UNIVERSITY OF NAIROBI
SCHOOL OF THE ARTS AND DESIGN

TITLE:
Brand positioning of innovation labs in Kenya: Creating an effective branding strategy

Project Report

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ABTRACT

Innovation labs or hubs are social workspaces and research centers that provide specific expertise on trends and innovation management. Globally, innovation labs have been used by governments, non-governmental organizations, research institutions, multinational corporations and think tanks to foster collaborative innovation and realize systemic change. Such labs are on the increase in Kenya's creative intellectual landscape. The Kenyan government for example aims to have four innovation hubs in each county. Given that innovation labs have unique offerings targeting niche clientele, it is expected that they would create a differentiated status in the creative intellectual landscape. Additionally, such labs often depend on external funding and therefore need to increase their visibility in an increasingly competitive innovation space.

Despite this need, it is unclear how innovation labs in Kenya can be effectively branded to create differentiated and visible offerings to attract clientele and influence stakeholders. Arguably, building a brand for any organization providing a product or service has been aimed at achieving a differentiated status in an ever increasingly competitive market. As such, organizational values, core values, and added values have become central to brand identity, growing beyond the straight forward outlook of an organization.

The overall objective of this study therefore, is to establish how innovation labs in Kenya can create effective brand strategies. The researcher proposed using the AC2ID framework and is done at two levels: First, the AC2ID framework is used to identify the branding strategy. The findings from this evaluation are then used to propose an effective branding strategy based on the Design Management model. The AC2ID framework elaborates the diverse stakeholders of a brand identity and is therefore suited to identify and evaluate a branding strategy. The research was based on a case study of C4D Lab based at the University of Nairobi School of Computing. The lab was comparatively studied to iHub which is Kenya's leading independent innovation lab.

The Design management model is a design tool that creates a cohesive brand experience and is therefore an ideal tool for shaping an effective branding strategy. A semi-hypothetical case study (Living lab) is used to illustrate the design of a brand experience. Ultimately, this

study is groundbreaking in as much as it paves way for the theoretical and systematic understanding of innovation lab brands.

1. INTRODUCTION TO THE STUDY

Introduction.

As a nobel research study the next three chapters of the study have been designed as standalone chapters to the study. The purpose of this arrangement is to enable reporting within the text as the research progresses. Nevertheless, the chapters contribute to the overall argument of the study.

1.1 Background: Innovation

Innovation, according to Lundvall (2009), is the outcome of the interaction of user needs and opportunities provided by technology. At this level, the occurrence of an innovation could be seen as a distinct event. Further, Lundvall argues that even the most outstanding unique innovation is a result of accumulated knowledge and experience of gradual technical change and discreet leaps in technical opportunities but also mildly acknowledges single innovations as pure accidents.

Innovation is also seen as a change in the fundamental routines, resource and beliefs of any system through initiatives, products, processes and programs (Westley, 2008). They are platforms that are created to look into intricate social challenges. The three major components of these challenges include the social aspect, experimental approach and systemic focus. For example, diverse participants, who are brought together by a shared objective or need, engage in an iterative approach in coming up with solutions that farther address the origin of the problem (Hassan, 2014 and Bird, 2017)

1.2 Kenya's Innovation Landscape

According to the Global Innovation Index (GII) innovation is now widely recognized as a central driver of economic growth and development. In the past 10 years, GII has captured the multi-dimensional facets of innovation and provided a rich database of detailed metrics for 127 economies which included the country of Kenya. Ban Ki-moon, the eighth Secretary-General of the United Nations, noted at the UN Economic and Social Council in 2013, the GII is a 'unique tool for refining innovation policies for providing an accurate picture on the role of science, technology and innovation in sustainable development'. As such GII's primary goal is to establish better methods of measurements and understanding of innovation together with identifying targeted policies and good practices that foster innovation.

The index measures the quality of 81 innovation-related inputs such as research funding, human capital, education, business environment and outputs including knowledge creation, new technologies and creative products.

Despite the many challenges such as sporadic political instability, that Kenya has faced in the last decade, The United Nation Global Innovation Index (2017), placed Kenya as the third most innovative country in subsaharan Africa following South Africa and Mauritius. Kenya also towered its development-level peers in the East African Region. In the global ranks, Kenya leaped forward nineteen places five years ago and was now ranked 80th globally.

In comparison to higher ranking countries such as Israel and the Republic of Korea whose percentage of the gross domestic product (GDP) stood at 4.27% and 4.23% investment in research, science, technology and innovation Kenya appears to not prioritize investments in

research and development as evidenced by its 0.05% investment in fiscal year of 2016/2017 (Source). However according to the Kenya National Innovation Agency (KENIA) (2017), the leap of nineteen places up is proof that Kenya was on the right path in its efforts of becoming an innovation driven economy despite the low budgetary investment by the government. More over this showed resilience amongst Kenyan entrepreneurs and innovators who were able to convert the little that is provided by the government into meaningful knowledge and creative products thus outperforming its economic peers.

KENIA also attributed the improvement on the adoption of the Science, Technology and Innovation (STI) Act No. 28 of 2013 under the Ministry of Education. The Act prioritized the development of science, technology and innovation through the Kenya National Innovation Agency, the National Research Fund (NRF) and the National Commission for Science, Technology and Innovation (NACOSTI). The Act also provided that the Treasury should allocate 2% of the country's GDP to the NRF, which is far from being achieved as mentioned earlier.

In a bid to also improve and encourage the innovation landscape in Kenya, the Ministry of Information, Communication and Technology (ICT) (2016), pledged to set up four Constituency Digital Hubs in each of the 290 counties with Wi-Fi through the AJIRA program which aims to introduce young people in Kenya to online work and provide the tools, training and mentorship needed for young people to work and earn an income through online work. So far, according the ministry, the project has had its first proof of concept successfully set up in Limuru. The objective of the project is to support entrepreneurs and access to free Wi-Fi in all the 290 constituencies countrywide. It will also enhance awareness and uptake of on-line platforms for employment and business opportunities. This will enable youth with access to necessary tools for innovation.

The steps towards promotion of innovation in the country only leaves a lot to be done. The slack in government's bureaucracy and budget allocations has seen these efforts lag behind. As such many innovation hubs and labs have sprouted but a majority of them have been privatized leaving desolate young average innovators as innovation is an expensive undertaking. More needs to be done to bridge the innovation divide by first helping emerging economies such as Kenya understand and position their innovation strengths and weaknesses and create appropriate policies and metrics (Dutta, 2017).

One way to achieve this is through brand positioning of these innovation hubs to achieve a differentiated status of their product offering to their clientele. Global examples of innovation labs that have a unique product offering such as the MaRS Solution Lab which offers; 'venture services', 'funding' and 'systems change' in the sectors of 'energy and environment; finance and commerce; health; and work and learning and The Stanford D.School which is well known for its five-step Design thinking model that has become popular globally as an innovation approach show that brand positioning can indeed place a lab's unique offering a grandeur scale.

In Kenya, innovation labs are a growing phenomenon with the Kenyan government intending to open 4 Innovation labs in each county. Academic institutions in Kenya have not been left behind and have also opened innovation labs (e.g University of Nairobi: C4Dlab, Kenyatta University: Chandaria Business Innovation and Incubation Centre, Strathmore University: @iBizAfrica and Kenya Climate Innovation Center). These institution-based innovation centers are aimed at bridging the gap in industry with salient knowledge from academic institutions with a purpose of improving research and development.

However, despite the recent exponential sprouting of innovation hubs across the country little is known or documented on any brand positioning strategy for these labs. If these

innovation labs are to deliver their mandate of promoting innovation in and from Kenya, then they have to create a distinct brand identity and offering that attract the right clientele. This project report therefore seeks out ways in which innovation hubs and labs can be branded and positioned to increase the uptake of their offering.

1. 3 Problem statement

The impact of effective brand strategies in brand building has long been recognized in the public, corporate and social sector. Innovation labs, which often transcend these sectors, have not been systematically studied with respect to branding. This means that the brand positioning of innovation labs is poorly understood yet innovation labs tend to have unique offerings that attract a niche clientele.

1. 4 Questions and objectives

The overall objective of this study is to establish the brand positioning strategy for innovation labs in Kenya using the AC2ID and Design Management in order to propose a branding strategy for innovation labs. These questions are derived from the AC2ID framework for the purposes of the study.

The objectives of the study include:

1. To identify the initial intended value proposition of innovation labs in Kenya.

2. To document the communication and public relations strategy of the innovation labs.

3. To establish how the offering of innovation labs is perceived by clients and interested public.

4. To propose a design management model for branding innovation labs

The research questions include:

1. What is the actual identity of innovation labs in Kenya?

2. What is the communication strategy of innovation labs in Kenya?

3. What is the conceived identity by external publics of innovation labs?

4. What branding strategy can be used to position innovation labs?

1. 5 Scope and Limitations.

