











The Three MuskEUteers



Pushing and Pursuing a “One for All, All for One” Triple Transition: Social, Green, and Digital

A. Caro-González , **A. Serra** , **X. Albala** , **C. E. Borges** ,
D. Casado-Mansilla , **J. Colobrans** , **E. Iñigo** , **J. Millard** ,
A. Mugarra-Elorriaga , and **Renata Petrevska Nechkoska** 

Contributors and signing parties: P. Arens-Paltzer, M. Arretxe, J. Gonzalez, A. Hidalgo, J. Howaldt, C. Kaletka, D. Lopez-de-Ipiña, O. Martín, J. Martínez-Contreras, G. Nunes-Rodrigues, P. Ocaña, V. Presa, B. Rossi, A. Schroeder, A. Ugarte

A. Caro-González (✉)

I2Cat Foundation, Digital Society Technology Unit, Barcelona, Spain

Eoh-for-Good, Alcalde Felipe Uhagón, Bilbao, Spain

Faculty of Social Sciences and Law, Valencian International University-VIU, Valencia, Spain

e-mail: acaro@universidadviu.com

A. Serra · J. Colobrans

I2Cat Foundation, Digital Society Technology Unit, Barcelona, Spain

X. Albala

Centre for International Studies and Development, Jagellonian University, Krakow, Poland

Faculty Social Sciences and Humanities, University of Deusto, Bilbao, Spain

C. E. Borges · D. Casado-Mansilla

Faculty of Engineering, University of Deusto, Bilbao, Spain

E. Iñigo

Deusto Business School, University of Deusto, Bilbao, Spain

J. Millard

Third Millennium Governance (3MG), Ry, Denmark

A. Mugarra-Elorriaga

Faculty Social Sciences and Humanities, University of Deusto, Bilbao, Spain

Faculty of Law, University of Deusto, Bilbao, Spain

R. Petrevska Nechkoska

Faculty of Economics and Business Administration, Ghent University, Ghent, Belgium

Faculty of Economics, Prilep, University St. Kliment Ohridski, Bitola, North Macedonia

e-mail: renata.petrevska@uklo.edu.mk; renata.petrevskanechkoska@ugent.be

© The Author(s) 2023

R. Petrevska Nechkoska et al. (eds.), *Facilitation in Complexity*, Contributions to Management Science, https://doi.org/10.1007/978-3-031-11065-8_1

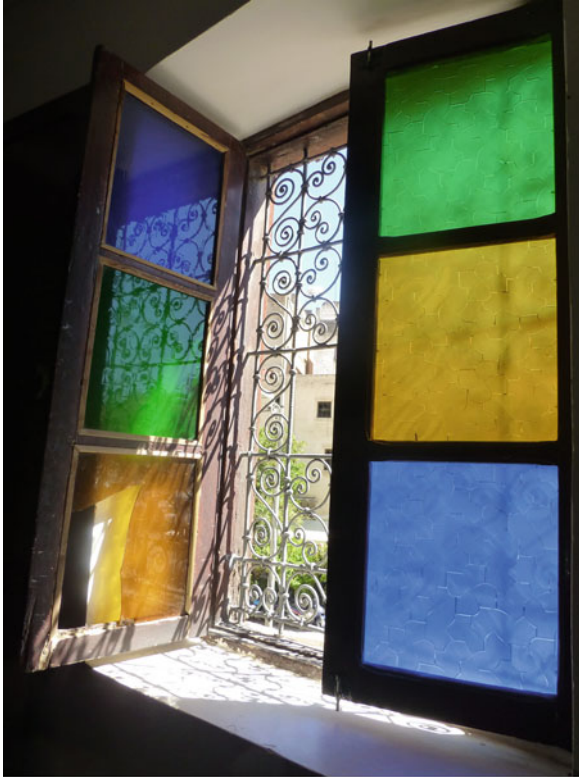


Photo by Vladimir Petrovski

When a window is opened, a magical play of light, fresh air, and dissipation of shadows takes place. Suddenly we can look outside, widen our gaze, and look for ways to go beyond the bars in pursuit of a broader view of the horizon. This is the role of the MusKEUteers opening the window to pave the way for pushing and pursuing a “one for all, all for one” triple transition: social, green, and digital!

Abstract Under the inspiring and aspiring title: *Paving the way for pushing and pursuing a “one for all, all for one” triple transition: social, green, and digital: The Three MusKEUteers*, a group of remarkable co-authors and contributors have developed radically new forward-looking visions, principles, approaches, and action recommendations for an attuned indivisible social, green, and digital transition.

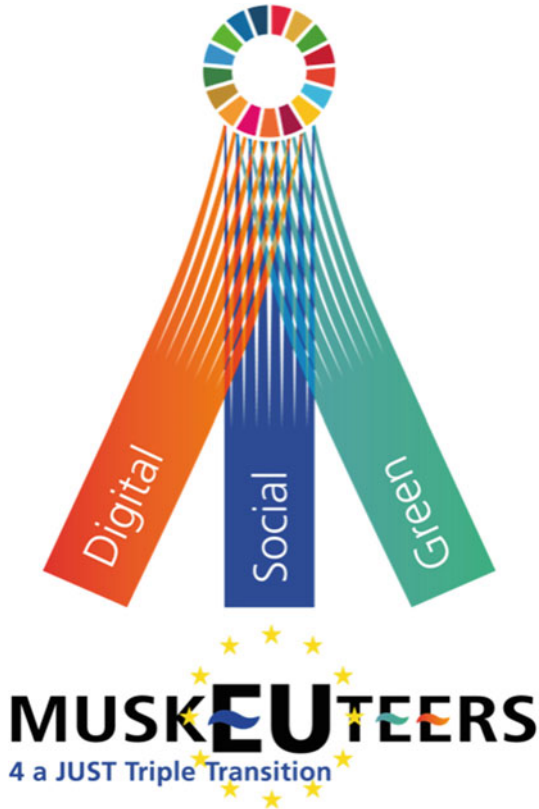
The triple transition is aimed at helping humanity gather around a life-sustaining purpose, as opposed to life-destroying one in terms of wars of all kinds (military, economic, political, etc.); nature decay and wreckage (carbon footprint, plastic pollution, soil poisoning, etc.); human alienation (favelas, homeless persons, refugee

camp, child malnutrition, poverty, exclusion of any kind); and geographic imbalances with empty rural spaces and overcrowded megacities (creating difficult access of rural and/or remote population to care, health, and other essential services; difficulty of urban population to contact with natural environments).

The work highlights the urgent need to speed up a third social transition (Within this social transition dimension we understand the socio-cultural scope as any social shift implies a cultural transition and vice versa, with its very deep implications.), in addition to the green and digital transitions more widely recognised by the international community. Innovation, or a European industry-led twin transition aiming for climate neutrality and digital leadership, cannot be supported without a firm, responsive, responsible social and environmental engagement. Neither is it possible to tackle a JUST triple transition which is not firmly rooted in worthwhile human development, underpinned by the Sustainable Development Goals. And none of these transitions can go separately and/or isolated; they all need to intertwine around the notion of (more, firmer, and determined) just transition.

European society is presented as a huge “co-laboratory” for this “*all for one, one for all*” boundaryless triple transition to respond to the urgent radical changes demanded by humanity and by the planet. The chapter proposes a radically new vision to pursue a non-explored transformative way to ideate, design, develop, and deliver science, innovation, and collaboration through experimentation and learning, and throughout multi-stakeholder engagement from the n-helix spectrum. It proposes systemic innovation tactics for the “how” (green, techno-digital), for the strategic “what” (green, social), for the purposeful “why” (green, social), and for the operational “how best” (green, social, techno-digital) within the governing principles of eco-centric society. This encompasses:

