stakeholders, to developing a business model for the lab. It also provided a process template for the regional labs. To document the results of the continuous regional lab development, each of the partners created a two-page spread to represent their specific approach at the end of the first project phase after two years.

The two-pager included a self-description of the partner countries of their D-Care Labs in their central building blocks, as well as the respective social innovation support service. They also presented their regional needs assessment, their stakeholder analysis, their business ideas and prototypes, impact analyses, and their key performance indicators. Furthermore, the effect of the laboratories was measured and compiled in a report. In the second part, the key results were compiled.

They include findings on the knowledge of the lab providers, reputation, regional partnerships, external experts, social investors, impact on the lab providers' organizations and general output on participants.

1. Regional Cases of Lab incubation

In the following, the individual two-pagers are first summarized and then presented by category. In the category-related presentation of the partners' answers, it should be noted that not every partner has presented every category in its two-page report, which is why only the answers provided by the countries are shown below. An overview table juxtaposes the laboratory processes and provides an overview of the individual regional laboratory processes (table 1). Another overview table covering the other categories (table 2) can also be found in the appendix.

1.1. General Descriptions

First, the general descriptions include portraits of the lab as support programs for social service providers and social enterprises with the goal of supporting home care and community service providers. Sustainability, accountability, and diversity will be writ large as values here.

Croatia:

"The Center for Social Innovation in Čakovec is a support program for social service providers and social enterprises in Međimurje County in Croatia. The goal is to support home care and community services providers to become sustainable impact organisations, increase the quality and variety of social services available to final beneficiaries, improve their health and psychophysical status, and reduce the workload of social service providers. CSI also offers mentoring services for the development of innovative services as well as support for innovators in the realization of ideas through the incubation program."

BiH:

"We believe that with the right support, anyone can achieve profitable and socially responsible business results. That's why we started the Startup Studio - D-Care Lab and created a safe environment that contains everything someone needs for prototyping social ideas and further business development."

1.2. The Lab Process and Social Innovation Support

Most of the labs stated as one of the crucial points within the lab cycle was the design thinking process, which was supported by two experts. Moreover, the description of the lab cycle can be divided into different perspectives: On the one hand, some countries mentioned that the general lab cycle took place in six modules (Hungary: six were planned but two were added) in an online format at the beginning and after that in a hybrid format.

The lab cycle started with ten (Serbia) or six (Romania) innovation teams (Hungary: Ten teams in the beginning but four teams quit because of a lack of time and resources). Later, five teams completed the cycle and received support in various topics, such as creating a business model, contacting investors, presenting the product, and raising funds. Others described their personal cycle, such as the lab in Austria, where 103 ideas were initially developed, after which prototyping and testing resulted in one project (Kuckuck). Also, in BiH, a social business (Quantum Medicum), which emerged from the lab, could be opened. One laboratory mentioned the non-financial support of the university partner in the project. Several laboratories also emphasise network meetings, where an exchange on innovations took place. Two labs refer to individual mentors for each team.

Serbia:

"Through Social Lab MODS supported 10 organisations – social service providers, and NGOs. We implemented two training cycles- introductory and advanced. In the first one, 10 innovation teams received support for developing a prototype product or service through the application of an innovative design thinking method. In the second, 5 innovation teams, which go from an innovative idea to a service prototype, received support for developing a business model, connecting with investors for social innovation, presenting products at a special event and raising funds with continuous mentoring support."

Romania:

"The iterative design thinking program was facilitated by an expert with the support of the lab manager and tailored to the participant's needs. We provided sustained mentorship and coaching in different fields: business, social entrepreneurship, communication, and innovation with the purpose of motivating and empowering them. Training programs in social entrepreneurship, communication, business and workshops in social innovation were meant to develop new competencies and abilities for the participants. Networking events and facilitation of access to local business events completed the program.

In total, 6 innovation teams (approx. 20 persons) developed their ideas, from which, after testing, 5 finished the program and pitched their ideas in front of a social investor jury.

Being the first lab process of its kind, it was a challenging one and needed constant flexibility and adaptation in human and material resources management. A more qualitative impact assessment was done after the program finished."

Austria:

"In a user-centred iterative process of the social innovation D-Care Lab in Vienna, around 103 ideas emerged, from which three prototypical solutions for the respective challenges were developed. Two

external facilitators accompanied the regional team through the design thinking process. At the end of the process, we went further into testing and product development with one solution (Kuckuck)."