The study confines itself to a thematic scope aimed at identifying key stakeholders in a brand experience and developing a brand positioning strategy relevant for innovation labs in Kenya. This project was limited to a case study of an institution-based innovation lab within Nairobi. C4D Lab at the University of Nairobi was identified through purposive sampling. The lab was then compared to iHub which is a successful longstanding private and independent innovation lab. The purpose of comparison was to establish the different execution methods of their brand positioning strategy.

1. 6 Theoretical Framework

This project used a dual intertwined framework accession towards an effective branding strategy. The framework is composed of the AC2ID Framework (Balmer and Greyser, 2002), which adequately identifies the diverse stakeholders of a brand identity and has been used to test the effectiveness of a brand. The second framework used is the Design Management model (Montana et al, 2007). The Design Management model creates cohesiveness of elements that constitutes a brand experience and hence a brand identity. Therefore, for this exploratory paper, bringing together the AC2ID Framework and Design Management Model

provided a method of identifying the different stakeholders and secondly how the different elements can be brought together, as in positioning, for a cohesive brand experience thus creating a replicable brand positioning strategy.

1. 7 Data collection methods

The near absence of existing research on brand positioning of innovation labs demands an explorative approach with a qualitative methodology as a suitable choice for an initial investigation. The data collection process was an iterative process that involved collecting data and complementing the data with reports, external articles and activity on social media. The data collection methods include: Desktop reviews, case studies, expert interview, key informants and online surveys.

Desktop reviews.

A desktop review was carried out to review previous research findings to gain a broad understanding of brand positioning strategies for innovation labs. The researcher also performed a discourse a discourse analysis based on material published on labs website that described the lab and what it does. The online search began with the search term “innovation labs/hubs in Kenya”. A list of labs that were found are presented in Appendix 1.

Case Study

The researcher used C4D Lab as the main case study. The findings from the lab were then compared to iHub which is a successful longstanding private and independent innovation lab and later used to propose a branding strategy for Living Lab at the University of Nairobi as a quasi-experimental case study.

Expert interviews

As suggested by Edmondson and Macmanus (2007), for a novel research, the researcher conducted out a semi-structured interview with experts in innovation management and branding.

Online Surveys

After establishing the target group for C4D Lab as the entire student base of the University of Nairobi, the researcher used developed a short online survey for a sample of students from the University of Nairobi. The only survey was used to access the popularity an awareness of the lab within the University. A sample of student respondents was drawn from a neutral location. The researcher identified Ufungamano house as a choice location as it attracted students from different locations of the entire university. Ufungamano house has a cafeteria that attracts students for meals and also hosts a variety of student group organizations drawing students from different schools within the university.

Data analysis:

Visual analysis

The researcher collected photographs of the lab space. This was compared to Standford's d'school space as an ideal space that fosters and promotes innovation.

Thematic analysis

Mills (2010), describes thematic analysis as "a systematic approach to the analysis of qualitative data. It involves identifying themes or patterns of cultural meaning; coding and

classifying data, usually textual, according to themes; and interpreting the resulting thematic structures by seeking commonalties, relationships, overarching patterns, theoretical constructs, or explanatory principles." Through this comprehensive process the researcher cross referenced between identified data and the research's evolving themes.

2 EXPLORING THE INNOVATION LAB LANDSCAPE

2.1 Innovation labs

The expression innovation lab is a multi-faceted term and is used particularly in everyday language differently and frequently in key words. For that reason, it was important to define this term in advance. In this project, the term innovation lab is used to refer to a place where companies or organizations can develop, test and enhance innovations in an ideal physical or virtual collaborative work environment. The term innovation labs will also be used to refer to the terms innovation hub, centers, incubators and accelerators.

Innovation labs as described by Gryszkiewicz et al. (2016), are semi-autonomous organizations that engage different participants and hope to generate promising solutions. This is done through the process of innovation. Innovation has different meanings given depending on the use of the term mainly as a process and as an outcome. According to Leclere (2017) innovation is creativity purposefully applied to solving a given problem. In this definition innovation is two pronged: First a completely new idea is applied to the problem and secondly an existing innovation is placed in a new or different setting. This then leads to another definition of innovation as an outcome of a collision between user needs and opportunities (Lundvall, 2009).

Innovation labs pride themselves in the following three areas: open collaborations on innovation, open science and open government.

2.1.2 Open collaborations on innovation

Open innovation involves a shift of corporate research and development from an in-house discovery focus to include an external engagement (West et al., 2014). The inclusion of external crowds largely depends on the complexity of the problem at hand, which can either

be simple problems complex problems, and secondly the extent of expertise needed. Innovation labs set in higher education contexts such as C4D Lab at the University of Nairobi are built on this context. They bridge the gap between academic research and market reality and opportunities.

2.1.3 Open Science

Open science can be viewed in three lenses: citizen science, massive open online research and collaboration of researchers. Citizen science as described by Bonney et al. (2014), brings together nonprofessional scientists in a collaboration over multimedia technologies. This coordination is done with a central expert research team.

2.1.4 Open Government.

Open government refers to initiatives that promote transparency, citizen empowerment and new use of technologies by the government to strengthen governments. Key benefits here include improved social and policy making process, economic gains in investor encouragement and open data from government for external innovation.

2.1.5 Innovation lab typologies.

According to Gryszkiewiez (2016), the innovation labs landscape has other differing characteristics that make distillations depending on the organizational format. These elucidated distinctions bring rise to the different types of labs as briefly described below.

2.1.6 Innovation Hub.

These hubs serve the entrepreneurial individuals by giving them access to affordable workspaces, valuable networks, mentorship, community and business training amongst others. Hubs believe that experimental mixes from different resources benefit innovation. Hubs also act as enablers of innovation that are not limited to any specific boundary.

2.1.7 Corporate Research and Development Lab.

Lewis and Moultrie (2005), describe these labs as in-house departments with dedicated physical facilities for encouraging creative behaviors and supporting innovative projects. They mostly rely on uncommon partners within the organization brought together. The output in these scenarios can be disruptive innovations.

2.1.8 Community of practice (CoP)

These are groups of people that are informally bound together by shared expertise and passion for a joint enterprise (Wenger and Snyder, 2000: 139). Unlike other lab types, CoP is a homogeneous assembly. The grand focus is centered on members interaction and passing on information or learning while going. They are known to innovate incrementally by embracing kaizen or continuous innovation.

2.1.9 Living Labs

Living Labs provide real-life contexts as platforms of co-creation and appropriation of innovations by users in the setting bringing together different stakeholders. Activities within these living labs can either be utilizer-driven, enabler driven, provider driven or user driven. However, much attention is placed on the user as a major stakeholder.

2.1.10 Innovation network

The main purpose of an innovation network is to bring dispersed actors together with the major aim of providing and sharing information. Networking is their core activity. In creating environments for this, the core team put most of their efforts into creating conditions for reciprocity, trust, learning, partnerships and decentralization. These activities increase productivity and performance (Cooke, 1996, Pittaway et al., 2004).

2.1.11Innovation task-force

A task force is an applied organization for the creative resolution of a crisis situation. They are constantly on the lookout for creative solutions. However, unlike the other types, innovative task-forces are majorly reactive rather than proactive solution seekers.

2.2 Global distribution of innovation labs.

2.2.1 Regional Distribution of Innovation labs

Data from the initial online search showed that Kenya to had at least 27 hubs by 2016 within the country (Dahir, 2016). In 2016, Kenya was the third in the top African countries with hubs after South Africa and Egypt as seen in Fig. 1. This also placed Kenya as the leading nation with Tech hubs within Eastern Africa followed by Uganda with less than half the number.

In Kenya the spread of these innovation centers have breached the bounds of the capital city into other cities and towns. This is proof of exponential growth since the earliest hub iHub started in the year 2010 and has well incubated more than 170 startups (Dahir, 2017). Popular hubs out of Nairobi included; Swahilibox in Mombasa, Lake hub in Kisumu, Dlab in Eldoret, Sote Hub in Voi, Ubunifu in Machakos and Mt Kenya Hub and Dehub in Nyeri. This number is yet to rise with the onset of Constituency Development Digital Innovation Hubs that is set to establish 4 labs in all 290 constituencies.