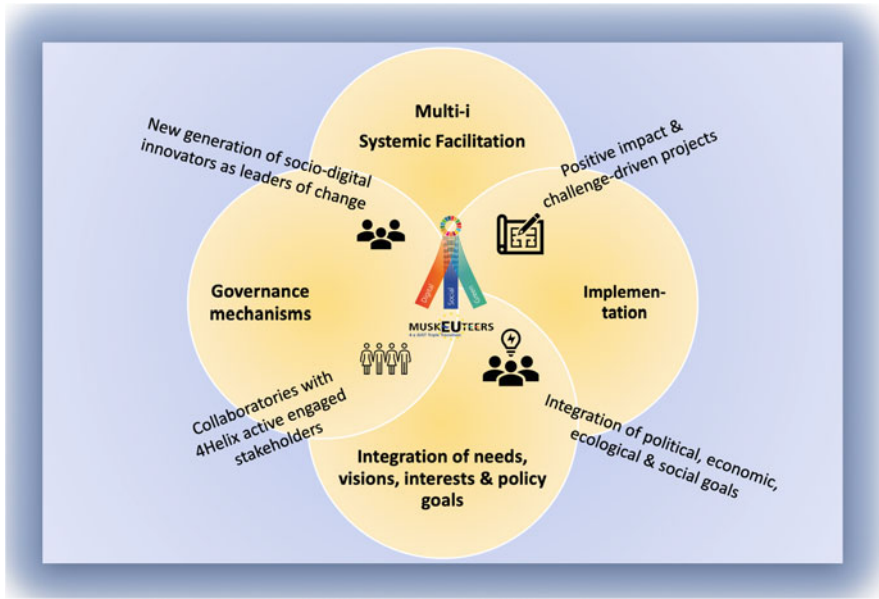
- Courageous goal-aligned alternatives, as a shift to new (yet ancient) principles of eco-centric rather than ego-centric behaviour.
- The adoption of a “complex system mind-set” to build up dynamic, context-sensitive, and holistic approaches to co-design mission and purpose-driven actions, outcomes, outputs, and no-harm impacts.
- The ignition of the transformative capacity of all forms of collaboration (international, interdisciplinary, intersectoral, intergenerational, inter-institutional, inter-genders) vs hierarchy as alternative governance and distribution models to overcome the unjust and unsustainable biased status quo within evolving, adaptable, flexible, and transformational n-helix ecosystems.



The Three MusKEUTEERS, deeply anchored in European values (human dignity, freedom, democracy, equality, rule of law, and human rights), will pave the way and drive humanity towards the achievement of the ambitious, but achievable, targets of the United Nations 2030 Global Agenda, the Sustainable Development Goals.

Europe can be the initiator of co-laboratory experiments where social change drives the “all for one, one for all” dream into transforming this three-prong transition into possible real good ecosystems working.

Graphical Abstract



© Caro-Gonzalez, 2022

“Europe’s industry is the motor of growth and prosperity in Europe. And it is at its best when it draws on what makes it strong: its people and their ideas, talents, diversity and entrepreneurial spirit”.¹
 Ursula von der Leyen.

The “Social MuskEUteer”, a “heroic, chivalrous intrepid humankind”,²
 on an equal footing within the triple transition.

1 Introduction

The post-COVID scenario and the new geopolitical confrontation are bringing Europe and the world into a new political era (Alashhab et al. 2021). The European Union (EU) is triggering ambitious initiatives encompassing the three

¹https://ec.europa.eu/commission/presscorner/detail/en/ip_20_416

²Evolving from a “sword-man-kind” outmoded idea to a more up-to-date inclusive vision of the intrepid humankind to accommodate gender and age balance, along with the metaphysical translation for protecting life, humanity, home.

pillars of sustainability³ such as the European Pillar of Social Rights,⁴ the Green Deal,⁵ the EU Digital Strategy,⁶ or the EU's new industrial policy.⁷ This is accompanied by quick socio-technical developments⁸ setting a new framework that contains opportunities and uncertainties. Strong emphasis has been placed on the need to assign funds to the green and digital transition. Nevertheless, little attention has been paid to co-evolution and interweaving with the social elements that should be placed at the forefront,⁹ not only tailored for the EU countries, but for Europe as a whole¹⁰ and the world. Society is at the beginning, throughout, and at the end of all processes.

The recently adopted Next Generation EU Recovery Plan which, together with the multiannual financial framework 2021–2027, represents “the largest stimulus package ever” is placing our continent in a unique position to boost the *triple transition*. This chapter aims to put in motion a new conceptualisation for a triple transition in Europe and beyond¹¹: a more holistic and transformative vision on the imperative need to boost a more human-cultural-centred and planet-friendly not twin but triple transition.

Placing social innovation at the centre, as the axis and essential pillar for the generation of positive ecological and digital impacts, is the guide for a positive green

³https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-industrial-strategy_en. Many of these initiatives pre-date COVID-19, but, by contrast with the previous crisis, this time the crisis has reinforced them rather than cornering them.

⁴https://ec.europa.eu/info/strategy/priorities-2019-2024/economy-works-people/jobs-growth-and-investment/european-pillar-social-rights/european-pillar-social-rights-20-principles_en. In this new deal, it is necessary to recognise not only social rights, but also socio-cultural rights, since “Europe society” is not homogeneous and the cultural rights of this very diverse society have to be recognised as well as a central part of its social rights.

⁵https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en and https://ec.europa.eu/growth/single-market/single-market-strategy_en

⁶<https://digital-strategy.ec.europa.eu/en>

⁷European Innovation Council (EIC) (2022), https://eic.ec.europa.eu/eic-work-programme-2022_en

⁸But also with developments such as the races for new-generation mobile networks and artificial intelligence.

⁹Indeed, Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility states that “the COVID-19 outbreak in early 2020 changed the economic, social and budgetary outlook in the Union and in the world, calling for an urgent and coordinated response both at Union and national level in order to cope with the enormous economic and social consequences as well as asymmetrical effects for Member States”.

¹⁰So far, only passing mentions have been made to the role, contributions, and expected positive impacts of joint defined and shared agendas between the EU and its partnering countries (candidate countries, potential candidates and neighbouring countries), as in https://ec.europa.eu/neighbourhood-enlargement/index_en and https://ec.europa.eu/neighbourhood-enlargement/enlargement-policy/strategy-and-reports_en. The entire essence of co-creation and co-evolution denotes someone who takes the lead (developed EU) and facilitates others (Europe, for example) so they co-evolve together.

¹¹Initially conceived as a position paper to raise awareness, it was briefly published at the Deusto Research website for a couple of days (end of May 2021) and then it was further co-developed into the current chapter.

and digital transition. This means an extended concept of social innovation, *intersectional social innovation, socio-cultural innovation, or diverse social innovation*, which takes into account the different contexts and cultural dimensions. This enriched concept will go beyond an open innovation system where everybody collaborates towards an innovation system that is open, resilient, and diverse and whose main “food” is difference. It is diversity that will bring alternative solutions, accommodating rhythms and different outcomes, resulting in higher possibilities to produce positive impacts adapted at each context and need.

As G. Thunberg said: “We can’t save the world by playing by the rules, because the rules have to be changed. Everything needs to change—and it has to start today”. Therefore, to get different results, we must take a different approach!¹²

This chapter proposes moving towards more human-centred, planet-friendly sustainable and digitally mediated, inclusive, and long-term results in line with (a) the achievement of the Sustainable Development Goals; (b) the agreed agendas and political objectives at the local and regional communities, and/or national, European, and international contexts; and (c) through the active engagement, commitment, and interrelation of multi-stakeholder and agents. All result in more integrated innovation ecosystems for the common good, envisioning European society as a transformational “*co-laboratory*”.

A “*co-laboratory*” is a neologism to express the new emerging innovation ecosystems including people, natural ecosystems, and machines, working together to find innovative solutions to our common challenges. The European Union as the Lab is a vision that already has appeared in EU papers¹³ and initiatives.¹⁴

¹² Albert Einstein is widely credited with saying, “The definition of insanity is doing the same thing over and over again, but expecting different results.”

¹³ European Commission, DG Research (RTD) (2016), Open Innovation, Open Science and Open to the World. A vision for Europe. 2016, p.32. In <https://www.fosteropenscience.eu/sites/default/files/pdf/2557.pdf>: “A Vision of the Future The year is 2030. Open Science has become a reality and is offering a whole range of new, unlimited opportunities for research and discovery worldwide. Scientists, citizens, publishers, research institutions, public and private research funders, students and education professionals as well as companies from around the globe are sharing an open, virtual environment, called The Lab. Open source communities and scientists, publishing companies and the high-tech industry have pushed the EU and UNESCO to develop common open research standards, establishing a virtual learning gateway, offering free public access to all scientific data as well as to all publicly funded research. The OECD as well as many countries from Africa, Asia, and Latin America have adopted these new standards, allowing users to share a common platform to exchange knowledge at a global scale. High-tech start-ups and small public-private partnerships have spread across the globe to become the service providers of the new digital science learning network, empowering researchers, citizens, educators, innovators and students worldwide to share knowledge by using the best available technology. Free and open, high quality and crowd-sourced science, focusing on the grand societal challenges of our time, shapes the daily life of a new generation of researchers”.