BiH:

"After announcing the call for social innovation ideas in home care, we received 17 applications, from which six prototypical solutions were developed. Two external facilitators accompanied the regional team through the design thinking process. We managed to open one social business - Quantum Medicum, that is ready for further franchise model and open the same business in other Bosnian cities."

Bulgaria:

"The pilot cycle on innovations in homecare followed the Design Thinking cycle. It consisted of six modules, which took place online - each containing two to three structured and as many more lean sessions (as optional), where one of the modules was an iterative one, and another was extended with an additional optional qualifying training with a partnering university."

Croatia:

"CSI provides non-financial support through a support program for social service providers and social enterprises lasting six months - innovation development through 4 modules and five learning topics. We are flexible and offer personalized support to participants. We support actors who want to work on the development of their innovative models and contribute to the stimulating ecosystem of sustainable impact organizations in the social services sector in the Ministry of Education and Culture."

Germany:

"The innovation program included a series of workshops that supported the process of problem exploration, developing new ideas and testing prototypes, social business modelling, conceptual design of marketing strategies, and iteratively enhanced these elements through constant peer review and a pitching challenge."

Hungary:

"The Lab cycle was facilitated by three mentors/experts with the support of the TÖOSZ staff. Six workshops were planned at the beginning, but extra ones were added when mentors felt the process required an extra occasion. Besides this, individual mentoring sessions complemented the program. Each team had a mentor to turn to when they had questions. We had several online workshops, and even after the end of the lockdown, we provided the opportunity for hybrid workshops when the participants asked for them. In the initial phase, more than ten innovation teams participated in the workshops, but many municipal groups dropped out, blaming a lack of time and resources. Six innovation teams finished the process and planning on doing pitches at the closing event in Budapest."

Moldova:

"The Lab program consists of 4 hands-on workshops and individual coaching sessions with each individual team. Within the workshops organized, the participants defined the core problems in the field of home care. The aim of the workshops was to identify new solutions to the problems and to start the work on the prototype of the innovative home-based care services."

1.3. Needs Assessments

The needs assessment process was developed to identify problems by service providers, but also to identify the beneficiaries of the home care services. All the labs except one described implementing a needs assessment. Three labs conducted problem-centered interviews and in this way identified the needs of their target groups. One lab conducted a survey of key needs within the care sector, subsequently focusing on three key issues at this point. Another one mentioned the creation of personas and empathy maps. The identification of needs led to the development of appropriate solutions, which was mentioned by two laboratories. One lab (Croatia) described the focus of the CSI.

Serbia:

"Lab teams conducted need assessments to get insight into their beneficiary's problems. During this process, participants determined issues and priorities and were able to generate potential solutions and made tailored- made decisions."

Romania:

"Preliminary interviews to the application launch were carried in order to assess the needs of potential participants in the lab. In the lab, needs assessment of target groups was done with the guidance of an expert in the early stages of the design thinking process."

Austria:

"The starting point of our design thinking process was a survey of the central needs in the care sector of Caritas Vienna. We were able to focus on 3 themes: Loneliness, mental health and time management of carers."

BiH:

"The need assessment was done in collaboration with ten centers for healthy ageing in Bosnia and Herzegovina and using different focus groups of clients, intrapreneurs and entrepreneurs using problem-focused Interviews."

Bulgaria:

"In Bulgaria, the share of informal home care (although in some cases it has been formalized in the sense of a small monthly wage for a family member, most often the mother of a person with disabilities) is 95% - a significantly large "blue ocean" as a market and a space for innovation. In addition, we have an increasing number of people living and working in large cities, the capital, and abroad whose elderly and vulnerable parents need in-home assistance."

Croatia:

"CSI beneficiaries are individuals who are motivated by organizational and personal development and a better understanding of the field of social innovation and who want to contribute to the development of the ecosystem of social services in Međimurje County through innovative work on improving their service or product for the benefit of children, unemployed people, social enterprises/ start- to the elderly and infirm, as well as to the blind and visually impaired."

Germany:

"In D-Care Lab BW, we determined and addresed the target groups needs by conducting problem-focused Interviews. Grünhof provided a guide for that. The analysed gaps or remaining needs were the basis for coming up *with suitable solutions."*

Hungary:

"Our experts embarked on adapting the design thinking methodology in our Lab. Our participants created personas and empathy maps and conducted interviews to assess the needs of potential beneficiaries and users."

