

## **SIRR Multi-Helix Transformation Canvas**

**STRATEGY → CANVAS → ACTION PLAN**

The SIRR Multi-Helix Transformation Canvas is designed to support the transition from strategic frameworks and multi-helix analysis to concrete, coordinated action plans.

It's intended to help hubs translate insights about actors, activities, capacities, and value creation into clear priorities and actionable steps.

The canvas is used as a facilitated process to align stakeholders, identify gaps, and define where to act to support transformative action.

# SIRR Multi-Helix Transformation Canvas

- System – actors, relationships, legitimacy
- Execution – activities, capacity, sustainability
- Value – purpose, engagement, impact

## 1. Key System Stakeholders\*

Public, businesses, civil society, academia, citizens, etc.

## 2. Key Transformation Activities\*

Processes, testbeds, development, innovation, collaboration, dialogue, strategic communication.

## 4. Hub Value Proposition\*

Why the hub exists, what transformation it supports, and the long-term value it creates for the territory.

## 5. Stakeholder Relationships and trust

How do you establish trust, transparency and inclusive collaboration?

## 7. Target Groups & Beneficiaries\*

Users, residents, beneficiaries of your value, system actors

## 3. Knowledge & Skills\*

Infrastructure, data, places, skills, trust, territorial grounding.

## 6. Engagement Channels\*

Place-based forums, workshops, digital dialogue, clusters, arenas.

## 8. Sustaining the transformative action

What enables long-term change?  
Capacities, resources, learning, relationships, commitment.

## 9. Value Flows & Shared Returns

Resilience, ecological restoration, collective social value, shared benefits, reduced costs, effects and outcomes, increased attractiveness

# SIRR Multi-Helix Transformation Canvas

## 1. Key System Stakeholders

### Main actors and partners

This area focuses on who is involved in and influences the hub? Who sits at your “table”? How balanced the participation is, and whether all relevant perspectives are represented. It also helps assess how influence, resources, and initiative are distributed across the different helixes.

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### EXAMPLES

- **Public sector** – municipalities, regional authorities, agencies, and public organizations involved in the hub’s work.
- **Businesses** – companies, entrepreneurs, and industry actors who contribute with practical experience and market perspectives.
- **Academia and education** – universities, research institutes, and training organizations that provide knowledge and skills.
- **Civil society and citizens** – associations, NGOs, community groups, and residents who represent social and local interests.
- **System balance** – the extent to which different sectors are fairly represented and none dominates decision-making.
- **Missing actors** – important stakeholders that are not yet involved but should be part of the collaboration.

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### Reflection ( Status: Where are we really?)

Before identifying the strongest helix, reflect on the actual current situation:

- Which helix is currently driving the hub’s activities and direction?
- Where does real influence, decision-making power, resources (funding, mandate, capacity), and initiative sit?
- Which helix takes ownership of direction and narrative?
- Which actors or helixes are missing, weak, or only passively involved?

🔗 Be honest – avoid idealizing the situation.

*Note:* The “strongest helix” is not defined by the number of actors, but by where influence, resources, initiative, and ownership are concentrated.

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## TOOL 1. Key System Stakeholders\*

This section helps you identify the main actors involved in the hub, their roles, and their level of influence.

Use the table below to reflect on balance, gaps, and dependencies.

Helix	Main Actors / Organisations	Role connected to the Hub	Level of Influence
Public			Low / Medium / High Low / Medium / High Low / Medium / High
Private			Low / Medium / High Low / Medium / High Low / Medium / High
Academia			Low / Medium / High Low / Medium / High Low / Medium / High
Civil Society/ NGO´s			Low / Medium / High Low / Medium / High Low / Medium / High
Other key system actors / enablers*			Low / Medium / High Low / Medium / High Low / Medium / High

\*Additions (environment, politics, assemblers) that capture key system functions and enabling roles that influence how the helixes interact and create impact.

### Reflection

- Which helix is strongest?
- Which helix is weakest or missing?
- Who has the most influence?

-> Use the identified gaps as input to the Action plan

## 2. Key Transformation Activities

### Main activities and ways of working

This area focuses on what the hub actually does in practice to support change and development, and how these activities are organised and connected to its goals.