According to Dahir (2017) and Akoth (2018) numerous factors such as internet with great connectivity speeds have contributed to the sprout. The growth of such tech labs outside

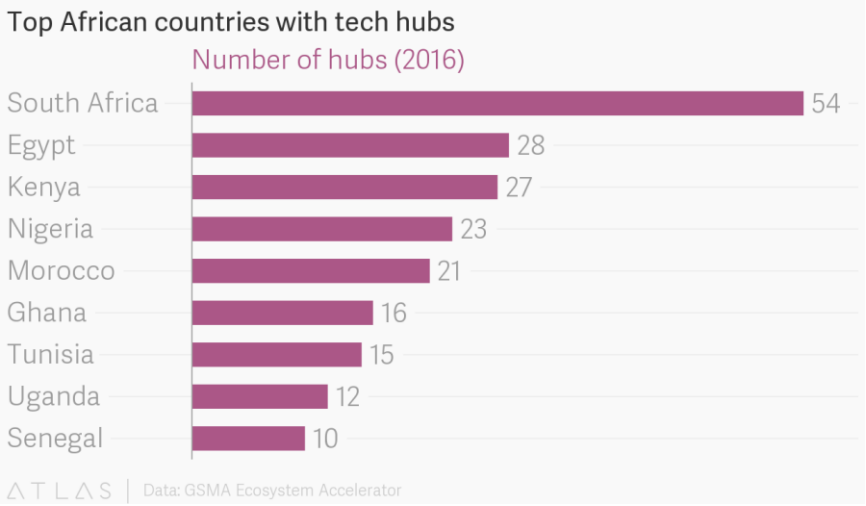

Fig. 1 Showing top African Countries with Tech hubs.
Source: https://www.theatlas.com/charts/BkdS0Rlc

Nairobi is also an indication of the need for such. Though Dahir (2017) attributes the growth of these labs outside Nairobi to market saturation within the city other contributing factors such as unemployment have forced young people to be entrepreneurial and these hubs and labs provide the suitable backing. In addition, the devolution of government has in the year 2010 allowed counties to be autonomous. This self-drive promotes counties to look for their own technological solution in building remedies and opportunities. To this effect the government through the AJIRA Foundation is setting up four hubs in every constituency to support the online job platform for unemployed youth.

2.3 Branding Innovation Labs

Exemplar: THE STANFORD D.SCHOOL BRAND

Innovation is not unique to Kenya's intellectual and creative problem-solving landscape. Across the globe innovation through creative solving is a growing trend. As a result numerous creative solving and innovation organization have come up. Of particular interest to this study is the branding of D.school at the Stanford University.

Stanford D.school holds the belief that people are creative. Therefore, their role is providing an environment that facilitates the realization of this creativity using design.

To analyze the D.school's brand strategy a brand evaluation criteria by Rodriguez (2017), was used. This evaluation criteria includes: Relevance to target customers and stakeholders, differentiation from direct or substitute competitors, credibility in perception that it can fulfill its promise and strategic fit.

Relevance: The criteria mentioned above identifies relevance as the first essential for an organization in terms of value proposition and the target clients and stakeholders. From their brand essence statement that conveys their belief in people being creative, one can be able to establish a link to who the audience of D.school can be. The statement elicits a connection that calls out creativity from whoever reads it. More specifically d.school's immediate clients are the Stanford students. Therefore first on their list of programs is the Classes for Stanford Students. This is an experimental student centered and team-taught program. In this program, real world projects are explored. To the students the program exposes and prepares them to the various possible scenarios that they will encounter after school. The second tier of clients include professionals, educators, and students from beyond Stanford. For them tailor made programs have been developed in order to make an impact with using design where they are. It is evident that the D.school brand strategic approach aims to be relevant in the community that their in.

Differentiation: D.school clearly outlines what they do and how they do it with simplified outlines that are easily accessible and understood within their communication platform. Their value proposition sets them aside. Creativity can be accentuated through design. The different programs are also differentiated with different colors.

Credibility: Apart from being associated with Stanford school (Stanford D.school) they also include stories from past events. These stories build on their credibility and assure clients and stakeholders. They also include an impact segment in their website as examples of change reinforcing their brand position.

Strategic fit. From the desired output from the internal stakeholders, D.school has aligned their organizations strategy to what it actually does therefore delivering their value proposition.

2.4 Branding innovation labs in Kenya

Innovation labs in Kenya are a growing phenomenon. For this study, innovation labs will be viewed as collaborative workspaces with varied combinations of services ranging from incubation, acceleration to research centers that provide specific expertise on trends and innovation management in Kenya's creative and intellectual landscape. Some of the innovation labs from preliminary desktop research in Kenya include: C4D Lab, Ihub, M-Lab, Fablab, NaiLab, Maker Space/Fablab, Power 254, Kenya Climate Innovation Centre KCIC, Nairobi Garage, Chandaria Business Innovation & Incubation Center (Chandaria BIIC). Notably, all these innovation labs are located in Nairobi, the capital city in Kenya. The government's intention to open innovation labs in all counties is a timely move that will ensure innovation activities are not only concentrated in Nairobi. This study will focus on Institution based innovation labs in Nairobi.

The following table. 1 indicates what the innovation labs do based on their websites as sources of information. Two typologies of the innovation labs emerge: Institution based innovation labs and independent innovation labs.

Table 2: Independent Innovation Labs

Name	Who they are	Vision/mission/main activities
m:lab	"This is a consortium of four organizations aiming to be the leader in identifying, nurturing and helping to build sustainable enterprises in the knowledge economy."	"To facilitate demand driven innovation by regional entrepreneurs ensuring that breakthrough low-cost high-value mobile solutions can be developed and scaled up into sustainable businesses that address social needs"
Nailab	"Business incubator that offers an entrepreneurship program focusing on growing innovative technology driven ideas."	"Creating an enabling environment that inspires and stimulates innovation and entrepreneurship."

Table 2: Independent Innovation Labs

iHub	"iHub is a tech hub that exists to catalyse the growth of the Kenyan tech community. It does this by connecting people, by supporting startups and by surfacing information. We are nurturing the best innovation and entrepreneurship ecosystem; one that constantly challenges and influences technology; one that can be replicated across the continent."	"They believe that African innovation will play a critical role in shaping future technology globally."
PAWA254	"It is a social enterprise hub and collaborative space for creatives and youth to achieve work of social impact."	"It aims to house, foster, and catalyze creative and community driven projects for social change across Kenya. It also aims to facilitate the use of visual and graphic arts, independent and citizen journalism, documentary film and photography and digital and

Table 2: Independent Innovation Labs

		social media as a means of civic expression and social action.”
Constituency Digital Innovation Hubs	“This is a project under the Ajira Digital Program by the government of Kenya designed to complement the realization and uptake of online work. Four locations in 290 constituencies are being set-up.”	“It will provide local youth with access to free wifi and workspaces and a portal through which they can enroll for trainings and get resources.Creative youth can access a free studio to record their talent.”

Table 2. Institution Based Innovation Labs

Name	Who they are	Vision/mission/main activities
Chandaria BIIC	"Launched in July 2011 to support new and innovative ideas from Kenyans. The center accommodates KU students and other Kenyans in need of support. It also promotes a culture of innovation among Kenyan youth through various programs and a platform to provide solutions to challenges facing various industries."	"Focuses on supporting 120 start-ups per year (70% KU students and 30% non-KU). It aims to blend applied innovation and establishment of start-ups as well as predispose KU students in general towards being job creators rather than job seekers."

Table 2. Institution Based Innovation Labs

@iLabAfrica	"Founded in 2011 @iLabAfrica is a leading research and innovation centre at Strathmore University, Nairobi Kenya. It aims to pioneer research, innovation and entrepreneurship in the ICT for development ecosystem." "It also runs **@iBizAfrica** that seeks to provide a nurturing environment that builds on the potential of the youth to develop ICT solutions and businesses that work for the common good in society."	"Its mission is to provide an environment that promotes technological innovation and provides business support structures and policy direction to harness the potential of ICT as a genuine tool for sustainable development in Africa." "**@iBizAfrica** provides support for startups in the form of office space, mentoring and coaching, an environment that inspires innovation, and opportunities to forge partnerships and access investors."

Table 2. Institution Based Innovation Labs

KCIC	"The Kenya Climate Innovation Center (KCIC) provides holistic, country-driven support to accelerate the development, deployment and transfer of locally relevant climate and clean energy technologies. KCIC provides incubation, capacity building services and financing to Kenyan entrepreneurs and new ventures that are developing innovative solutions in energy, water and agribusiness to address climate change challenges."	"Their mission is to provide incubation, financing and awareness that empowers the private sector to deliver innovative climate change solutions."
C4D Lab	"C4DLab is a prototyping and innovative startup incubation lab at the School of Computing & Informatics, University of Nairobi."	"Innovation, Research and development, Incubation, Training, Dissemination, Providing infrastructure, Talent and Faculty"

Table 2. Institution Based Innovation Labs

Makerspace/ Fablab Nairobi	"It is a composition of a vibrant group of enthusiastic young people passionate in engineering, computing and art. They work in teams composed of both innovators and students undertaking various courses."	"The Nairobi Fablab approach to learning is by creating a group of self taught gurus who in turn teach each other and in turn they teach others. They also employ a hands on approach to learning making it practical and fun."

3. THEORIES OF INNOVATION AND BRANDING

3.1 Introduction

This chapter will review literature published on different theories of innovation and branding. The objective is to determine theoretical concepts in developing innovation labs and brand positioning them. The theories on innovation include: lean management, design thinking, open innovation, disruptive innovation and bottom of the pyramid. Theories on branding include: brand positioning and brand management. The Living Lab will be used as a quasi-experimental case study to describe the application of this theories.