Moldova:

"During the social innovation laboratories, a needs assessment process was developed to identify the problems faced by service providers and beneficiaries of the home care services. During the discussions, the participants outlined solutions to the identified challenges developed during the organized workshops."

1.4. Stakeholder Analysis

Based on the notion that social innovation occurs in networks of diverse stakeholder groups, the labs tried to attract stakeholders suitable for their innovations and innovation formats.

According to one lab, these stakeholders were situated in the private sector, civil society, and government. In attracting them, two labs emphasize categorizing stakeholders by participation, interest, and influence. Others mentioned primarily the group, specifically the interdisciplinary group composition and collaborative work as a central factor in attracting stakeholders. One lab called the need for the product to be tailored to the participants and their work ages within the sector. Thus, asynchronous online formats should be created. It was also pointed out how important it is to create an understanding of innovation and design thinking in the sector. Different ways to identify stakeholders have been shown to the participants by experts and mentors.

Serbia:

"Lab teams brainstormed with their organizations, determined a list of all possible stakeholders, and started categorizing them in terms of their influence, interest, and participation."

Romania:

"Participants, guided by the design thinking expert and the project team, identified relevant stakeholders for their ideas. Their business plan contains a section on target groups and potential partnerships."

Austria:

"For the process (incubator), we tried to get as many relevant stakeholders on board as possible. We had participants from: innovation, technical companies, the university sector, start-ups, concerned and carers. The team consisted of 16 people who worked on the topics in 3 small teams."

BiH:

"Stakeholders from the private, government and civil society sectors were selected, and we partnered with them throughout the process. The focus was on their needs, experience, and future plans. We advised stakeholders about each prototype and searched for additional support for future mentoring."

Bulgaria:

"First and foremost, there is the need to tailor the programs to participants' convenience and creating enough online resources and video lectures to be followed asynchronously because the participants in the sector are very busy people. There is even an increased number of cases of ill health among devoted and highly responsible professionals in the social services sector due to the burden they are carrying.

Secondly, they need some training, in the form of both frontal and interactive - to create an understanding of what is meant by 'innovation' and what is 'design', design thinking, and the process of designing innovation. It is important for them to be comfortable with shifting the logic in each different process stage and when they have to go back and iterate or even scramble and fail. Thirdly, our stakeholders need to step outside their usual environment and be facilitated when speaking to other stakeholders 'in different languages.

The diversity compass in our lab should follow a cascading mode. First, diversity is sought within the care unit and around the roles of the individuals directly connected to the challenge. We see such a unit as a triangular - laying between the user, the closest caring relative, and the lead professional. Then, once the problem is framed, it is subjected to ideation, stretching, and questioning among the diverse participants in the lab. Furthermore, at the level of ideas and possible solutions, cross-sector synergies should be sought and explored."

Croatia:

"In order for their idea to be investment-ready, it is important for the Lab participants to have personalized support from experts as well as collaborative work in a group and the possibility of connecting with other organizations within and outside the region on the topic of social entrepreneurship."

Germany:

"We advised the teams on how to identify stakeholders and group them according to their levels of participation, interest, and influence. How to cater to the needs of these different stakeholder groups is written down in the Social Business Model Canvas of each team."

Hungary:

"Our experts/mentors advised participants how to identify stakeholders and also asked them to create an ecosystem map."

Moldova:

"The most important stakeholders in our case are the Ministry of Labor and Social Protection, Municipal Direction for Social Assistance and Home Care Services service providers from the local and regional levels."

1.5. Business Idea and Prototype

Since D-Care Labs are mostly situated in a non-profit environment and focus on social innovation, their respective business models had to reflect these particularities. Therefore, the labs used a Business Model template, which was adapted for Social Enterprises. One laboratory started with the process of business modelling to complete the different business model canvases and ended at prototyping when the group was divided into different teams to work on different ideas to solve the main challenge. Here, different solutions were found, and one was decided to be pursued.

Two labs relied on external firms to help prototype and create the idea of the business model canvas. Two labs described different stages of prototyping, from drafts to 3D models. One country organized two social innovation nights, where innovators and professionals from different sectors were encouraged to network. Another lab offered different workshops on the design thinking process and its concrete steps.