¹⁴ The [European Open Science Cloud \(EOSC\)](#) implementation roadmap and portal has been conceived as “federating core” services contributing to the implementation of the “access and interface” action line to provide a European delivery channel connecting the demand side and the supply side of the EOSC and all its stakeholders.

COVID-19 has already demonstrated the profound lack of resilience that societies around the world have shown when confronted by a sudden systemic shock. Most observers predict the continuation of such shocks, whether in the form of further pandemics, crossing environmental tipping points, geopolitical balances and understandings and trade tensions (like the lack of semiconductors or the global supply chain chaos), or growing economic fragility and societal division.¹⁵

Nevertheless, it is just in such existential times when people from all over the world are starting to collaborate to find new solutions, new social innovations, new technologies, and a more sustainable relationship with our natural environments. The OECD has already highlighted in a recent report “*the importance of knowledge co-creation—the joint production of innovation between industry, research and possibly other stakeholders, such as civil society*”, especially evident during the COVID pandemic, showing a great variety of forms and shapes of this co-creation processes.¹⁶

The planet, our societies, our natural ecosystems, and our digital systems are becoming open laboratories, potentially universal research and innovation ecosystems for this triple transition: social, green, and digital.

The chapter is organised into three sections: the first one, titled “Three Challenges in a New Paradigm”, presents the rationale of the NEED for an encompassing “boundaryless” triple transition, the WHY. The second one presents the notion of the European Union as the co-laboratory for this triple transition: the HOW BEST to bring about the needed transformations. And a third section that integrates the key messages to call for new policy actions able to push and pursue the “one for all, all for one”: The HOW to turn the forward-looking vision into a call for new policy actions.

2 Three Challenges in a New Paradigm

The “*all for one, one for all*” motto of Alexandre Dumas’ *three Musketeers* perfectly fits with the imperative for an encompassing, boundaryless¹⁷ shared vision of this triple transition in Europe: an attuned indivisible

¹⁵ WEF Global Risks Report, 2021: <https://www.weforum.org/reports/the-global-risks-report-2021>, accessed July 2021.

¹⁶ Laura Kreiling and Caroline Paunov (2021), Knowledge Co-Creation in the twenty-first Century. A Cross-Country Experience Based Policy Report. OECD Science, Technology and Industry Policy Papers, June 2021 No. 115. <https://www.oecd.org/innovation/knowledge-co-creation-in-the-21st-century-c067606f-en.htm>

¹⁷ “Boundaryless” is a neologism that has become a slogan of business practice. “A boundaryless organisation” is supposed to transcend the rigid lines of bureaucracy and divisional boundaries within a corporation and ignore the borders where the corporation itself is separated from its markets, customers, and “stakeholders”. The emphasis of the boundaryless organisation is on fluid and adaptive behaviour modelled on organic structures rather than mechanical. Change is a welcome constant. Professionals inside the organisation form networks and links and emphasise collaboration on projects. Business relationships are informal and people come together when they

green,¹⁸ digital,¹⁹ and social²⁰ agenda. This triple transition can accelerate the achievement of the Sustainable Development Goals and the urgent need to speed up the readiness for responding to sudden shocks (e.g. COVID crisis, armed conflicts, and human displacements).

The question is: can we support a twin transition towards climate neutrality and digital transformation without an inclusive, responsive, and responsible social transition? Without acknowledging that people are always behind the invention and implementation of technologies? The social dimension is not only a matter of assistance; it is something bigger. It includes how the whole society is re-organised and engaged to face our existential challenges. COVID has shown that, in addition to a green and digital transition, our societies urgently need deeper social transformation,²¹ starting by the renewal of our healthcare systems and followed by our educational and labour systems. We need globally new healthcare systems, more preventive and transparent, co-created with citizens and researchers, companies, and public bodies collaborating with a more humble, responsible, and open attitude. We need more coordinated health and well-being “knowledge co-creation” communities.

Not only due to the 2019–2020 crisis, but with preceding social and economic ones, natural disasters, armed conflicts, human displacements, etc., our societies are constantly subjected to unprecedented challenges and this has demonstrated the need for profound reflection and a reset. As a society, we need to reflect and act in a responsive, proactive way in regard to what needs to be changed in this world. Now, more than ever, humanity needs to respond collectively²² and holistically to the most urgent, most unavoidable transformations of our time²³: green transition, which includes:

- Creating mitigation and adaptation strategies for climate change, circular economy, restoring biodiversity and cutting pollution, etc.
- Fostering digital change and social change by mainstreaming technology to avoid turning the digital divide into a digital social chasm in different fields (like health and well-being, ageing, and overpopulation²⁴).

share a common need or problem. Employees are grouped by competencies centred on technology, information, and expertise. Global operations and, indeed, the outsourcing of labour are implicit in the concept and, for some, have negative connotations. <https://www.inc.com/encyclopedia/boundaryless.html>

¹⁸https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en

¹⁹https://europa.eu/european-union/file/digital-agenda-europe_es

²⁰https://ec.europa.eu/growth/industry/policy/innovation/social_en

²¹Debagoiena 2030 initiative, <https://debagoiena2030.eus/es/que-es/>

²²With civil society, third sector organisations, institutions, and policymakers.

²³The main question is how to stop the worsening, deterioration, or mis-management in each sector and at each policy level in each of the three dimensions of the transition.

²⁴For example, developed countries, despite declining populations, still consume beyond planetary boundaries.

- Tackling social justice, growing inequalities, and the stigma of aporophobia and defining a strategy to cope with the necessity of fair migration as developed countries absolutely need younger people, etc.
- Developing the social structures, such as *collaboratories*, to coordinate all together for the same mission.

But why this urgency? Because the PRIMARY PURPOSE of humanity on the planet (i.e. the socio-technical-economical-environmental system) is to sustain life—it is being disturbed and less likely achievable. Once a system's reason for being is endangered, all other sub-outcomes become secondary.

Change needs to come not only from outside but also from inside: “*If not now, when? If not us, who?*”²⁵

It is clear that we are not moving in the right direction or at the right pace, as emphasised by the IPCC Sixth Assessment Report,²⁶ which urges “...*immediate and more ambitious action to address climate risks. Half measures are no longer an option*”. There is a growing gap and imbalance between developed regions with wealthier citizens and those who do not possess much, the different rhythms of societal and techno-digital transformations, harm to the planet, etc. The EU social market economy, which is unique in the world, must work for all: people who need to invest in their skills, re- or upskilling, child guarantee and protection, employers' investments, etc., and, of course, to acquire digital, creative, and innovative skills and sensibility for the future of humanity and the territories where we live. The EU is turning principles into actions through ambitious, achievable targets.

Global poverty is one of the very worst problems that the world faces today. The poorest in the world **are often hungry, have much less access to education, regularly have no light at night, and suffer from much poorer health**. To make progress against poverty is therefore one of the most urgent global goals.²⁷ Since early 2020, we have seen dramatic increases in poverty and inequality²⁸ around the world and the erosion of trust and increase of anxiety and stress,²⁹ and also a polarisation of people opened

²⁵ June (17) and Victor (16) at the 13th European Forum on the rights of the child, 29—1 October, 2020.

²⁶ See the [IPCC Sixth Assessment Report on Climate Change 2022: Impacts, Adaptation and Vulnerability](#), which assesses the impacts of climate change, looking at ecosystems, biodiversity, and human communities at global and regional levels, reviewing the vulnerabilities and the capacities and limits of the natural world and human societies to adapt to climate change (IPCC 2022).