3.2 Theories of Innovation

3.2.1 Lean management

Lean management is an approach to running an organization that supports the concept of continuous improvement. It is an ongoing effort to improve products, services, or processes, which require “incremental” improvement over time in order to increase efficiency and quality. It involves methods for eliminating factors that waste time, effort or money. This is accomplished by analyzing a business process and then revising it or cutting out any steps that do not create value for customers.

Lean management principles are derived from the Japanese manufacturing industry and include: Defining value from the standpoint of the end customer; Identifying each step in a business process and eliminating those steps that do not create value; Making the value-creating steps occur in tight sequence; Repeating the first three steps on a continuous basis until all waste has been eliminated. These lean principles ensure that the processes involved with bringing a product to market remain cost effective from beginning to end.

Lean management as a systematic method, eliminates wastes within a process. This may include wastes created through unevenness in work-loads, overburden and any work that does not add value. From the point of view of the customer who consumes a service or product, “value” is any process or action that a client would be willing to pay for. In essence, lean management focuses on making obvious what appends value by decreasing everything else. For innovation labs lean management can be used as a starting point in structuring the organization. For example, the team structure can include only vital capacities relevant for the objectives. The individuals can have multiple skills thus reducing the need to have many individuals within the structure. Also vital is the growth capacity of individuals. The ability of individuals within the team to grow beyond their current capacity reduces the need to hire individuals away from the team. Living lab for example has used lean management in identifying lead capacities and roles. It also has no current physical address or office. Meetings are held within restaurants and also heavily relies on the use of online platforms such as WhatsApp groups and emails to communicate and execute tasks at the convenience of the team. This has also eliminated the cost of acquiring or renting a physical space.

3.2.2 Design Thinking

According to IDEO Design thinking is a discipline that uses the designer’s sensibility and methods to match people’s needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity.

The Stanford d.school Design Thinking Process which has generated significant attention as a novel problem-solving methodology (Liedtka, 2014) (Fig.2) with its five stages: Empathize, Define, Ideate, Prototype and Test.

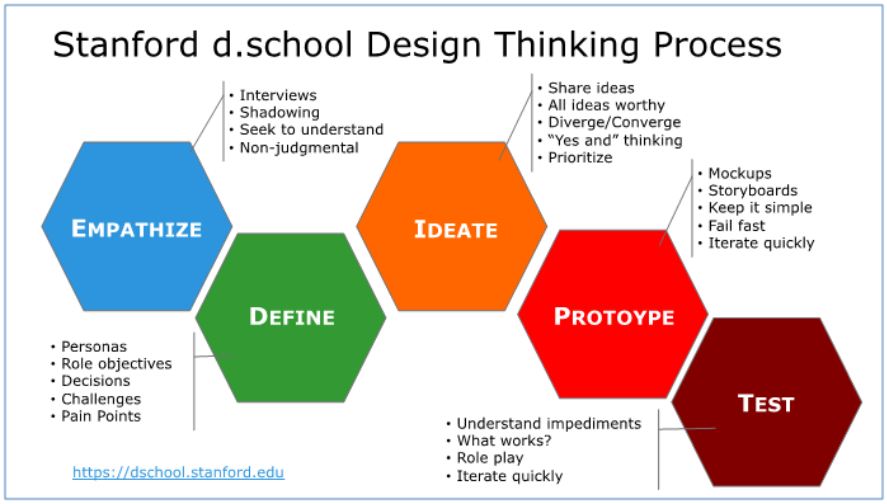

Fig. 2. Design Thinking process. Source: Stanford d.school

Empathize

Based on d.school's DT process guide, empathy is fundamental in human-centered design. In itself, empathy is a mode or stance that the designer puts themselves in. This is crucial as the problem being solved or the design challenge is new to the designer. In empathize mode d.school provides three steps on how to empathize: Observe, engage, watch and listen. In observation, a critical analysis of the user's behavior is taken into account within the relevant context. In addition to this, an interview is carried out. The two activities provide new realizations in disconnects between what is observed and what is said. Secondly, in engage, the designer having prepared a set of questions holds loosely bounded conversations. Lastly, the designer watches and learns. This step embeds the designer in a physical and practical exercise of what the user is going through. However, it is important to note that these sub-processes are not linear and the designer can move back and forth.

Define

After empathizing the designer gets into a framing mode. This is the opportunity that the designer has to explicitly express in their own view the problem being solved. With clarity and focus a clear design challenge is formed from the scattered initial findings in the empathize mode. This is the point-of-view (POV) of the designer. A powerful POV, as d.school describes, is able to: Provide a clear frame of the problem, inspire the team, inform evaluative criteria for competing schools of thought, encourages dynamic independent ideologies, captivate the users and simplify the task by developing discreet concepts.

Ideate

This is the transitory mode from problem identification to solution finding. It combines the derivative understanding of the problem, the users in context and the designers imagination to generate initial working solutions. At this stage the scope of solutions is wide to accommodate a wide range of ideas. Different ideation techniques are employed such as body storming, mind mapping and sketching.

Prototype

This the iterative production of physical models or artifacts purposed to provide answers to the problem being solved. The prototypes made are simple, cheap and can be quickly made for the user to interact and experience. However, a prototype can also be a role-playing activity. Prototyping has a number of advantages: It promotes thinking, improves communication with the user, catalyses conversations, provides an opportunity to fail quickly and cheaply, different possibilities can be tested and the solution building process can be managed.

Test

This is an opportunity for the designer to learn about their solution and the user in context. This is also an opportunity to empathize just like in the first step but differently in that the

users are interacting with the solution. Testing also provides an opportunity for refining prototypes and solutions. At this point it also becomes clear whether the POV was framed with clarity.

3.2.3 Open Innovation

Chesbrough (2006) defines open innovation as the intentional use of inflows and outflows of knowledge to accelerate innovation internally while also expanding the markets for the external use of innovation. This model involves strategic, managed exchanges of information with actors outside of the boundaries of an organization, aimed at integrating their resources and knowledge into the organization's own innovative process as seen in figure 3.

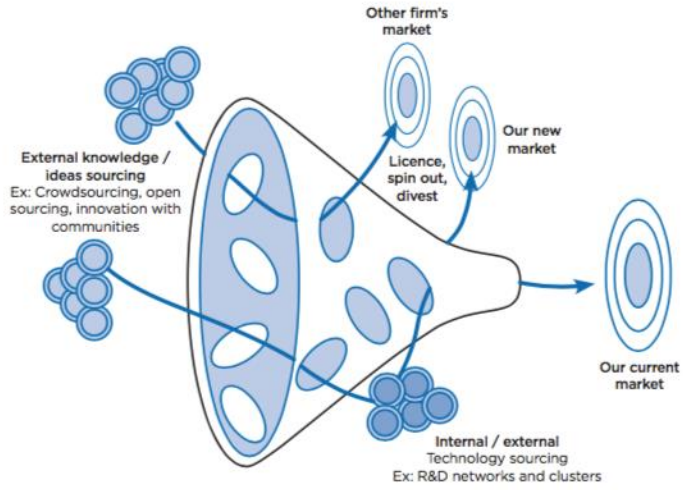

Fig. 3. The Innovation Funnel. Source: Lohse and Brant, 2014

In open innovation, the recognition that firms can harness knowledge from multiple sources to enhance innovation and thus deliver additional value for customers is a grounding principle (Lohse and Brant, 2014).

3.2.4 Social Innovation.

According to Stanford Business School, social innovation is the process of developing and deploying effective solutions to challenging and often systemic social and environmental issues in support of social progress. The concept of social innovation focuses attention on the ideas and solutions that create social value as well as the processes through which they are generated, regardless of where they are coming from.

A key local example is Safaricom's social innovation goal which states that they care and transform lives by educating and giving solutions that help connect insights, people and aspirations. They have done this through social innovative programs such as the M-pesa foundation and the M-TIBA.

3.2.5 Disruptive Innovation

Christensen (1995), describes a process by which a product or service takes root initially in simple applications at the bottom of a market and then relentlessly moves up market, eventually displacing established competitors. This happens when companies tend to innovate faster than their customers' needs evolve, most organizations eventually end up producing products or services that are actually too sophisticated, too expensive, and too complicated for many customers in their market. As such they open up opportunities at the bottom of the market for disruptive innovations. A disruptive innovation allows a whole new population of consumers at the bottom of a market access to a product or service that was historically only accessible to consumers with a lot of money or a lot of skill. Key examples of disruptive innovations include M-pesa that challenged the money economy and made it easier and safer to transfer funds from multiple platforms, Uber that challenged the traditional Taxi business that was quite expensive for a majority of the population and notably Airbnb

that sought that is challenging the hotel and accommodation industry by making local home owners host guests at much more affordable fee.