Serbia:

"For these specific processes, we established informal collaboration with the international company Clarivate, whose representative gave our participants knowledge of the Business Canvas Model."

Romania:

"Prototypes in our case took different forms. From draft concepts for future project development, to a physical model/ layout of a museum printed in 3d or various scenarios for activities."

Austria:

"We worked in 3 teams along the thematic focal points and developed prototype solutions for the central challenge. Three solutions were developed: Kuckuck, Sinnday, Carinote. Caritas Vienna decided to go further with one of the solutions (Kuckuck) into the product development phase. Following the design thinking process, we tried to think through possible implementation variants along the canvas business model for Kuckuck and to lay a foundation for piloting."

BiH:

"Through the Startup studio, they got support in process of prototyping their service in the market and prepared them for potential investment in their business model. Throughout this whole process, we continued promoting social innovation in home care and organised two social innovation nights - events where we gathered innovators and professionals from different sectors."

Bulgaria:

"The Lab offers social entrepreneurs a safe space to design their own innovative solutions to the challenges of an insufficient homecare system. As separate value propositions, we divide the entire design cycle into distinct programs to be offered as (paid/funded) services. Additionally, we offer interactive pieces of training on design thinking and other solution creation methodologies (creativity workshops); and also pre-assessment of organizations' innovation culture and entrepreneurship competencies at the individual level. As a new customer segment, we can offer design cycle workshops to companies or investors who want to engage with social impact in their portfolio or ESG strategies by refining and selecting the best possible solution."
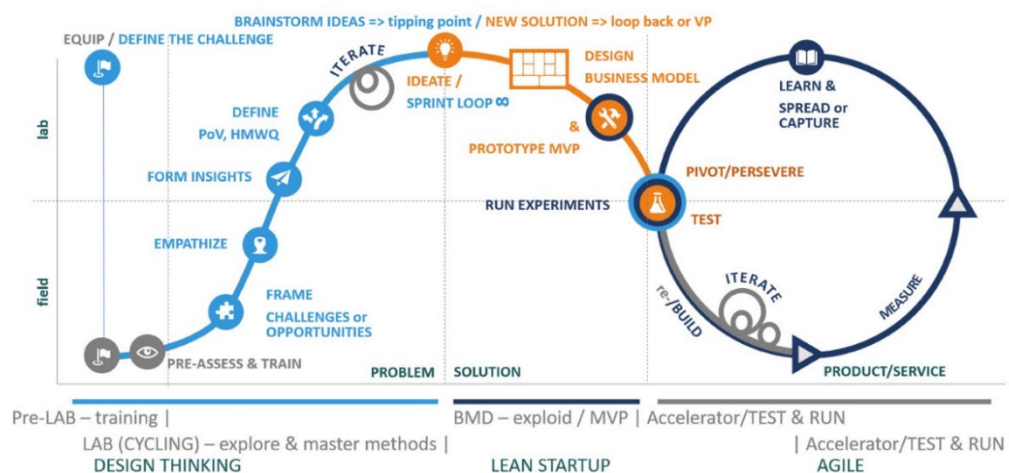

Fig. 1: Labcycle

Croatia:

"Each team developed a business model for their innovative endeavour/organisation and prototype to represent what will be tested and presented on the market."

Germany:

"Each team developed a prototype in an on site session. A prototype is "a first or preliminary version of a device or vehicle from which other forms are developed". Therefore, the teams' prototypes often looked like first draft of concepts or drafts of user journeys."

Hungary:

"In D-Care Lab Budapest we asked all innovation teams to complete their Business Model Canvases and to add real numbers - to define costs and revenues. One workshop was devoted to prototyping when the importance of prototyping was explained to the participants, and we showed them the different ways how they could do the prototyping."

Moldova:

"We did not have to develop Business ideas & prototype in our workshops."

1.6. Impact Analysis

Within the lab cycle, the impact analysis was presented by CSI and conducted by the different teams. According to the two teams, this was a qualitative impact analysis through a questionnaire on the competencies and abilities of the social innovation teams. The questionnaire was done by one team. The goal was to build up organizations capable of providing effective and adequate care.

According to one team, entrepreneur competencies were demonstrated in 16 of 24 solutions and human-centred solutions were identified in seven solutions. However, one team noted that in fact of the number of teams, the impact analysis was only touched upon.