²⁷ Roser & Ortiz-Ospina (2019), <https://ourworldindata.org/extreme-poverty>

²⁸ European Anti-Poverty Network – Spain (EAPN) (2020) Poverty Watch Spain 2020 https://www.eapn.es/ARCHIVO/documentos/documentos/1604053806_poverty-watch-2020.pdf; European Anti-Poverty Network (2021). Working towards a Socially Inclusive and Poverty-proof Recovery from the COVID-19 Pandemic. In <https://www.eapn.eu/wp-content/uploads/2021/02/EAPN-EAPN-Assessment-ASGS-JER-2021-Finaal-4970.pdf>

²⁹ European Anti-Poverty Network (2020). The impact of COVID-19 on people experiencing poverty and vulnerability: Rebuilding Europe with a social heart. In https://www.eapn.eu/wp-content/uploads/2020/07/EAPN-EAPN_REPORT_IMPACT_COVID19-4554.pdf

and closed to socio-digital transformation.³⁰ However, we have also witnessed a heightened realisation that society relies on so-called essential workers across health, service, delivery, and manufacturing sectors, who are, at the same time, precisely those in insecure and low-paid jobs with poor and sometimes dangerous working conditions.³¹ In this context, a prime lesson is that we need to rethink what is meant by sustainability towards an approach where long-term resilience becomes a key pillar that provides a counterweight against the short-term “efficiency” mind-set that dominates most current economic and social systems and that brought us to where we are today.³²

In addition to a narrow economic perspective, resilience also needs to be seen in social and environmental terms and increase the introduction of diversity and interconnectivity from the initial set-up and each step along the way of each endeavour. Diversity in its multiple forms (cultural, gender, generation, etc.) provides greater social and economic slack, more sources of innovation with bottom-up, open, and socio-cultural-contextual innovation becoming mainstream, with additional alternative value chains if one fails, and multiple experimental and cultural environments (e.g. living labs, collaboratories). This is the opposite of just-in-time and “lean” systems that squeeze assets (including people) to breaking point and are chief drivers of the current situation. The more the flow through a system is made “efficient” by streamlining and simplification, the more brittle it becomes. The key question is: how can we pursue intersectional resilience that unleashes the creative potential of humanity?

Sitting alongside diversity, interconnectivity, through for example, digital technologies that support tele and inter-working, communication, trust, and collaboration, increases the number of system nodes and connections into ecosystems, and thereby overall resilience. Even strong shocks to a diverse and interconnected n-helix ecosystems can be much better absorbed through the rerouting and repair of conventional innovation ecosystems flows.³³

³⁰Cap. 8: “Brecha digital, reproducción virtual de las desigualdades sociales”, in Ayala, L. et al. (coords.) (2022). *Evolución de la cohesión social y consecuencias de la COVID-19 en España*. Fundación FOESSA & Caritas Española. In https://caritas365-my.sharepoint.com/personal/cominc_caritas_es/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fcominc%5Fcaritas%5Fes%2FDocuments%2FSensibilización%2FFOESSA%2FWEB%2FDocumentos%20enlazados%2Finforme%20FOESSA%202022%2Epdf&parent=%2Fpersonal%2Fcominc%5Fcaritas%5Fes%2FDocuments%2FSensibilización%2FFOESSA%2FWEB%2FDocumentos%20enlazados

³¹The weak point in the narrative of sustainability is that, as a metaphor, it sustains what is inherited, but it does not pay enough attention to the novelties that appear in the digital world. It addresses these novelties in a continuum without recognising the special socio-political support needed for these innovations as, from the new, it is what we will live in the future.

³²Impacts of COVID-19 on social development and implications for the just transition to sustainable development, 4 August 2020: <https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/08/Impacts-of-COVID-19-on-social-development-and-implications-for-the-just-transition-to-sustainable-development-4-8-20.pdf>

³³<https://ellenmacarthurfoundation.org/topics/circular-economy-introduction/overview>, accessed August 2021.

Against this background, the UN 2030 Agenda offers a collective framework for driving the needed changes in a consistent, coherent, mutually reinforcing way. Its 17 Sustainable Development Goals (SDGs) are a “common language” that governments at all levels and organisations of all kinds (private sector, NGOs, academia) can use to seek alliances (starting from a common set of specific targets in a wide range of areas: from social justice to climate action, from gender equality to quality education, from ecosystem protection to health and well-being) and find the best ways to bring forward a transformative new paradigm leaving no one behind.^{34,35} The Global Agenda, approved in 2015 and covering 15 years, has now entered what UN Secretary-General Antonio Guterres has called “the decade of action”, for which the strategy and (supposedly) the expected outcomes are set, though there is as yet little or no sign of the tactics needed.

That means especially tactics which address the radical shifts needed from siloed to collaborative, from narrow perspectives to big-picture, and from one-time action to purposeful, purposive collective co-creation. The world needs to deliver, and the pandemic—with all its dramatic consequences—can also be seen as an opportunity to *build back better*.

The COVID-19 crisis has hugely accelerated an already incipient refocus back to more domestic economic systems through new forms of “re-shoring” and re-localisation also down to regional and city levels, the great resignation effect, also known as the Big Quit,³⁶ and the internal migration outside of cities due to teleworking.³⁷ Policies at the local, municipality, and city levels often have the most impact, as they are closest to citizens and most businesses. This so-called *new localism* aims to empower local stakeholders and retain as much of the value as possible created by a given community for their own use and further investment, rather than seeing this value seep away to a multinational with no local commitment and often to a tax haven. There are, for example, many social innovations, experimenting with and developing circular cities and local jobs, local currencies and tokens, blockchain as an emerging and promising approach in managing decentralised local energy markets (LEM) (Strepparava et al., 2022), basic income schemes,³⁸ and employee-owned enterprises.³⁹ This does not mean that local areas

³⁴<https://unsdg.un.org/2030-agenda/universal-values/leave-no-one-behind>

³⁵European Court of Human Rights. (2021)

³⁶Curtis, Lisa (2021). “Why The Big Quit Is Happening And Why Every Boss Should Embrace It”. *Forbes*.

³⁷Mariotti (2021), <https://regions.regionalstudies.org/ezine/article/remote-working-covid/?print=print>

³⁸VATT Institute for Economic Research (2021), <https://phys.org/news/2021-06-finnish-basic-income-short-term-employment.html>

³⁹For example, the Work Integration Social Enterprises are the result of collaboration in local networks among social organisations with public and private entities in order to improve socio-occupational integration with innovative responses. See for more details Mugarra-Elorriaga (2021). Also the Social Initiative Cooperative (Bretos et al., 2020). Or as a concrete experience KoopFabrika (<https://koopfabrika.eus/app/uploads/2020/01/koopfabrika-bilbo-es.pdf>). More

should become “independent” or isolated from the outside world, but that they are given every incentive and opportunity to self-help in addition to any needed external help because of poverty and vulnerability.

Policymakers should also ensure that such efforts are not wasted, degraded, or captured by free-riders,⁴⁰ whether operating in the market or other contexts. Also important for the new localism are local research, engagement and evaluation, good governance, and management, to ensure efficiency, accountability, and beneficial regional development (Millard, 2020, 2021).

3 The European Union as the Co-laboratory for the Triple Transition

The EU’s role as a trend-setter at global level must not be underestimated: the new president of the USA is setting up a new social policy agenda, seeking to emulate European policies. This is a great historical opportunity for the EU to become the “*co-laboratory*” for the main transitions that the world is expected to face simultaneously in this decade: the green, digital, and social transitions. The concept of “Climate Transition Superlabs” has already appeared in recent Horizon Europe calls.⁴¹ Similar to “living labs” but operating on a much larger scale, they spur the transformation of whole entities—such as non-sustainable business complexes, mining regions, and polluted metropolitan areas—in an economically, socially, and environmentally sustainable manner.

Becoming the first universal innovation ecosystem (Serra, 2018),⁴² a continent of 27 countries with 448 millions of citizens means opening up our innovation ecosystems to everyone, engaging every citizen and stakeholders in the challenges we all are facing, setting up strategies and expectations on “what” we want or need to achieve, and also focusing on the “how”, the new ways, the new mechanisms we need to achieve such goals.

These three transitions are interdependent: we cannot solve climate change without digital innovations and a profound social and behavioural approach. By the same token, the digital transition needs a new energy model and the

experiences as Servicios Sociales Integrados S. Coop. in social services or Goiener S. Coop. in energy, explained in Enciso-Santocildes et al., 2019. All those effects are recognised by the European Union in the communication “Building an economy that works for people: an action plan for the social economy” (COM(2021) 778 final) <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52021DC0778&from=ES>

⁴⁰Which is what some little entrepreneurs and multinationals are in practice, caching social innovations and transforming them into their own private business.

⁴¹<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/horizon-cl5-2021-d2-01-14> <https://www.youtube.com/watch?v=k9JrmkChiZs>

⁴²Serra, A. (2018). Citizen labs: basis for universal innovation ecosystems. <https://www.ecsite.eu/activities-and-services/news-and-publications/digital-spokes/issue-45>

democratisation and adoption of technological transformation for all if it is to avoid negative impacts.⁴³ Finally, a social Europe that is fair, inclusive, creative, innovative, open, collaborative, and full of opportunities needs input from green and digital innovation with initiatives such as the EU Health Union or the New Jobs strategy.

All for one, one for all.