3.2.6 Bottom up

Bottom-up innovation is fueled by the many ideas initiated by employees. It is driven by entrepreneurs at different levels and is supported by a top management emphasis on creativity and the development of a can-do culture. Betts et al. (2015), noted the emergence of bottom up innovation in crisis affected communities that led to self-driven innovation that proved more sustainable. In this case circumstances can bring different people together facing the same or similar issues. These innovations are primarily not tech driven. A notable example is the One Youth One Heart (OYOH) in Uganda. The community-based innovation system sought to bring together both nationals and refugees from Burundi and Rwanda into a coexisting space (Nicole, 2016). These organizations are created locally and organically without creating dependency or decreasing the personal autonomy of the people they are working with. This makes it a unique innovation space.

The bottom up innovation stands a better chance for innovation managers to seek, organize and channel organizational creativity or rather the creativity of teams; to identify, recognize and support innovation champions, who challenge the status quo and pioneer new ways of doing things; to attract, develop and reward entrepreneurs and innovators the people who take risks and make things happen; and lastly to understand what makes the essence of a can-do climate, monitor its characteristics and improve it constantly.

3.3 Theories of Branding

3.3.1 Branding

A brand is the interrelation of different components such as slogans and visuals that are understood as a name to person (Franzen and Bowman, 2001). Essentially what people perceive of a company builds towards a brand. Research according to Brand Finance (2012), point out that what people think constitutes 40-45% of the company's or organizational value proposition. Therefore, a brand's relative worth is facilitated by strong a communication that delivers the value proposition (Kotsi et al. 2016).

Existing studies mostly focus on slogans, tag-lines and visuals as main parts of a brand (Petromilli et al. 2002; Ashworth and Kavaratzis, 2009). These together with sound constitutes of 99% of brand communication (Lindstrom, 2005). Franzen & Bowman (2001) and Klink &Wu (2014), suggest that, "Sounds can have an impact on brand meaning". Therefore, an easy-to-process brand name includes ease of pronunciation and up to four syllables further increasing a brands recall. Alongside the impact of sound, it is also important to choose an image that will have the most appeal or salience across consumers of specific products (Kotsi, 2016). For example, studies established that choosing an intriguing logo design can increase a brands recall (Henderson et al. 2004).

A brand therefore, is a firm's most valuable asset. Arguably building a brand for any organization providing a product or service has been aimed at achieving a differentiated status. To this effect there's a general consensus to include a tenacious brand identity within the organization's model of operation. In the modern age organizational values, core values, and added values have become central to brand identity growing beyond the straight forward outlook of an organization (Urde, 2003).

3.3.2 Brand Positioning

Kotler (2003) accurately defines brand positioning as “the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market”. In other words, the process requires designers to think and create brand associations that stick in their customers mind. The target here is to influence favorable perceptions and attributes of products and services in the mind of the consumer (Azmat and Lakhani, 2015).

Other schools of thought from consulting groups such as Equibrand consulting (http://equibrandconsulting.com) define brand positioning as a conceptual space that a company or an organization wants to own in the minds of the target population. It plays a vital role in aligning the brand and its destination. However, it is the consumer that makes the final judgment through interactions with the brand. As such, consumers build their own observation or perception about the brand and position the conclusions about the brand inside their minds. This perceived positioning basically points out to the bundle of emotions, feelings, values, viewpoints and impressions that the consumer thinks of the brand compared to the rivals of that particular brand (Azmat and Lakhani, 2015).

3.3.3 Positioning

Positioning is the basis for creating and implementing brand building programs (Janiszewska & Insch, 2012). Positioning, however, may take a long period of time as it is a systematic process and set of strategic steps adopted by marketers to conspicuously attract attention, catch and seize the eyes, and implant the brand in the minds of buyers and users (Edema and Fortune, 2014). Despite the systematic and strategic process positioning can be, it is also claimed to be a mix of other processes including back and forth in order to sway the consumer (Edem, 2012).

Positioning can therefore be viewed as deciding the desired perception and associations of a brand by customers of the target market segment and developing the marketing program with a view to address the needs and requirements of the customers of that marketplace (Chowdhury, 2013).

3.4 The importance of Brand Positioning for innovation labs

Brand positioning has been seen to provide a competitive edge by building cognitive awareness and trust in the minds of the consumers of a brand. Positioning of a brand supports differentiation from existing and probable competitors on the basis of important attributes to the customers of the target marketplace or audience and develops a distinctive identity for the brand in the minds of the customers creating a unique perception in buyers' minds of the organization (Cravens & Piercy, 2009). The outcome of positioning is the creation of an effective value proposition which is customer-oriented (Kotler & Keller, 2009). An exercise in brand positioning therefore creates the outward perception of the brand to the consumer. Brand positioning is therefore an internal activity that that guides external implementation as seen in the summary on Fig. 4. Different activities within the organization as seen contribute to the overall brand position.

Fig 4. Activities surrounding brand positioning.
Source: Equibrand Consulting.

3.5 Brand Positioning Strategy for innovation labs.

With the establishment of theories in branding, brand strategy and positioning, a brand positioning strategy can therefore be viewed as a systematic process of analyzing key elements to intentionally create unique offering that captures the mind of a target consumer. Many brand positioning strategies exists according to Enema & Fortune (2014), but several key factors are considered in their creation. These Key factors include: Reference frame that describes the context, Target Markets definition or who the brand is for, Key benefits which articulate consumer gain, and proof that gives reasons to trust.

An expanded view by Kotler (2003) and Fuschs & Diamantopoulos (2010) describes the branding position strategy in three steps.

The first step is an analysis of consumer wants, brand capabilities and an understanding of competitor positioning. In the case of Living Lab the consumers or target audience identified were researchers and experts who have a common interest in sustainable urban change.

The second step is choosing a positioning statement that will resonate with consumers, can be delivered by your company and stands out from your competitor. For Living Lab collaboration was a key factor to what it does. The statement “We believe collaboration is the key to radical innovation,” over time has been adopted as the positioning statement reflecting what the lab engages in.

The third step is reflecting the brand position in all the company does. This includes: brand personality, packaging design, product, service, visual identity design and communications. Living lab engaged in a logo design process that was collaborative. It included the inputs of all the founding members including an advisor as sounding boards to creations of the

creative lead. The process led to the establishment of Red as the brand color and the logo as will be later discussed.

These steps are summarized in the table below.

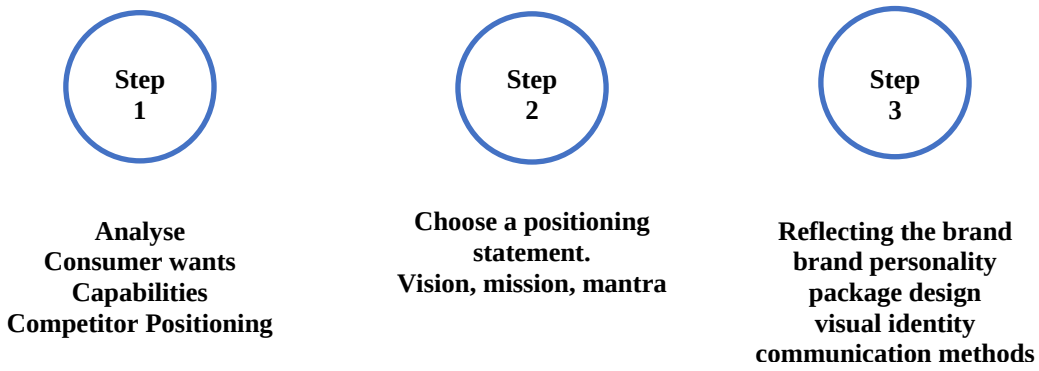

Fig 5. Brand positioning strategy. Source: Author.

3.6 Summary and Discussion

This chapter looked at different theories of innovation and branding with a view of navigating and developing a brand positioning strategy for innovation labs. In effect it is evident that innovation labs also need a brand positioning strategy that will communicate to their target audience. It is also seen that positioning can be a long process of discovery. However, through lean management innovation labs can begin their operations that further add to the product testing and engagement of different activities that eventually lead to a desired communicated identity. The three step process can be used as a starting tool for a brand positioning strategy.

4. Theoretical framework for the case studies:

4.1 Introduction

Guided by the aim of the study which is to come up with a branding strategy for social innovation labs, the researcher has interpreted the research into two thematic areas that are foregrounded by a co-design framework. The two thematic areas are understanding social innovation labs and branding strategies. The AC2ID and Design Management model will be used. The AC2ID framework elaborates the diverse stakeholders of a brand identity and is used to test the effectiveness of a brand. The Design management model is a design tool that creates cohesiveness of elements that constitutes a brand experience.

The methodology used will be highly participatory and analytical. The researcher will work closely with the key stakeholders and interested publics to ensure the study captures all information from the different stakeholders. The uniqueness of the study will require a hybrid of an understanding of innovation labs, where key stakeholders will be interviewed, and intense insights from branding where branding experts will be interrogated. A review of literature will be used to get details of both areas. The researcher therefore proposed an intertwined methodological approach focused on AC2ID (multi-stakeholder) framework and design management model to carry out the research.