Romania:

"A more qualitative impact assessment was done through questionnaires (also measuring competencies and abilities) and a focus group."

Austria:

"We have discussed the key categories for the impact analyses in the transnational consortium and are in the process of breaking these down for our prototype."

BiH:

"A qualitative impact assessment was done through questionnaires measuring the competencies and abilities of social innovation teams. Each member of the team had to fill PAEI test that covers four management roles that any team organization needs to be successful. These are Producer, Administrator, Entrepreneur, and Integrator."

Bulgaria:

"16 (of 24) qualified and certified in social-entrepreneurial competencies; 7 innovative HC solution."

Croatia:

"Impact measurement and management were one of the modules we teach in the Lab/Centre for Social Innovation. Our goal is to build and support real impact organisations able to adequately care for themselves and their beneficiaries."

Germany:

"We discussed impact analysis only peripherally, as we didn't have enough time to go through a full impact analysis with all 43 partners / 16 Teams."

Moldova:

"At the group mentoring sessions, organized within the Social Innovation Laboratory, the participants validated the problems identified with the beneficiaries of home care services and discussed the mapping of qualitative services, accessible and centered on the beneficiary's needs. Within the Laboratory sessions, the participants developed and tested three innovative home care solutions, according to the identified problems, using the "Design Thinking" tool, so that social service providers implement innovative home care services."

1.7. Key Performance Indicators

Only three teams had data within the category 'key performance indicators (KPI)'. One team named the cash flow statement, profit and loss statement, turnover, gross profit, net profit and break-even point as their KPIs. Another mentioned the number of their stakeholders (22), their applications (17), prototypes (6) and one social business already opened. The last team developed a support program.

Within this program, the creation of 10 social business models was possible and will enable better care for at least 50 final beneficiaries.

Romania:

"We did some KPIs for the business plans: 1. Cash flow statement,2. Profit & Loss Statement (P&L) 3. Turnover, 4. Gross profit, 5. Net profit, 6. Break Even point."

BiH:

"Number of stakeholders - 22

Number of applications - 17

Number of prototypes - 6

Number of social businesses opened – 1"

Croatia:

"We created the support model for building ten innovative (social) business models to enable better care for at least 50 final beneficiaries in the first two years."

1.8. Others

Under Other, for example, one lab describes that it was the first to address the issue of home care. The main challenges have been in communicating concepts and methods. In another case, the contextual conditions of the country in terms of policy and legislative processes are addressed, as well as the aspect that home care services were still largely informal. The reckoning with resistance and the relevance of nevertheless continuing to support the promotion of innovation is described as particularly relevant here. Another lab emphasizes the uniqueness of the country, which tends to be behind in promoting social innovation. The greatest challenge here had been to convince the municipal teams of the meaningfulness of following the methodological steps.

Romania:

"Our lab was the first social innovation lab dedicated to home care topic. The main challenges were to communicate concepts as a social innovation lab, design thinking and to facilitate the link between social and business sector."

Bulgaria:

"Over the past three years, Bulgaria has been in political turmoil: civic protests, four elections in 2021, and one more extraordinary parliamentary election will be held on October 2nd, 2022. After two unsuccessful attempts to form a government, a regular government of a four-party coalition ruled for only half a year; thus, for over a year altogether, Bulgaria is governed by three caretaker governments with no running parliament. The policy and legislation processes are disrupted, especially regarding the new legislation to fulfil the National Recovery and Resilience Plan requirements. Nevertheless, a suitable social package was accepted, but homecare services are still mostly informal, and the innovation-related narratives and actions concern mainly the digital transformation of the economy. Although in theory, every social transformation needs constant pressure from outside through so-called landscape developments to give a window of opportunity for newly developed solutions to disrupt the system. Similar to what Kristian Takov (1965-2017), a lawyer and university professor, public figure, and social and political activist, expressed about reforming institutions:

"Reforming an institution is like moving a cemetery - no assistance can be sought from within. I don't know about assistance, but resistance could be expected."

- Kristian Takov (2015)

We have already experienced that, and we read it as s good sign as we reflect and further track the process of innovations and creative disruptions, facilitated from within but supported outside the sector."