The purpose is not only to describe activities, but to understand **which activities drive transformation – and which do not.**

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### EXAMPLES

- **Development and pilot activities** – projects, pilots, testbeds, or practical initiatives where new solutions, services, or approaches are tested and developed.
- **Coordination and facilitation** – organising meetings, networks, and processes that bring different actors together and support cooperation.
- **Capacity building / enabling others** – providing guidance, tools, or support that strengthen other actors' ability to contribute.
- **Learning, knowledge exchange and system capacity building** – activities that support shared learning, experimentation, and development across actors and sectors.
- **Dialogue and co-creation** – workshops, forums, and participatory processes where solutions are developed together with partners and users.
- **Strategic communication & narrative** – building a shared story, visibility, positioning and contributing to policy dialogue and broader understanding.

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### Instructions

- Be concrete and specific when describing activities
- Focus on patterns, not isolated projects
- Identify who leads the activity (which helix)
- If a category is not relevant, mark it as “N/A” and briefly explain why

👉 The goal is to understand how your work actually functions in practice – not how it is intended to work.

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## TOOL 2. Key Transformation Activities\*

This section helps the hub analyse how its main activities and ways of working support long-term transformation and main goals.

Instructions: Be concrete and specific when describing activities. • Focus on patterns, not isolated projects. • If a category is not relevant, mark it as “N/A”.

### 2.1 Activity Mapping – What Do We Actually Do?

Activity Type	Main Activities	Frequency	Lead Helix	Main Purpose
Pilots / Experiments / New Practices				
Coordination / Facilitation				
Capacity building / Enabling others				
Learning / Knowledge Exchange / (system) Capacity building				
Dialogue / Co-creation				
Strategic Communication / Narrative / Other				

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## 2.2 Strategic Alignment – Do Our Activities Support Our Goals?

Main Activity	Linked Goal	Contribution	Strength
			Weak / Medium / Strong
			Weak / Medium / Strong
			Weak / Medium / Strong
			Weak / Medium / Strong

## 2.3 Maturity & Direction – Where Are We Heading?

Dimension	Current Situation	Desired Situation	Main Gap
Structure			
Coordination			
Learning			
System Focus (policy, scaling, long-term change)			
Strategic Communication & Narrative			

Maturity Phase:  Sprouting  Rooting  Thriving  Mixed

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## 2.4 Helix Contribution – Who Helps Us Move Forward?

Helix	Current Role	Needed Role	Main Gap
Public			
Private			
Academic			
Civic			
Other key system actors / enablers*			

\*Additions (environment, politics, assemblers) that capture key system functions and enabling roles that influence how the helixes interact and create impact.

### Key Insights and Priorities

Main activity patterns:

1. \_\_\_\_\_

2. \_\_\_\_\_

Key gaps:

1. \_\_\_\_\_

2. \_\_\_\_\_

Priority development actions:

1. \_\_\_\_\_

2. \_\_\_\_\_

## 3. Knowledge & Skills

### Resources, Competences and Learning capacity

This area focuses on what knowledge, skills, and resources the hub has access to – and how well these are used and developed over time.

It includes not only internal capacities, but also the hub's ability to **access, connect, and mobilise competences and assets across the wider ecosystem**.

The purpose is not to assess everything in detail, but to identify the **key capacities that enable – or limit – your ability to achieve your goals**.

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#### EXAMPLES

- Physical and digital infrastructure – buildings, meeting spaces, labs, digital platforms, databases, and technical equipment that support the hub's activities.
- Competences and expertise – staff skills, partner expertise, facilitation capacity, system leadership, and cross-sector collaboration capacity.
- Data and information – access to relevant data, documentation, and analysis that support decision-making and development.
- Learning, knowledge exchange and system capacity building – routines for shared learning, experimentation, and strengthening capabilities across actors.
- Local and territorial knowledge – understanding of local conditions, networks, history, and needs.
- Trust-based know-how – practical experience in working across sectors and building reliable cooperation.