4.2 AC2ID framework

AC2ID which is a Multi-stakeholder approach that identifies and maps the different stakeholders at different levels will be done. At this level the selected academic institution-based innovation lab in Kenya will be compared to international levels based on their location, activities and sphere of influence. During this stage the understanding of innovation based on what they do will be broadened and semiotic analysis will be used to

compare them. Levels and typologies will be developed. Based on the mapping the local innovation labs will be chosen using purposive sampling based on thematic areas.

Lee (2013), suggests that perception and identity, communication and connection and corresponding organizational identity with market demands are three tensions that come up when managing multiple stakeholders. However, according to Boise et al. (2011), the challenge is in the reconciliation of the different value propositions and perceptions that has often led to a different understanding and overlapping identities. This overlapping identity is demonstrated in *table. 1 and 2* from the differences in activities and meanings perceived from the different mission and vision statements of the different innovation labs in Kenya.

From this point of view, Balmer and Greysers (2002), AC2ID framework was identified for its efficacy in elaborating the multi-stakeholders and how aligning them would produce a brand attachment. The AC2ID framework includes: actual identity (the people who make up the identity - internal), communicated identity (people who are responsible for communicating the identity, and media), conceived identity (all external publics), ideal identity (internal and external), and desired identity (internal key decision makers).

In Fig.6, the relevance gap between the various stakeholders using the AC2ID framework is demonstrated. Kotsi et al. (2015) suggest that storytelling could create a brand (salience of visual and auditory factors) that in turn would communicate a unified and clear value proposition that leads to place attachment by all the stakeholders. This is the goal of every strategic effort in branding organizations.

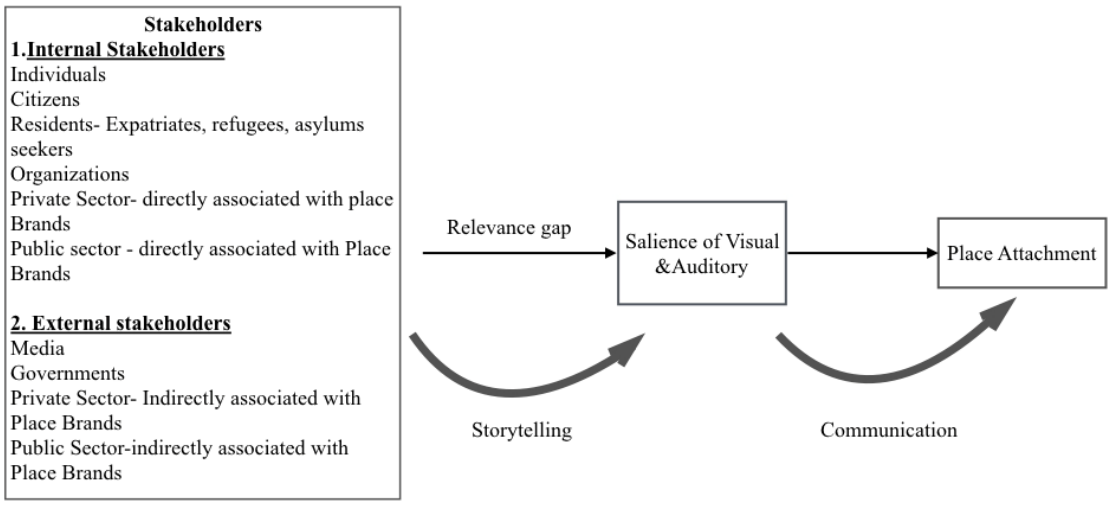

Fig. 6*: Demonstrates how storytelling can build a brand (Salience of visual and Auditory) that would communicate a brand (place attachment). Source Kotsi et al. (2015).*

4.3 Design management model.

Montana et al. (2007), describes design as tool that promotes the integration of the different parts that make up a brand experience for better communication and understanding. This clarity of brand communication and perception make it better for the consumers' understanding. According to Beverland (2005), marketers and designers understand the need for design to be integrated with other organizational functions. Design management as a framework emphasizes strategies made at the managerial level by coordinating decision making and creativity as seen in Fig. 7. The result of this design integration brings forth a differentiated status.

For the purposes of this study the design management model was used to inform the important elements in the proposed brand strategy.

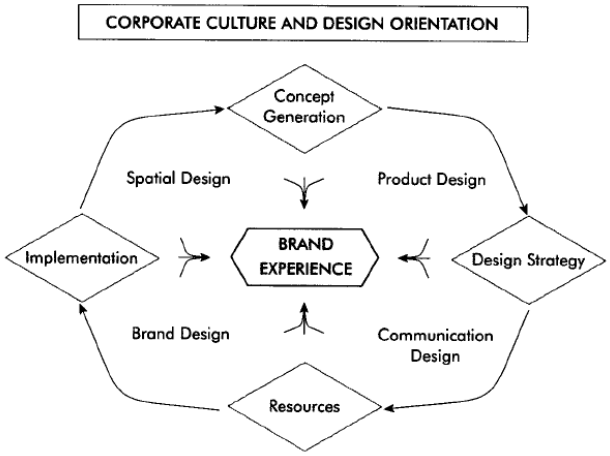

Fig. 7 The design management model. Source Montana et al. (2007).

Spatial design constitutes the elements of interior design that communicate the purpose of the space within the innovation lab. The aim is to design spaces that allow and promote innovation through co-creation.

Product design constitutes of all elements of the offering of the innovation lab. These products are what the clients and target market interact with.

Communication design includes elements that tell the story of the value proposition of the innovation lab. An effective communication design is able to clearly and effectively appeal to clientele and target audience with the relevant information.

Brand design constitutes the cohesiveness of all design elements that create an outlook for the organization. This includes the auditory and visual elements that are designed to communicate the offerings of the organization to all publics as well as internal stakeholders.

All these elements build a brand experience. In the proposed strategy the design management model will be used to guide the decision making and creation process.

5. CASE STUDIES: BRANDING INNOVATION LABS IN KENYA

5.1 Introduction

This chapter will examine two case studies. The main case study is C4D Lab and a quasi-experimental case study using the Living Lab describing how this brand positioning strategy can be applied to innovation labs.

5.2 Case study: C4D lab

C4DLab is a prototyping and innovative startup incubation lab at the School of Computing & Informatics at the University of Nairobi. The lab aims at contributing towards building the Silicon Savannah, leveraging on the large University community.

This lab was founded in 2013, as the first phase of a bigger complex CC4D (Center of Computing for Development) to be built at the school. The lab works with the entire university community, with a reach to a community of more than 70,000 people, including faculty, students, staff and alumni.

Their mission is to generate and share knowledge and produce innovative technological solutions that address societal problems by nurturing and mentoring a community of researchers, undertaking cutting-edge research, and forging partnerships.

Their ultimate vision is to become the global point of reference for ICT research and innovation for sustainable development.

The core values listed by their team include: academics excellence and mentorship, integrity, team work, societal focus and innovative and creativity.

Activities

The major activities that are have been held in the lab include:

1. Capacity building and training

C4DLab runs numerous events in form of seminars, bootcamps, workshops, etc geared towards building the capacity for the university community to easily innovate. There are also systematically organized short courses that run the entire year, particularly cyber security, cloud computing, innovation management and data analytics

2. Research

Through research the lab has established several partnerships with government, private sector and multinationals to promote data driven policy making. With funding from various organizations and utilizing capacity at the University, C4DLab has championed development of policy and strategy documents founded on rigorous research.

3. Startup acceleration

Since the launch of its incubation program in 2013, the launch received a total of 24 applicants. Currently, the lab only has a capacity of 10 physical startups, and the rest are engaged on the virtual incubation model.

5.2.1 Branding at C4D lab.

Based on the AC2ID framework and the brand positioning model, the brand evolution was conducted in the following areas: internal branding within the stakeholders and external branding with a view on consumer perception.

5.2.2 Internal Branding.

The internal stakeholders presented include: a director, graduate trainee, a researcher and digital marketer. This is found in the Team section under about us.

According to the brand position strategy model and AC2ID, the value proposition and brand capabilities have discreet differences.

According to their offering, their internal stakeholder brand does not include, a trainer, mentor and business accelerator. This can be seen as challenge to their brand promise.

5.2.3 External Branding

From the expert interviews the only brand strategy that the lab is using is their website. However, according to Lubano (2017) their target audience that constitutes the university staff and students is predominantly constituted by students. The most effective method of branding strategy in communication to these students is social media platforms such as facebook, twitter and youtube.