Hungary:

"Our lab is unique in its kind in Hungary. Hungary is making strides in facilitating innovations, but when it comes to social innovations, it is lagging. It is especially true when it comes to local governments. In Hungary, bureaucracy is still blocking many new ideas. State employees get socialized in an environment that rewards silent obedience but quickly punishes thinking outside of the box and does not tolerate failure, which is a detrimental part of the design thinking process. The municipal sector struggles with financial difficulties, so they have less energy to devote to innovation projects. They are looking for funds to finance their functioning and infrastructure projects, so without funds to entice them, they are hard to get motivated, and they never learnt how to secure support from the market.

The biggest challenge was to convince municipal teams that design thinking makes sense and that they should follow the steps put forth in the methodology. We are convinced municipalities can benefit significantly from implementing the social innovation process."

2. Key results of the Impact Measurement

The impact analysis of the regional labs aimed to systematically describe the impact qualitatively and measure it quantitatively. This allowed not only to visualize desired changes and intended effects, bu also to develop impact indicators for different stakeholder groups to demonstrate social change. Furthermore, due to the transnational approach, a focus was placed on developing a common understanding of the Lab's impact, which, as it were, also takes regional specifics into account in a sustainable manner.

2.1. Objectives

The impact analysis was conducted firstly to improve external communication by enabling the regional Labs to highlight their impact in a measurable way to the outside world. Secondly, the analysis can also be used as an instrument for regular self-reflection to make challenges more visible. The categories and indicators provided also offer a basis for discussion. The specially tailored impact analysis for innovation formats such as this is innovative and a first. The Blueprint created in this way is thus a future-proof cornerstone. Comparability between the Labs has been established through a set of key indicators so that a common transnational strategy can be established.

2.2. Approach

The development of a common impact framework was a multi-step learning process. To follow the collaborative transnational approach, a bottom-up strategy was chosen. The exploratory and iterative approach includes many participatory elements, which were moderated and fed with content by the UHEI team in collaboration with TÖOSZ. Through several workshops and feedback loops, which also find their place at different points in this report, the different perspectives of the regional partners could be included in the common impact framework.

The starting point methodologically was the formulation of the Labs' intended impact. The theory of change was used as an instrument for this purpose. This includes necessary steps of change, preconditions of project success, finding one's own role in the project process and describing the type of impact. To do this, the regional labs first identified and introduced stakeholders to gain insights from the needs analysis and derive impact goals. The results of this could then be used to formulate the categories and indicators of the impact analysis. Subsequently, the strategic importance of the impact analysis described above was elaborated on in the fourth workshop. The first Blueprint was then elaborated by the UHEI team based on these previous achievements of the Transnational Lab, such as the Business Model Canvas or the Theories of Change as well as the Transnational Strategy and elaborated approaches to impact analysis in the field of social innovation. On the one hand, this was specific

enough for common ground and flexible enough for lab-specific actors and indicators. Based on this, a hypothetical impact model - the impact plan was created. The potential effects were initially outlined within the laboratory, opening perspectives that could potentially be explored further.

In the next step, the actual impact indicators were developed. For this purpose, some key aspects were singled out and compared with the strategic goals of the AG transnational strategy. The set of indicators thus corresponds to the needs and objectives of the transnational strategy. Feasible and short-term indicators were used to conduct the impact analysis. Individual impact categories required special survey instruments so that the information on competence development was based on the self-assessment of entrepreneurs and intrapreneurs. Others used more output-oriented categories for appropriate significance. The final set of indicators was composed of a mix of impact and output-oriented indicators, as well as quantitative and qualitative survey forms. The individual results were brought together and used to further develop the transnational strategy.

2.3. Results

The **knowledge of the lab providers** has significantly increased on different levels. Through the provision of information and the content contribution of the scientific team (UHEI) through the workshops, knowledge was provided on social innovation processes, impact measurement, design thinking processes, theory of change, Social Business Model Canvas, as well as specific methods and technologies, including digital, for its application. This strengthened the expertise of the teams on the one hand, and at the same time contributed to the strategic growth of the organizations. In the process, knowledge was strengthened through direct exchange between the labs.

For example:

"Act Group has a lot of experience in capturing social investors and creating start-ups, while Diakonie Baden has invaluable knowledge when it comes to reaching out to policymakers."