We definitely need to lay down the foundations for developing a more open and inclusive innovation ecosystem removing the numerous literal and figurative political, social, cultural, spatial, temporal, disciplinary, paradigmatic, and other boundaries that currently exist in addressing the complex challenges of our time.

We must determine what needs to be achieved by co-evolution as the ultimate goal for growing together (EU, candidate countries, and global scale) to align with the motto “*one for all, all for one*” and make the three transitions work together consistently.

In addition to the green and digital transitions, humanity urgently needs a social transition. Without it, citizens from all over the world will not be interested in saving the planet or believing in digital transformations, if their daily life gets steadily worse. *The EU is the political project that can offer to the world such a joint narrative, encompassing a sustainable planet, a visionary digital future, and a humane and sustainable society, all together. The EU finally can become a first prototype of the Lab, our real and possible new global order.*

4 Key Messages to Push and Pursue the “One for All, All for One” Forward-Looking Vision into a Call for New EU Policy Actions

This chapter summons for new EU policy actions that secure a truly JUST triple transition, which involves and commits individuals, citizenry, organisations, public and private bodies, companies, and the EU to take action on the “how” in addition to the “what” and “why” need to be done and achieved. The following main elements would be a clear indication of the roadmap ahead:

1. Stressing the official recognition that a third social transition⁴⁴ needs to be reinforced as an EU political priority to strengthen the other two compelling but more widely accepted ones: the green and digital transitions.

The Porto Social Summit of the European Council was a good change to recognise and set in motion the European Pillar of Social Rights (European Union 2017), placing its principles and values at the core. This has become a golden

⁴³ <https://www.bbc.com/news/technology-56012952>

⁴⁴ Supporting the UE efforts and initiatives related with the European Pillar of Social Rights: https://ec.europa.eu/info/strategy/priorities-2019-2024/economy-works-people/jobs-growth-and-investment/european-pillar-social-rights/european-pillar-social-rights-20-principles_en

window of opportunity to build a shared vision of the future able to inform short-, medium-, and long-term decision-making processes.

There is a perceived excess of environmental, political, economic, and social posturing while failing to face the real problems; the wealth distribution; the policy, sectoral, geographical, and other divides; and the temporary and eligibility mismatching between supposedly synergetic initiatives. We all need to make a radical change in our habits.⁴⁵

Throughout the life cycle of any policy, programme, industrial initiative, or service, from its inception to the final co-delivery, all involved actors should embrace the social axis with the firm engagement of citizens and end users. Whoever co-creates should also have a stake and a responsibility in ensuring that what was co-created is maintained and sustained over time, opening up further possibilities of generating worthwhile value-based preventive and anticipation actions.

The participation of everyone in governance is essentially democracy, but when it comes to the complex challenges of our time (e.g. environmental issues), the digital transitions must be accompanied by the exercise of individual responsibility by every single citizen regardless of his/her/their role, age, or position. Each of us has impacts on the environment through our everyday actions and we are not willing to make “sacrifices”: having a waste, water, or air treatment facility next to our homes, or lowering our levels, habits, and forms of consumption. Rather than take a NIMBY (not-in-my-back-yard) stance we should adopt a YIMBY (yes-in-my-back-yard) mind-set and thereby share responsibilities and take ownership of our life-support systems.

We would thus be able to establish a caring, preventive attitude and avoid continuously having to react to harmful impacts through damage control and costly recovery plans.

2. *Courageous mission-oriented research and innovation projects and the adoption of the new (yet ancient) principle of collaborative innovation* should be the basic driver of the new EU policies. Thus, individual, institutional, sectoral, geographical, and other interests should be aligned for the common good. *All the initiatives and actions should be really based on respecting the “do no significant harm” principle. “Not leaving anyone behind” and “promoting everyone ahead” should be our cohesion goals* (Ayala et al. 2022).
3. *The EU triple transition’s co-laboratory needs “a complex system mind-set” building up on dynamic, context-sensitive, and holistic approaches.*⁴⁶ The EU emerging mission-oriented research and innovation is an appropriate framework to co-design mission and purpose-driven actions, outcomes, outputs, and no-harm

⁴⁵In the Green Pact (point 4) this is clearly identified to better prepare society to form an opinion on the environment, providing it with the information and tools to promote responsibility, not environmental activism or posturing.

⁴⁶As argued by Widmer et al. (2018, 630), Marion and Uhl-Bien (2001), Marion, R., McKelvey, B., & Uhl-Bien, M. (2007).

inclusive sustainable impacts. *Are we ready and willing to embrace open research, innovation, transfer of knowledge, and impact? How can resistance be overcome? How can stimulus be multiplied? There is no planet B, there are many lives at stake (e.g. opening up vaccine patents to save lives), we need to assure the lifelong stability of the welfare system, well-being and quality of life, quality of education, and just employment for all.*

4. *Igniting the transformative capacity of all forms of collaboration (international, interdisciplinary, intersectoral, intergenerational) to allow interactions to emerge around purposes for the common good. Europe should be ready to build the first universal innovation ecosystem. If the universal access of the Internet is becoming a new human right in some countries,⁴⁷ the new horizon of the EU is the building of universal innovation ecosystems allowing every citizen the right of becoming part of this common enterprise.*

The active engagement of stakeholders from the n-helix innovation ecosystems is a must (Caro-Gonzalez et al., 2020).⁴⁸ *How can we boost the negotiated, shared, co-evolved multi-cross-inter-transnational, disciplinary, sectoral, generational cooperation ecosystems?* The MuskEUteers are all of us: each one of us committed to the change, with this triple, urgent, encompassing transition. Our dreams for a better world, our talents, our skills, capabilities, agency, motivation, ideas, and endeavours should be swirled into a meaningful creative vortex for positive impactful results. Every person⁴⁹ and every action matters!

Active citizen responsive, responsible engagement is the base of these new mission-oriented innovation ecosystems. Without citizen engagement in collaborative innovation projects, no transition is possible. Alternative open, collaborative, co-creative, co-evolving innovative social initiatives have proven effective in reacting quickly to acute global socio-sanitary emergencies (e.g. the

⁴⁷ Some examples of countries that are pioneers in recognising the Internet as a basic digital right are the following: Estonia that has been rated as the country with the freest Internet in the world, according to the Freedom on the Net Index 2018, elaborated by Freedom House. The government has sponsored the e-Estonia programme where it is included as the first country to include e-voting, e-health, e-banking, and even e-residency. Finland in 2010 became the first country in the world to recognise the right of all its citizens to have access to a broadband connection. After having analysed these two pioneers more countries have also followed their steps and have recognised the right to Internet as a basic right: like in Europe (Spain, Sweden, France, etc.), North (Canada and USA) and South America (Brazil, Argentina, etc.), and others like (Australia, Japan) and we hope that in the coming years many more countries will do so (OECD 2020).

⁴⁸ Caro-Gonzalez, A; Serra, A. (coords.) et al. (2020). “Towards social innovation ecosystems: From linear pairwise forms of interaction to common-purpose-driven networks for shared prosperity”, Position Paper, Bilbao. Retrieved from: https://www.academia.edu/42476112/POSITION_PAPER_Towards_Social_Innovation_Ecosystems_From_linear_pairwise_forms_of_interaction_to_common_purpose_driven_networks_for_shared_prosperity

⁴⁹ Without discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth, or other status. https://www.echr.coe.int/documents/convention_eng.pdf

EUvsVirus Hackathon and Matchaton⁵⁰ co-organised with high-level policy commitment and massive multi-stakeholder collaboration^{51,52} further explained in Chapters “Academia Diffusion Experiment: Trailblazing the Emergence from Co-Creation” and “Multi-Vortex Tornado Blueprint for Disruptive Global Co-Creation (Inspired by EUvsVirus)” in the book). Furthermore, we need to bring together traditional top-down and bottom-up grassroots approaches involving middle-ground collaborative leadership models seeking sustainable and JUST solutions.

5. Grounding the social transition, like the green and digital transitions, on innovation in context,⁵³ focused on the main challenges of this social transition: health, education, jobs, poverty, transhumanism, culture of innovation.⁵⁴ And devising technologies, societies, and green deals that are able to respect, be implemented, and protected by the cultural diversity that characterises the EU. *Promoting social technologies based on the diversity of engagements, backgrounds, cultures, profiles, stakeholders, and approaches,*⁵⁵ to design, build, and activate social structures to support transformational processes.