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#### Instructions

- Make a quick and intuitive assessment of each area (Low–High)
- Focus on where you are currently weak or underdeveloped
- Do not aim for precision – the goal is to identify gaps

☞ Then:

- Which areas are LOW today?
- Which of these are **critical for achieving your goal?**

☞ **Select 1–2 key capacities to strengthen first**

☞ These priorities should directly inform your action plan.

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## TOOL 3. Knowledge & Skills\*

### Resources, competences, and learning capacity

This area focuses on what knowledge, skills, and resources the hub has access to, and how well these are used and developed over time.

Instructions: Mark the areas where you are LOW today. From these – which ones are absolutely critical for achieving your goal? Choose two to work on.

Physical & digital infrastructure - buildings, meeting spaces, labs, digital platforms, databases, and technical equipment that support the hub's activities.	LOW ←————→ HIGH
Competences & expertise – staff skills, partner expertise, facilitation capacity, and technical or professional knowledge, system leadership, and cross-sector collaboration capacity	LOW ←————→ HIGH
Data and information – access to relevant data, documentation, and analysis that support decision-making.	LOW ←————→ HIGH
Learning, knowledge exchange and system capacity building– routines for sharing experiences, training new participants, building collective competence.	LOW ←————→ HIGH
Local & territorial knowledge – understanding of local conditions, networks, history, and needs.	LOW ←————→ HIGH
Trust-based know-how – practical experience in working across sectors and building reliable cooperation.	LOW ←————→ HIGH
Other	LOW ←————→ HIGH
Other	LOW ←————→ HIGH

Which two capacities are critical for achieving your goal?

1.

2.

## 4. Hub Value Proposition

### Hub Purpose & Territorial Value

This area defines why the hub exists, what transformation it supports, and what long-term value it creates for the territory. It helps clarify the hub's role in the system and ensures that all partners share a common understanding of its purpose and direction. The purpose is not only to describe what the hub is, but to articulate **why it matters – and how it contributes to real change**.

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#### EXAMPLES

- **Purpose** – a shared understanding among partners of why the hub exists and what challenges it addresses
  - **Local value** – concrete benefits for the area, such as new jobs, stronger businesses, improved services, or environmental impact
  - **Role in the system** – how the hub connects actors, enables collaboration, and complements existing initiatives
  - **Visibility and narrative** – how clearly the hub's work and value are communicated and understood
  - **Long-term direction** – how current activities contribute to future transformation
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#### Reflections

- Why does the hub exist?
- What transformation does it support?
- What long-term value does it create for the territory?

👉 Be specific and avoid generic statements.

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## TOOL 4. Hub Value Proposition\*

### Hub Purpose & Territorial Value

Why does the hub exist?

What transformation does it support?

What is the long-term value it creates for the territory?

#### Your Core Message

Summarise your hub's purpose and territorial value in 2–3 sentences. *We [main role] by [main activity], in order to [transformation], creating [long-term value] for [territory/actors].*

## 5. Stakeholder Relationships and trust

How the hub builds trust, works openly, and creates inclusive and respectful cooperation.

This area focuses on the quality of relationships and the social foundation needed for long-term and successful collaboration.

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### EXAMPLES

- **Trust** – building confidence between partners through reliability, openness, and fair treatment.
  - **Transparency** – being clear about how decisions are made, how resources are used, and how information is shared.
  - **Inclusive collaboration** – actively involving relevant actors, including residents, businesses, civil society, and public organisations, in meaningful ways.
  - **Dialogue and listening** – creating safe spaces where different views can be expressed and discussed.
  - **Conflict management** – handling disagreements constructively and preventing them from damaging cooperation conflicts of interest.
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## **TOOL 5. Stakeholder Relationships and trust**

### How trust and cooperation are built

This area focuses on the quality of relationships and the social foundation needed for long-term and successful collaboration.

Proposal for a quick exercise: Draw hub in the middle and the 3 degree circles of trust (high in the middle, low outside circle). Then draw lines where cooperation happens, thickness of the line is the intensity of cooperation. For further ideas, put this into chat gpt hahaha.



## 6. Engagement Channels

Ways of meeting and communicating

Place-based forums, workshops, digital dialogue, clusters, networks, and other shared arenas.