In the case of **reputation**, all of the partners have put a lot of effort into branding activities, like specific naming, developing a logo and creating accounts on social media. Partners used different channels for marketing, for example, Facebook accounts, newsletters, LinkedIn pages, websites, articles published in magazines, etc. In addition, most partners organized events:

„The Romanian team had a successful final pitching event organized with the Pro Afaceri Association (Regional Business Community) "Arena of the Bears - entrepreneurship and social

innovation". The Hungarian team set up an Elderly care network as part of the project with bimonthly online conferences. All the mayors and social service providers within the network of TÖOSZ were invited to the Zoom conferences and the D-Care Lab program was actively promoted at these online events. The German team was invited to the following events as examples of care innovation process: Finance4SocialChange, Fachtag Kompetenznetz Betriebswirtschaft, Conference on Development of Social Space in 2021, 2022 (Landesfachtag Quartiersentwicklung 2021, 2022), Interreg Campaign Baden-Württemberg 2021-22, Danubian Initiatives like Danube Café BW, EUSDR Network Civil Society BW. As lead partner, Diakonie Baden was invited to different EU events such as EU Macro-regional Week or Danube Participation Day."

Some teams have established **regional partnerships**, e.g. scientific partners, local NGOs, state agencies/ministries, local authorities, service providers, profit companies, foundations, banks or umbrella organisations.

Numerous **external experts** were invited to regional labs and brought their specific knowledge. Most teams engaged 5-10 experts, the German and Bulgarian teams engaged 19 experts each, the Hungarian team had 11 experts & Croatia 7 experts.

At the same time, numerous **social investors** were identified. Among them was the success of the German lab, which has already acquired EUR 350,000 for the regional lab and another EUR 700,000 for innovation. In Croatia, one innovation was funded and realized by ESF+. Another innovation is currently being financed through a crowdfunding campaign.

The D-Care Lab program had an **impact on the Lab providers' organizations** in many ways. They reported that it has broadened the teams' perspectives and changed the way organizations themselves respond to innovation.

Examples:

„In the case of the Hungarian team, they started to apply the innovation method box in other areas of organization. Within the German partner's organization, a separate department specialized in innovation and sustainability way set up."

Furthermore, internal processes were standardized and professionalized while digital collaboration tools became more widespread.

„In the case of the Bulgarian partner, the FSSB has recognized social innovation as a second complementary pillar in its long-term development plan. The FSSB members included the Social Innovation Lab (LabSI) as a structural entity in its statutes during the September general annual assembly. By organizing two round tables on the quality of social work, LabSI and the

already established Vocational Training Centre of the FSSB (the first pillar for the professionalization of the social professions in Bulgaria) have extended their collaboration.

In the case of the Croatian partner, the project itself helped ACT Group to have a more rounded and comprehensive program portfolio in their standard operations thus a wider network of innovators and mentors included."

In **general output on participants**, the partners have innovated **57 home care solutions**. They include various categories, and one innovation can fall into several categories.

Conclusion

The transnational lab functioned as an incubator to provide a social innovation lab concept by establishing a knowledge base to build upon and combining the existing expertise of the partners in the field of promoting social innovation. The presentation of the regional cases showed the central outputs of the regional laboratories in the form of two-pagers, which allowed to analyse the process results in a category-related and comparative manner. The two pages include the categories of regional needs assessment, stakeholder analysis, business ideas and prototypes, impact analyses and key performance indicators. In this sense, the results presented in the overview table (appendix) represent the outputs of the implementation process. A sustainable concept for the continuation of the labs and eventually a dissemination strategy could be developed based on the experiences from the first run of each regional lab cycle. From a transnational learning perspective one sees, the launch and completion of the first lab cycle of the regional D-Care Labs ensured the exchange of experiences and insights not only of the labs but in addition of the interplay between the theory and practice of social innovation labs.

The impact analysis of the regional labs on the other hand aimed to systematically describe impacts qualitatively and measure them quantitatively. This allowed desired changes and intended impacts to be visualized and impact indicators to be developed for different stakeholder groups to demonstrate social change. Due to the transnational approach, the focus was on developing a common understanding of the lab's impact that takes regional specificities into account in a sustainable way. The results essentially showed that the knowledge of the operating organizations increased, the partners invested a lot in developing and increasing their own reputation, built regional partnerships and were able to bring in external experts. In addition, there were effects on the operator organizations, especially in the inclusion of a diversity of perspectives and the handling of innovations.