5.2.4 C4D Website

To analysis the effectiveness of the page google page rank checker was used. PageRank is what Google uses to determine the importance of a webpage. It's one of many factors used to determine which pages appear in search results, but PageRank can have significant impact on your Google rankings. This search engine optimization tool checks the current public PageRank for every webpage. PageRank relies on the uniquely democratic nature of the web by using its vast link structure as an indicator of an individual page's value. In essence, Google interprets a link from page A to page B as a vote, by page A, for page B. But, Google looks at considerably more than the sheer volume of votes, or links a page receives; for example, it also analyzes the page that casts the vote. Votes cast by pages that are themselves "important" weigh more heavily and help to make other pages "important." Using these and other factors, Google provides its views on pages' relative importance. According to the ranking upon a search of their webpage URL, Google page rank gave a score of 3 out of a possible score of 10 as seen in fig. 8

Fig. 8:Google page rank of C4Dlab. Source:https://www.prchecker.info/check_page_rank.php

However, according to AC2ID one way of bridging the relevance gap is the use of stories. In their website, the lab has included blog publications on relevant topics.

5.2.5 Social media

According to Lubano (2018), the best method of external branding is the use of social media platforms to communicate a brand's offering to its target consumers especial the young people.

As such a search on their social media pages was done. The number of followers, subscribers and an attempt on post frequency was carried out as seen in table 3.

Table 3 Showing stats from social media platforms.

Platform	Inception date	followers or subscribers	likes/ views	posts	Post frequency	Types of posts
Facebook	2012	2297	2297	-	monthly	Event based posts
Twitter	2012	4827	3450	5990	monthly	Event based posts
Youtube	2014	17	18-187	11	2014	ideas, features

5.2.6 Space

According to Doorley and Witthoft (2012), innovative and collaborative spaces can be curated to bend human behavior towards innovation, collaboration and creativity. Key properties to this spaces include: Supporting visualization of ideas, idea generation, status level, posture, signaling, retreat space

The space available at C4D lab was analyzed based on the Key elements.

Fig 9. C4D lab.

Support visualization of ideas: The space had whiteboards which were used to support visualization of ideas.

Idea generation: The space was crammed as seen in Fig. 9 with little or no space for movement. The space also contained visual clatter with multiple office furniture.

Status: no obvious status symbols were observed. this allows students to use the space even after work hours such as Frideation.

However, it is important to note that the lab is using the space as is. The hope is that in future the university will set up a better complex that will enable better space design. However, Tischler, 2010 in an interview with D'school's director reports that even with little space and no budget it is possible to optimize your space for innovation and creativity as was the case of D'school that began in the back of a trailer. Moreover, this paper looks into ways in which innovation lab spaces can be designed and branded.

To this effect, Stanford d,school six year journey, into space design and allocation offers a lead into designing enabling spaces for innovation. The key properties as suggested by Doorley and Witthoft (2012), provide a starting point to this discussion as follows.

I. Supporting visualization of ideas.

According to the duo, this involves getting ideas out in the fastest and simplest way possible. This involves the use of whiteboards that are easy to write on as well as erase. Other tools include sticky notes. In an interview with Tischler 2010, D'school's executive director says that "Any non-porous surface can be a whiteboard." In this view, even with the absence of whiteboards, plain paper can be put up on a wall and used as a visualization space. At this level though, they suggest that ideas be put in their lowest possible resolution. This prevents initial ideas from being locked in and opens up possibilities of easy discarding of ideas. Fig 10 shows how visualization works in Stanford d.school.

Fig 10. Use of whiteboards as a visualization tool at Stanford d'school. Source: stanford-dschool

In support of visualization it is important to have additional tools ready and available for teams to work with. With this in mind the Living Lab as a quasi-experimental lab to this study avails visualization tools for the teams to use as seen in fig 11.

Fig 11. An array of visualization tools sticky notes markers e.t.c. Source: author

With available spaces and frequent limited supply of proper visualization tools such as white boards the Living lab used tables and other flat surfaces for visualization of ideas and also for rapid prototyping as seen in figure 12. The arrangement simply involves any flat surface

Fig 12. Rapid prototyping with simple tools on a table. Each team member gets a role to play in visualization. Source: author

placed in such a way as to avail easy movement around the table. Team members can sit or stand further improving engagement and participation. The simple nature of the visualization tools such as straws and plasticine allow everyone and anyone participate. No prior knowledge of the tool is needed.

II. Signaling

According to the duo, signaling in space design for innovation involves physically putting up work for display. They can be vertical surfaces for posting artifacts of things that are being worked on. This also enable people to write or comment physically on the artifacts of other people as seen in Figure 13.

Fig 13. Signaling by displaying work done on the whiteboard. Other participants can comment on the work done. Source: Hasso Platnner Institut School of Design Thinking

Physical prototypes can also be displayed on tables allowing other participants from other teams to comment as seen in figure 14 during a workshop organized by Living Lab.

Fig 14. Signaling by displaying prototypes on tables. Other participants can comment on the work done. Source: author

Signaling improves another team's motivation. According to Doorley and Witthoft (2012), once work is displayed other people see it. Then they begin to get excited about it and they might want to replicate it the same thing. In such instances it may just be a different variation of a solution proposed.

III. Idea generation

Doorley and Witthoft (2012), claim that space can be designed to influence human behavior toward creativity and in this case to allow ideas "come from where they appear'. According to them, fluidity in space is key. This involves the ability to move in and out of different concepts and different people's voices during ideation. This can be interpreted physically by allocating different spaces with different functions as seen in figure 15 and 16. Stanford's d,school space layout not only has meeting spaces but there are break away rooms for reflections, a lounge, atrium.

Creating such spaces according to Stanford d,school allows participants to participate when they want and step out when they don't want to. It also allows leadership to move throughout the group.

Akin to idea generation is the equal or simplified status of these spaces. The elimination of status symbols such as corner offices or titles gives people the opportunity to be eye level. This allows for emergence of ideas from wherever they are coming from.

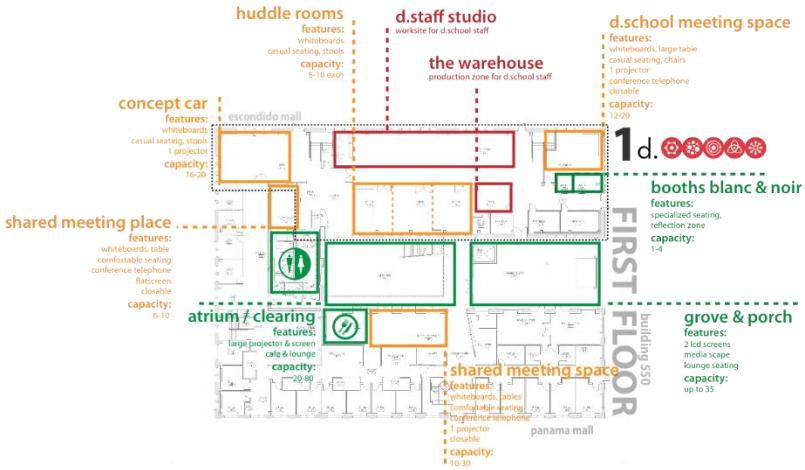

Fig 15, First floor Space allocations for different functions. Source: Stanford D'school

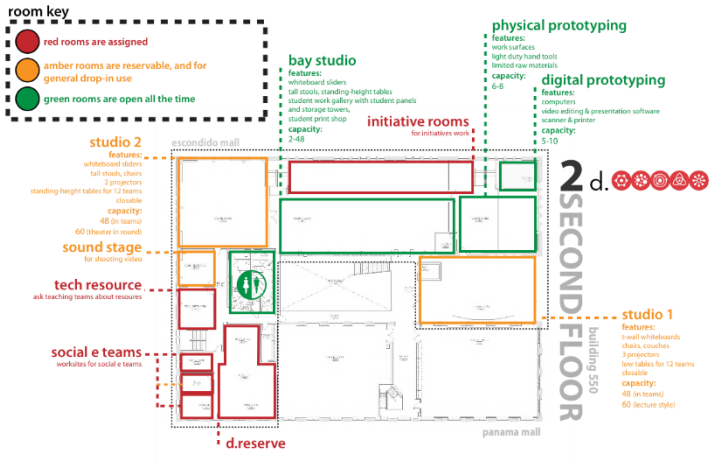

Fig 16, Second floor Space allocations for different functions. Source: Stanford D'school

However, sometimes such space is not available especially for organizations that are beginning. Such is the case with Ling Lab. In such instances, the team repurposes the room allowing teams to break into desks or use the floor as space for generating ideas as seen in Fig 17. Participants broke from their tables and used their visualization tools on the floor

Fig 17, Repurposing space to allow for idea generation at a workshop. Source: author.

during the ideation phase.

From their long study, Doorley and Witthoft (2012), also note that different postures encouraged different behaviors. Upright posture with an allowance to lean in and move forward creates active engagement in a project as seen in Figure 18. This posture promotes participants contribution in generating ideas. This can be accelerated through the use of sitting furniture that promote active posture such as stools as seen in figure 18.