We need to set up an EU Task Force on Social Transition to gather and mainstream innovative answers to these challenges in existing and new initiatives: The European Health Union; the Renovation Wave⁵⁶; The European New Skills and New Jobs strategy; and more inclusive, more accessible education.⁵⁷

⁵⁰<https://www.euvsvirus.org/>

⁵¹<http://tactical-management-in-complexity.com/course/view.php?id=18>

⁵²Millard, J. (2018). Open governance systems: Doing more with more, *Government Information Quarterly*, vol.35, issue 4, pp.S77–S87, <https://doi.org/10.1016/j.giq.2015.08.003>

⁵³Otherwise, we could just be flying sky high inventing unnecessary things, while the “simple” copy-pasting of good practices and actual solutions to underdeveloped contexts necessitates so much innovation in context.

⁵⁴It is worth mentioning the attempts that are already being carried out, such as the Just Transition Platform set up by the European Commission: https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal/actions-being-taken-eu/just-transition-mechanism/just-transition-platform_en#about-the-just-transition-platform

⁵⁵This is a key principle which can be observed in each chapter that follows as it is a crucial underlying concept of the solutions in the entire book.

⁵⁶An EU initiative seeking to increase the pace and depth of building renovation in Europe with high potential for job creation and the social impacts of urban regeneration projects (building renovation “enlarged” to a neighbourhood approach, focusing on impacting the social fabric, fighting fuel poverty, improving indoor health environments, etc)

⁵⁷The pandemic has shown us how important it is to make quality and secure education, activities, and events more accessible and inclusive: Alashhab, Ziyad R.; Anbar, Mohammed; Manmeet Mahinderjit Singh; Yu-Beng, Leau; Zaher Ali, Al-Sai; and Alhayja, Sami Abu (2021). Impact of coronavirus pandemic crisis on technologies and cloud computing applications. *Journal of Electronic Science and Technology*, Vol.19, Issue 1, March 2021. <https://doi.org/10.1016/j.jnlest.2020.100059> (accessed February 17, 2022).

To that end, the EU should definitively recognise intersectional social innovation⁵⁸ as the way in which social transition should be tackled. Since 2000 social innovation has been recognised by the OECD⁵⁹ as a way to find new solutions to the complex problems of our societies. Several European organisations (ESSI,⁶⁰ ENOLL,⁶¹ etc.) have since promoted this new approach, putting citizens at the heart of this open, collaborative model of innovation.

- a. Working in local contexts with a global view, promoting a deeply intertwined global agenda.

Grassroots initiatives based on responsive, responsible intergenerational participation can boost and channel citizens' science and engagement to achieve Sustainable Development Goal targets. Local responses to global challenges aligned with the context of challenges identified by the given community can connect the local and global communities in joint capacity-building efforts, following the principle of "Think global, act local".

- b. Used in conjunction with digital and technological solutions, social innovation creates complementarities and synergies between policy levels, fields, and sectors and programmes and initiatives, bridging the policy and territorial divides.
- c. Devising intermediate spaces and labs, as social innovation in social structures, in collaborations of a new kind, has the potential to lead processes of inclusion, co-creation, sustainable, JUST change, building socio-economic developments within context-driven ecosystems for the common good. Co-laboratories ("labs of labs") working together at the European level for face-to-face and virtual exchange and co-creation are beginning to emerge connecting bottom-up living labs, fablabs, and social innovation labs with top-down labs at universities, public administrations, and companies to embrace this triple transition (see *Collaboratories* CatSud⁶² and the European project VITALISE⁶³). Social innovators, entrepreneurs, and enablers (with proven moral principles working for the common good) will intervene as facilitators in order to improve the space for collaboration and the interactions of the multiple stakeholders.

⁵⁸According to Howaldt et al. (2018), social innovation has an intersectoral approach and is universally applicable. *Atlas of Social Innovation. New Practices for a Better Future*. Sozialforschungsstelle, TU Dortmund University. Moreover, transformative social innovation introduces new processes, approaches and innovative initiatives, and/or collaborative solutions to seemingly challenging problems.

⁵⁹<https://www.oecd.org/regional/leed/social-innovation.htm>

⁶⁰<https://www.essi-net.eu/>

⁶¹<https://enoll.org/>

⁶²<https://i2cat.net/projects/collaboratory-cat-sud/>

⁶³<https://vitalise-project.eu/>, which is just starting, is harmonising the health living labs policies and resources of the different EU countries.

6. Articulating these green, social, and techno-digital transitions as one (single), “one for all, all for one” continuous ambitious mission-driven research and innovation programme, setting up an EU Task Force including experts on the three transitions supported by the different funding mechanisms: Next Generation Europe, Horizon Europe, Digital Europe, Connecting Europe Facility, EU Structural Funds. This should translate into:
 - a. Conferring a more crucial role to the social and solidarity economy with its key, complementary, and disruptive socio-economic alternatives and capability to bring about change.
 - b. Enabling encompassing policies and initiatives to boost circular economy solutions with resilience and planet-neutral value chain systems.
 - c. Changing the view of technology as an enabler, serving people, complementing Industry 4.0 by a human-centric, sustainable, resilient Industry 5.0⁶⁴—leading to new social practices and options for digital, green, and social industrial development.
7. Encompassing complexity management approaches^{65,66,67} systems thinking, and open innovation to bridge science and practice so as to facilitate the triple transition on a global scale.

How can complex adaptive systems be facilitated for the alignment of individual and collective purpose(s)? This is a challenge that we have not yet mastered (and in some cases not even touched upon) as humanity. It is the hardest to achieve co-evolution via systems design and alignment of strategy, tactics, and operations as managerial approaches fit for complexity, contextual capture, unpredictability, and iterative⁶⁸ adaptation.

We find ourselves in the premise of Gell-Mann, paralleling quarks and living beings: “*Think how hard physics would be if particles could think!*”⁶⁹ There is no “manager of the world”, but we should achieve global dynamic reconfiguration of

⁶⁴ European Commission, DG Research, and Innovation (2021). Industry 5.0 Towards a sustainable, human-centric and resilient European industry, <https://op.europa.eu/en/publication-detail/-/publication/468a892a-5097-11eb-b59f-01aa75ed71a1/>; European Union (2021).

⁶⁵ Petrevska Nechkoska, R. (2019). Tactical Management in Complexity: Managerial and Informational Aspects. Heidelberg: Springer Nature, <https://link.springer.com/book/10.1007%2F978-3-030-22804-0>

⁶⁶ Building State Capability, Problem Driven Iterative Adaptation, Center for International Development at Harvard University <https://bsc.cid.harvard.edu/PDIAtoolkit>

⁶⁷ Caro-Gonzalez, A.; Anabo, I. & Ferreira-Lopes Silva, L. (2021). Adopting Complexity Leadership in University Research and Innovation Management: A Framework Proposal, in Mansoor A. Alaali, *Assessing University Governance and Policies in Relation to the COVID-19 Pandemic*, IGI-Global.

⁶⁸ *Transition Super-Labs. Horizon Europe. Call 2021*, in which transition Superlabs are presented as real-life laboratories where a rapid shift to climate neutrality is conceptualised, implemented, monitored, and revised in an integrated way.

⁶⁹ Murray, (1995). The quark and the jaguar: adventures in the simple and the complex. W. H. Freeman & Co., USA. <https://dl.acm.org/doi/10.5555/211536>

capabilities by competence and passion, by ecosystems of co-creation, sustaining outcomes, not just outputs, by multi/cross/trans/interdisciplinary problem-based collaborative actions, by dissolving boundaries, and by making functional bridges while aiming to achieve collective (and individual) purpose(s). These approaches are needed for each clique, union, region, global citizen.

This is how complex adaptive systems interrelate—this must be taken into consideration if we wish to initiate positive change proactively, rather than reacting to calls for help.

8. Evolving new models of collaborative efforts and engagement such as vortices of co-creation and alignment of ideas, innovations, and unavoidable co-design priorities and agenda setting.

The adoption of multi-agent engagement (citizens, professionals, policymakers, and experts) in specific transformative actions will generate new ways of defining shared purposes and visions; integrating encompassing⁷⁰ strategies and initiatives; and their co-evolving implementation in the relevant contexts (neighbourhoods, communities, cities, territories, etc.).

- a. Building needed skills, training enablers, and forging a new generation of role models and leaders, designing capacity building, mentoring, and lifelong learning to enhance career path programmes for leaders, enablers, and agents of change.