This area focuses on how the hub creates opportunities for interaction, cooperation, and communication between different actors – both physically and digitally. The purpose is not only to map existing channels, but to understand **which channels actually enable engagement, collaboration, and system change.**

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### EXAMPLES

- **Physical meeting places** – hubs, offices, labs, co-working spaces, and other locations where people can meet and work together
- **Events and workshops** – seminars, training sessions, co-creation workshops, and networking events
- **Digital platforms** – websites, online communities, collaboration tools, and social media channels
- **Networks and clusters** – formal and informal groups that connect actors around shared themes or interests
- **Dialogue arenas** – structured forums for discussion, consultation, and feedback between partners and stakeholders
- **Outreach channels** – ways of reaching new actors, communities, and target groups that are not yet involved

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### Instructions

- Map all existing and potential engagement channels in the categories above
- Be concrete – focus on how they are actually used
- Consider which actors or helixes each channel reaches
- Include both strong and weak channels

🔗 The goal is to understand how engagement happens in practice and which channels are effective and when.

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## TOOL 6. Engagement Channels

### Ways of meeting and communicating

This area focuses on how the hub creates opportunities for interaction, cooperation, and communication between different actors, both physically and digitally. Map all existing and potential engagement channels. The result will be used in action plan.

**Physical meeting places** – hubs, offices, labs, co-working spaces, and other locations where people can meet and work together.

**Events and workshops** – seminars, training sessions, co-creation workshops, and networking events.

**Digital platforms** – websites, online communities, collaboration tools, and social media channels.

**Networks and clusters** – formal and informal groups that connect actors around shared themes or interests.

**Dialogue arenas** – structured forums for discussion, consultation, and feedback between partners and stakeholders.

**Outreach channels** – ways of reaching new actors, communities, and target groups that are not yet involved.

Which channels actually create ENGAGEMENT? – and which are just activity? Mark M (movement) or A (activity). If possible add an estimation in %.

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## 7. Target Groups & Beneficiaries\*

### Who the hub is for

Users, residents, beneficiaries, system actors, and other groups that are affected by or benefit from the hub's work.

This area focuses on how clearly the hub understands who it serves, who benefits from its activities, and how well different groups' needs and interests are reflected in its work.

The purpose is not only to list target groups, but to understand **for whom the hub creates real value – and where there are gaps.**

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### EXAMPLES

- **Direct users** – organisations, entrepreneurs, researchers, or community groups that actively use the hub's services and activities
- **Local residents and communities** – people living in the area who are affected by the hub's work and development
- **Beneficiaries** – groups that gain value from the hub's results, even if they are not directly involved
- **System actors** – authorities, policymakers, regulators, and other organisations that influence or are influenced by system-level change
- **Underrepresented groups** – actors or communities that are relevant but not yet sufficiently involved
- **Changing needs** – how the hub adapts its work to evolving expectations and societal challenges

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### Instructions

- Identify your key target groups and beneficiaries
- Describe which activities are directed towards each group
- Reflect on their main needs and expectations
- Assess to what extent these needs are currently met (0–100%)

👉 Be realistic – this is about actual impact, not intention.

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## TOOL 7. Target Groups & Beneficiaries\*

### Who the hub is for

This area focuses on how clearly the hub understands who it serves, who benefits from its activities, and how well different groups' needs and interests are considered.

TARGET GROUPS	ACTIVITIES	NEEDS	0%-----100%
Direct users – organisations, entrepreneurs, researchers, or community groups that actively use the hub's services and activities.			
Local residents and communities – people living in the area who are affected by the hub's work and development.			
Beneficiaries – groups that gain value from the hub's results, even if they are not directly involved.			
System actors – authorities, policymakers, regulators, and other organisations that influence or are influenced by system-level change.			



Underrepresented groups – actors or communities that are relevant but not yet sufficiently involved.



Changing needs – how the hub adapts its work to evolving expectations and societal challenges.

## 8. Sustaining the Transformative action

What enables long-term change

Capacities, resources, learning, relationships, and long-term commitment.

This area focuses on how the hub maintains its activities and impact over time, and how it builds the conditions needed for lasting development and transformation.

The purpose is not only to assess current capacity, but to understand how robust and resilient the hub is in sustaining and scaling its work beyond individual projects or people.