The new digital world will be about tackling problems together. This means that a wide variety of professional groups, cultures, and qualifications must work together to find ways of mastering challenges. Specific policies, programmes, and initiatives can enhance citizens' training in exercising responsibility, with all individuals investing their own time and energy in developing their perspective of responsibility. Technology and digitisation are just the tools (and the same goes for the legal and policy frameworks) that we will all be using.

Mind-set and role models are far more important, as are people who have already proven how they can combine these different qualifications to create successful new business models and new interactions. In a similar way that we need to share good stories about our visions and how we achieve them, we need qualified role models who can master new challenges. How we push this role model idea will also be crucial for transformation. If people learn firsthand from role models how they have dealt with different challenges, the fear of the new and unknown will no longer be prevalent.

- b. Including individuals and groups usually left out (the younger⁷¹ and older generations, people with functional diversity, etc., developing non-EU

⁷⁰Intersectoral, interdisciplinary, cross-policy, etc.

⁷¹The role of pro-children's and youth rights organisations is noteworthy (Eurochild, UNICEF, Save the Children, etc.).

candidate countries⁷² and neighbours’ capabilities, migrants and refugees from other cultures, etc.) as key players and full actors with a voice, agency, and active participation within the triple transition processes^{73,74}. The social transition can help open up innovation ecosystems to new actors through different community projects and labs, helping national innovation ecosystems and institutions (universities, industrial labs, public administration) and increasing their social impact. In that sense, tackling the social transition can help to build up universal innovation ecosystems, when every citizen can learn to innovate, as in the Citilab⁷⁵ and FabLabs⁷⁶ networks.

- c. Using the SDGs as a framework for collaborative action: The Sustainable Development Goals offer a coherent common set of goals, targets, and indicators as reference points for fostering multi-level, multi-stakeholder cooperation. International multi-stakeholder platforms, such as the multi-stakeholder platform on SDGs,⁷⁷ should be fostered at EU level to promote specific joint actions from a triple transition based on cross-sector partnerships within and between institutions, academia, the private sector, civil society, etc.

5 Conclusion

One of the collateral effects of the COVID-19 pandemic has been to put in evidence the problems derived from the lack of integration of social, digital, and environmental factors and dimensions. In a time of massive digital technologies deployment, determined by social and environmental concerns, the traditional functionalist approach as a way to organise complex societies has limited possibilities to sort out the multiple interactions and factors involved in transformational processes. We need a systemic approach, centred in societal development, which facilitates the interaction of people, digital, energy, and environmental concerns in order to balance economy and society in a more sustainable way.

To do this, we need to catalyse, encompass, and integrate existing and emerging social and digital technologies, which help us articulate a universal innovation system. The “*collaboratories*”, the new generation of innovation models and “*artefacts*”, are cooperative innovative instruments based on a peer-to-peer systemic approach. These are needed to organise and properly address the complex transition

⁷²Stuck in developmental limbo (including but not limited to Western Balkans EU accession countries).

⁷³No-one left behind and no-harm principles.

⁷⁴<https://skills4future.mk/western-balkans-green-agenda/>

⁷⁵<https://www.citilab.eu/>

⁷⁶<https://www.fablabs.io>

⁷⁷https://ec.europa.eu/info/strategy/international-strategies/sustainable-development-goals/engagement-civil-society-private-sector-and-other-stakeholders/multi-stakeholder-platform-sdgs_en

that humanity has ahead. The collaboratories will help us co-create the collaborative society of the future, developing win-win games (green, social, economic, political) through multi-i flexible facilitation dynamics⁷⁸. They will allow us to coordinate the multiple stakeholders involved and foster social and digital innovation projects to transform our society into a knowledge-based society grounded on the intensive use of digital technologies.

We need radically new tactics for the “how” (green, techno-digital), for the *strategic* “what” (green, social), for the *purposeful* “why” (green, social), and for the *operational* “how best” (green, social, techno-digital) within the *governing principles* of eco-centric society.

Co-evolution is the only evolution that is there, and we need it so that we all improve together (that includes the EU, Europe as a whole, and the world), by activating the collective brain and co-dreaming.

Innovation in context can help the replication, translation, and localisation⁷⁹ of best practices. We must wrap up with openness (of boundaryless, paywall-less science, projects, missions, and purposes) encompassing flows of ideas and the emergence of solutions from the potential of the world in regard to what each of us can bring to life on this planet.

In this chapter, we used the image of the “trois Mousquetaires” (read: MuskEUteers) to put in value the need of a systemic approach to integrate social, digital, and green transitions as a “one for all and all for one” solution for the European and the world challenges ahead.

⁷⁸ A proven example is the ‘Eoh-for-Good Multi-i Co-creative vortexes’. This is a flexible and adaptable methodology to co-design and accompany processes of change at institutions and innovation ecosystems. It combines a number of elements that start with an ‘i’, hence its name, and it entails capacity building for leaders and agents of change, and methodologies and tools that operationalise transformation initiatives.

The strategy consultancy, Eoh-for-Good-Leading Systemic Change for the Common Good, has been born from the experience gained during 23 years managing the R&I internationalisation, outreach, engagement and impact strategy at a first-rate educational institution. It pursues long-lasting positive impacts based on co-creation multi-i iterative processes of:

- collaborations: interpersonal, intergenerational, intercultural, inter-institutional, interdisciplinary, intersectoral, international;
- feedback and feedforward learning loops: ideating, intuiting, interpreting, integrating, and institutionalising; and
- enabling mechanisms: investing and incentivising.

⁷⁹ Or, as we are referring in everyday life the copy-paste notion in software applications: “copy-paste special” (Windows) or “copy-paste and match style” (Mac OS) denoting taking anything from its source as ready solution, and pasting it in another place, but adjusting to the formatting of the destination context, which means adapting it to the context, so it works. If we simply “copy-paste” (or replicate) approaches, solutions, and ideas, from one context to another, without considering the context itself, the content will be pasted, but will not integrate to fruition (translation and localisation).

Acknowledgments This chapter has been published with open access to the global readers thanks to the funding from our institutional sponsors: i2CAT Foundation, Spain; Ghent University (UGent), Belgium; and Valencian International University (VIU), Spain. Sincere gratitude.

References

Bibliography

- Alashhab, Z. R., Anbar, M., Singh, M. M., Leau, Y.-B., Al-Sai, Z. A., & Alhayja, S. A. (2021). Impact of coronavirus pandemic crisis on technologies and cloud computing applications. *Journal of Electronic Science and Technology*, 19(1), March 2021. <https://doi.org/10.1016/j.jnlest.2020.100059> (Accessed February 17, 2022).
- Ayala, L., Laparra, M., & Rodríguez, G. (coords.) (2022). *Evolución de la cohesión social y consecuencias de la COVID-19 en España*. Fundación FOESSA & Caritas Española. In https://caritas365-my.sharepoint.com/personal/cominc_caritas_es/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fcominc%5Fcaritas%5Fes%2FDocuments%2FSensibilización%2FFOESSA%2FWEB%2Fdocumentos%20enlazados%2Finforme%20FOESSA%202022%2Epdf&parent=%2Fpersonal%2Fcominc%5Fcaritas%5Fes%2FDocuments%2FSensibilización%2FFOESSA%2FWEB%2Fdocumentos%20enlazados
- Bretos, I., Diaz-Foncea, M., & Marcuello, C. (2020). La cooperativa de iniciativa social: un modelo de empresa social en España. *REVESCO, Revista de Estudios Cooperativos*, 135, 1–19. <https://doi.org/10.5209/REVE.69186>
- Caro-Gonzalez, A., & Serra, A. (coords.) et al. (2020). ‘Towards social innovation ecosystems: From linear pairwise forms of interaction to common-purpose-driven networks for shared prosperity’, Position Paper, Bilbao. Retrieved from https://www.academia.edu/42476112/POSITION_PAPER_Towards_Social_Innovation_Ecosystems_From_linear_pairwise_forms_of_interaction_to_common_purpose_driven_networks_for_shared_prosperity.
- Caro-Gonzalez, A., Anabo, I., & Ferreira-Lopes Silva, L. (2021). Adopting complexity leadership in university research and innovation management: A framework proposal. In Mansoor A. Alaali, *Assessing University Governance and Policies in Relation to the COVID-19 Pandemic*, IGI-Global.
- Enciso-Santocildes, M., Caro-Gonzalez, A., & Mugarra-Elorriaga, A. (dirs.) (2019). Shaping the future of employment in Europe: Social innovation as a driver for social changes. Dykinson.
- European Court of Human Rights. (2021). *European convention on human rights*. In https://www.echr.coe.int/documents/convention_eng.pdf
- European Anti-Poverty Network – Spain (EAPN). (2020). *Poverty Watch Spain 2020*. https://www.eapn.es/ARCHIVO/documentos/documentos/1604053806_poverty-watch-2020.pdf
- European Commission, DG Research (RTD). (2016). *Open Innovation, Open Science and Open to the World. A vision for Europe*. In <https://www.fosteropenscience.eu/sites/default/files/pdf/2557.pdf>
- European Commission, DG Research & Innovation. (2021). *Industry 5.0 Towards a sustainable, human-centric and resilient European industry*. <https://op.europa.eu/en/publication-detail/-/publication/468a892a-5097-11eb-b59f-01aa75ed71a1/>
- European Commission. (2021). Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: *Building an economy that works for people: An action plan for the social economy*. Brussels, 9.12.2021 COM(2021) 778 final <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52021DC0778&from=ES>

- European Innovation Council (EIC). (2022). *Work Programme 2022*. https://eic.ec.europa.eu/eic-work-programme-2022_en
- European Union. (2017). *The Porto Social Summit of the European Council was a good change to recognise and set in motion the European Pillar of Social Rights of Social Rights (booklet)*. https://ec.europa.eu/info/sites/default/files/social-summit-european-pillar-social-rights-booklet_en.pdf
- European Union. (2021). Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility. *Official Journal of the European Union* 18.2.2021. <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32021R0241&from=EN>
- Howaldt, J., Kaletka, C., Schröder, A., & Zirngiebl, M. (2018). *Atlas of social innovation. New practices for a better future*. Sozialforschungsstelle, TU Dortmund University.
- Intergovernmental Panel on Climate Change (IPCC). (2022). *Climate change 2022. Impacts, adaptation and vulnerability. Summary for policymakers*. https://report.ipcc.ch/ar6wg2/pdf/IPCC_AR6_WGII_FinalDraft_FullReport.pdf
- Kreiling, L., & Paunov, C. (2021). *Knowledge Co-creation in the 21st century. A cross-country experience based policy report*. OECD Science, Technology and Industry Policy Papers, June, No. 115. <https://www.oecd.org/innovation/knowledge-co-creation-in-the-21st-century-c067606f-en.htm>
- Marion, R., McKelvey, B., & Uhl-Bien, M. (2007). Complexity Leadership Theory: Shifting leadership from the industrial age to the knowledge era. *The Leadership Quarterly*, 18(4). https://www.sciencedirect.com/science/article/pii/S1048984307000689?casa_token=b6Empam8EygAAAAA:98aMIEjnRn_zMJjUScYT-thn0iIElPfhmxAhShOd0_BwfcCs1AYAYhHknYAFomXWd9F7ymkuUhw
- Marion, R., & Uhl-Bien, M. (2001). Leadership in complex organizations. *The Leadership Quarterly*, 12(4), 389–418. https://www.sciencedirect.com/science/article/pii/S1048984301000923?casa_token=esNyvefrNvwAAAAA:4oQwtmeywXT2IYgf45gAgTWhZ5jHs7M1v3nilyTTvTcxv0aj5VfIt1XrUKZszz5RDzxHw3ammTs
- Mariotti, I. (2021). Is remote working emptying the city? *Regional Studies Association*. <https://doi.org/10.1080/13673882.2021.00001107>. <https://regions.regionalstudies.org/ezone/article/remote-working-covid/?doi=10.1080/13673882.2021.00001107>.
- Millard, J. (2018). Open governance systems: Doing more with more. *Government Information Quarterly*, 35(4), S77–S87. <https://doi.org/10.1016/j.giq.2015.08.003>
- Millard, J. (2020). *Impacts of COVID-19 on social development and implications for the just transition to sustainable development*. Prepared for UNDESA's Virtual Expert Group Meeting on the "Socially just transition towards sustainable development: The role of digital technologies on social development and well-being of all", 4–7 August 2020.
- Millard, J. (2021). Social innovation for sustainable development. In K. Howaldt & Schröder (Eds.), *Research agenda for social innovation*. Edward Elgar.
- Mugarra-Elorriaga, A. (2021). Work Integration Social Enterprises in the Basque Country: Narrative. In Enciso-Santocildes et al. *The story of social economy in the Basque Country*. Dykinson.
- Murray, G.-M. (1995). *The quark and the Jaguar: Adventures in the simple and the complex*. W. H. Freeman, New York. <https://dl.acm.org/doi/10.5555/211536>.
- OECD Policy Responses to Coronavirus. *Keeping the Internet up and running in times of crisis*. 4 May 2020. <https://www.oecd.org/coronavirus/policy-responses/keeping-the-internet-up-and-running-in-times-of-crisis-4017c4c9/> (Accessed February 17, 2022).
- Petrevska Nechkoska, R. (2019). *Tactical management in complexity: Managerial and informational aspects*. Heidelberg: Springer Nature, <https://link.springer.com/book/10.1007%2F978-3-030-22804-0>
- Roser, M., & Ortiz-Ospina, E. (2019). *Global Extreme Poverty*. First published in 2013; substantive revision March 27, 2017 and smaller revisions in 2019. <https://ourworldindata.org/extreme-poverty> (Accessed February 17, 2022).

- Serra, A. (2018). *Citizen labs: Basis for universal innovation ecosystems*. <https://www.ecsite.eu/activities-and-services/news-and-publications/digital-spokes/issue-45>
- Strepparava, D. et al. (2022). Deployment and analysis of a blockchain-based local energy market. *Energy Reports*, 8, November 2022, pp. 99–113. <https://www.sciencedirect.com/science/article/pii/S2352484721014293>
- VATT Institute for Economic Research. (2021). *The Finnish Basic Income experiment failed to produce short-term employment effects*, June 8, 2021, <https://phys.org/news/2021-06-finnish-basic-income-short-term-employment.html>, Accessed December 2021.
- WEF Global Risks Report. (2021). <https://www.weforum.org/reports/the-global-risks-report-2021>, Accessed July 2021.

Webgraphy

- A European Green Deal. https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en
- Building State Capability, Problem Driven Iterative Adaptation, Center for International Development at Harvard University. <https://bsc.cid.harvard.edu/PDIAtoolkit>
- Citilab Cornellà. <https://www.citilab.eu/>
- Collaborative Cat Sud. <https://i2cat.net/projects/collaboratory-cat-sud>
- Debagoiena 2030. <https://debagoiena2030.eus/es/que-es/>
- European industrial strategy. https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-industrial-strategy_en
- European Neighbourhood Policy and Enlargement Negotiations, Strategy and Reports. https://ec.europa.eu/neighbourhood-enlargement/enlargement-policy/strategy-and-reports_en
- European Neighbourhood Policy and Enlargement Negotiations. https://ec.europa.eu/neighbourhood-enlargement/index_en
- European Network of Living Labs. <https://enoll.org/>
- European Open Science Cloud (EOSC). [https://www.google.com/search?client=safari&rls=en&q=European+Open+Science+Cloud+\(EOSC\)&ie=UTF-8&oe=UTF-8](https://www.google.com/search?client=safari&rls=en&q=European+Open+Science+Cloud+(EOSC)&ie=UTF-8&oe=UTF-8)
- European School of Social Innovation. <https://www.essi-net.eu/>
- EUvsVirus. <https://www.euvsvirus.org/>
- FabLab Network. <https://www.fablabs.io/>
- Funding & Tenders Opportunities. Transition Super-Labs. Horizon Europe. Call 2021, https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en
- Just Transition Platform. https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal/finance-and-green-deal/just-transition-mechanism/just-transition-platform_en#about-the-just-transition-platform
- Koopfabrika. <https://koopfabrika.eu/app/uploads/2020/01/koopfabrika-bilbo-es.pdf>
- Making Europe’s businesses future-ready. https://ec.europa.eu/commission/presscorner/detail/en/ip_20_416
- Multi-stakeholder platform on SDGs. https://ec.europa.eu/info/strategy/international-strategies/sustainable-development-goals/engagement-civil-society-private-sector-and-other-stakeholders/multi-stakeholder-platform-sdgs_en
- Shaping Europe’s digital future. <https://digital-strategy.ec.europa.eu/en>
- Social Innovation – OECD. <https://www.oecd.org/regional/leed/social-innovation.htm>
- Vitalise Project. <https://vitalise-project.eu/>

Open Access This chapter is licensed under the terms of the Creative Commons Attribution 4.0 International License (<http://creativecommons.org/licenses/by/4.0/>), which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