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### EXAMPLES

- **Organisational capacity** – clear roles, sufficient staff, and effective routines to manage activities and partnerships
- **Financial and material resources** – access to stable funding, facilities, tools, and other resources that support long-term work
- **Learning and improvement** – regular reflection, evaluation, and adaptation based on experience and feedback
- **Long-term relationships** – strong partnerships and trust that go beyond individual projects
- **Leadership and commitment** – engaged leadership and shared responsibility among partners for the hub's future
- **Continuity and succession** – planning for staff changes, leadership transitions, and knowledge transfer

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### Instructions

- For each dimension, mark the box that best describes your current situation
- Be realistic – choose what reflects your actual way of working today
- Identify gaps between your current and desired level

👉 Focus on where you are vulnerable or dependent on individuals, short-term funding, or temporary structures.

# SIRR Multi-Helix Transformation Canvas

## TOOL 8. Sustaining the Transformative action

This area focuses on how the hub maintains its activities and impact over time, and how it builds the conditions needed for lasting development and transformation.

Instructions: For each dimension, mark the box that best describes your current situation. Identify gaps between your current and desired level.

Dimension	 Sprouting	 Rooting	 Thriving
Organisational capacity	One or two key persons, informal routines	Defined roles, basic structures	Distributed leadership, stable organisation
Financial resources	Mainly project-based funding	Mixed funding sources	Long-term institutional funding
Learning systems	Ad hoc reflection	Regular evaluation	Embedded learning culture
Partnerships	Person-based relations	Organisational agreements	Institutional partnerships
Leadership	Founder-driven	Shared leadership	Succession planning in place
Continuity	High vulnerability	Basic handover routines	Robust transition systems

Key observations:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Priority development areas:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## 9. Value Flows & Shared Returns

### How value is created and shared

This area focuses on how the hub creates value for partners and the wider community, and how this value is shared, strengthened, and sustained over time.

The purpose is to not only identify benefits, but to understand **who gains value, how it flows across the system, and whether it is distributed in a balanced and sustainable way**. Imbalances in value creation and distribution can indicate risks – for example when some actors contribute more than they gain, which may lead to disengagement and weaken the collaboration over time.

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### EXAMPLES

- **Shared benefits** – ensuring that multiple partners gain value from cooperation, not only a few
- **Social value** – contributions to jobs, safety, local identity, skills, and well-being
- **Results and impact** – concrete outcomes and long-term effects of the hub's work
- **Attractiveness** – making the area more appealing for residents, businesses, researchers, and visitors
- **Resilience** – building systems and partnerships that can handle crises, change, and uncertainty
- **Environmental benefits** – improving nature, reducing pollution, and supporting biodiversity
- **Cost efficiency** – reducing costs through shared resources, cooperation, and smarter solutions

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### Instructions

- Identify who contributes to value creation and who benefits from it
- Assess whether some actors contribute more than they gain, or gain more than they contribute
- Reflect on what risks these imbalances may create (e.g. disengagement, reduced collaboration)
- Consider how value can be shared more fairly and sustained over time

👉 Be concrete – focus on real outcomes, not intended benefits.

# SIRR Multi-Helix Transformation Canvas

## TOOL 9. Value Flows & Shared Returns

### How value is created and shared

This area focuses on how the hub creates benefits for partners and the wider community, and how these benefits are shared, strengthened, and sustained over time.

Value or benefit	Partners	Wider Community	Shared	Strengthened	Sustained over time
Shared benefits – ensuring that several partners gain value from cooperation, not only a few.					
Social value – contributing to jobs, safety, local identity, skills, and wellbeing.					
Results and impact – showing concrete outcomes and long-term effects of the hub’s work.					
Attractiveness – making the area more appealing for residents, businesses, researchers, and visitors.					
Resilience – building systems and partnerships that can handle crises, change, and uncertainty.					
Environmental benefits – improving nature, reducing pollution, and supporting biodiversity.					
Cost efficiency – reducing costs through shared resources, cooperation, and smarter solutions.					
Hub specific					
Hub specific					
Hub specific					

# SIRR Multi-Helix Transformation Canvas

EXTRA NOTES



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EXTRA NOTES