Fig 18, Active posture during CoDEC regional workshop by Living Lab. Participants are seen sitting on high stools promoting participation. Source: author.

5.3 Online survey response:

A short online survey on a random sample of twenty students perception of C4D lab presented that half of the respondents did not know about C4D as seen in the chart 1.

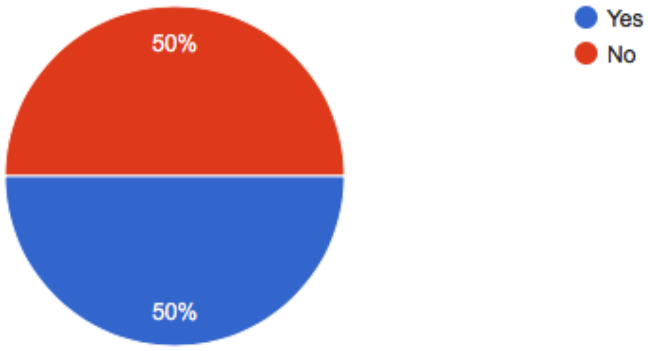

Chart 1. Showing respondent questions to whether they know of C4D labs offering.

According to the online search majority of the innovation labs have been perceived to be tech oriented with most of them only attracted entrepreneurs that had businesses dealing with tech solutions On the activities and programs mentioned, 60% of the respondents knew about C4D lab from the success of the bike-share program Fig 19. that is available to all students in the university. Other programs offered were provided within the lab.

Fig. 19. A Student riding a bicycle from the bike share program.
Source: Author

As to the main method of how they got to know about the programs and activities, a contrast to this as seen in the survey conducted on students at the University of Nairobi. Majority of the students As seen in (chart 3) knew about C4D lab through their friends despite the

presence of their website. In contrast to their offering, C4D lab was popular because of the bikeshare program (Fig 10).

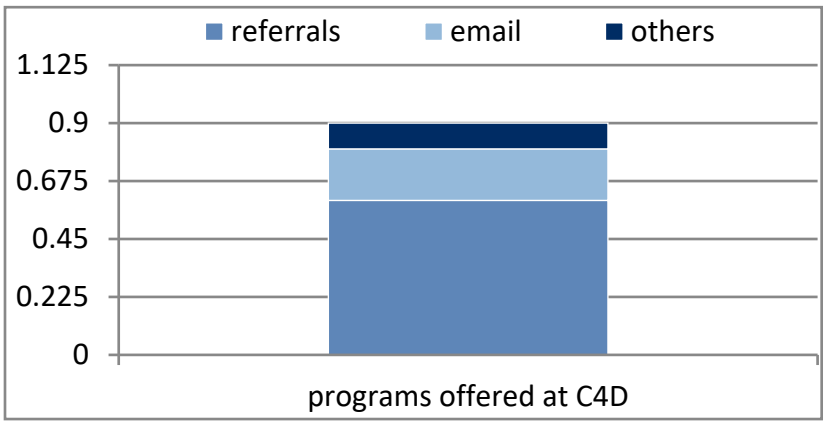

Chart 3 Showing respondent response to how they knew about C4D lab's activities.

Fig. 20, Past logo og NIW

Fig. 21 Present logo og NIW

5.4 Challenges In Branding at C4D lab.

Several mishaps in their logo design may have resulted into the creation of new logo identities as seen in fig 20, 21 and 22, showing the past and present logo of Nairobi Innovation Week (NIW) which is run by C4D lab at the university of Nairobi.

5.5 Conclusions from C4D Lab

According to Akoth (2018), two key things should highlight the branding strategy. First is clarity of what is done in the lab then followed by success stories that propel the innovation center. Citing Y combinator's, Akoth (2013)pointed out that they used the success story of its major workd moving startup Abnb to propel itself as the best choice.

Lubano (2018) suggests the use of good design in branding websites and social media pages to enhance interactivity. However this is pegged on the value of design placed in the innovation lab. This also goes into the use and design of space within the lab as discussed by Scott (2015).

The popularity of the bikeshare program points out a twist to a communication strategy both as a propeller and in the inclusiveness of non-IOT interested people.

Story also provided real insights to the happenings of the lab such as the Stanford d.school video that is the first thing seen on the webpage. Beyond Just reading, a viewer can watch a short clip to know more about what the hub is about.

Fig. 22, Artistic Impression of C4D logo transition

5.6 Hypothetical case study: Living Lab

The Living Lab at the University Of Nairobi is a co-creative space for researchers and experts who have a common interest in sustainable urban change. At the Living Lab, we explore design thinking both as a facilitatory tool and as a research method for innovating in the urban space.

Complex challenges require integrated solutions. Living lab provides a space to explore integrated solutions by bringing together residents, researchers, experts and policy actors to co-innovate solutions that make a city more liveable, lovable and sustainable.

In the formation of Living Lab UoN the following process was used to position it (fig 23).

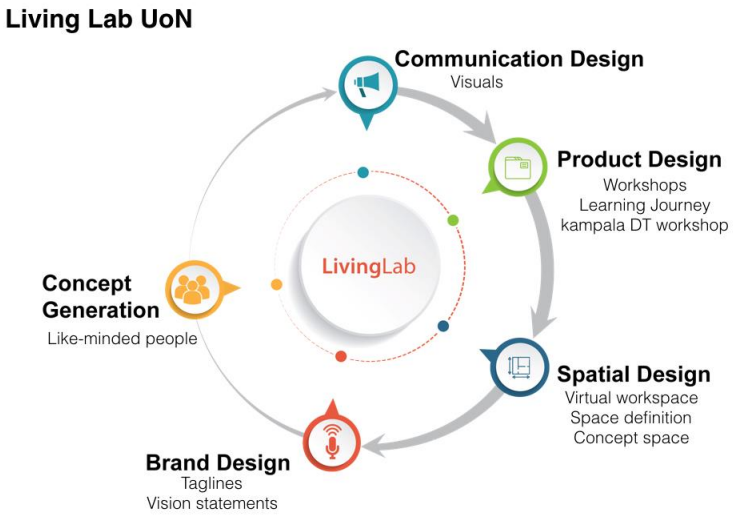

Fig. 23. Positioning the Living Lab UoN.

- **Concept generation**

Assembling the team. On the conception of the idea by Dr. Amollo Ambole, she sought from advice of the Living Lab concept from peers in the academic field after the Nairobi Innovation Week 2017. With the affirmation of the concept, she further individually met with

each member in restaurants with the purpose of pitching the idea of the lab. This was targeted at specific skills and personalities that she identified. Some of the abilities she was looking for included specific knowledge and skill, interaction capabilities, self-sacrifice, team spirit and the willingness to take huge risks and go beyond their specific fields. With the acceptance and resonance of spirit each member became lead of a particular area. This in turn made the organization flat. All roles were lead roles and therefore means that each individuals input is valued.

- **Communication design.**

Logo and web design. After the team was formed the initial task was to create a look through a logo and develop a matching website that would be a confirmation platform for the lab. The creative lead had the initial task. Different iterations were made after different inputs from the team. At some point, disagreements ensued over the last iteration of the logo. An executive decision was had to be made. The last iteration ended up with a heated debate on the edges of the logo. Despite the creative leads passionate liking for the logo, he had to give in. The Iterations of the logo are seen in (Fig 24).

Fig. 24. Logo designs from top left to the final logo: both right.

Product design: So far the Living lab has engaged in two projects. Reporting therefore acts as a storytelling of what happens to possible clientele. As suggested in by Kotsi et al (2015) Figure 6, storytelling could create a brand (salience of visual and auditory factors) that in turn would communicate a unified and clear value proposition that leads to place attachment by all the stakeholders. The future of product design in living lab will involve the use of short documentaries to tell engaging stories of ongoing projects. Products relevant to the activities done by living lab will be promoted within the social media platforms available.

Kampala Design Thinking Workshop. The task was to organize a Design Thinking Workshop that drew urban actors from East Africa. The product was branded with colorful sets of pencil as seen on the cover page of the workbook.

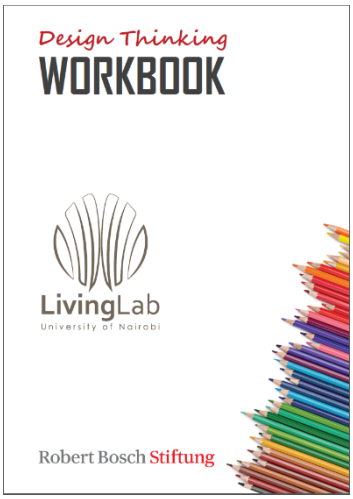

Fig. 25 Brand design adapted for Kampala Design Thinking Workshop. Source: Author.

Some of the responses gotten included praise for the highly interactive team and the planning process. The Work book was an added advantage as it was the best method for capturing and guiding the workshop. It was all they needed for the workshop. A report then followed. An excerpt is shown in figure 26.

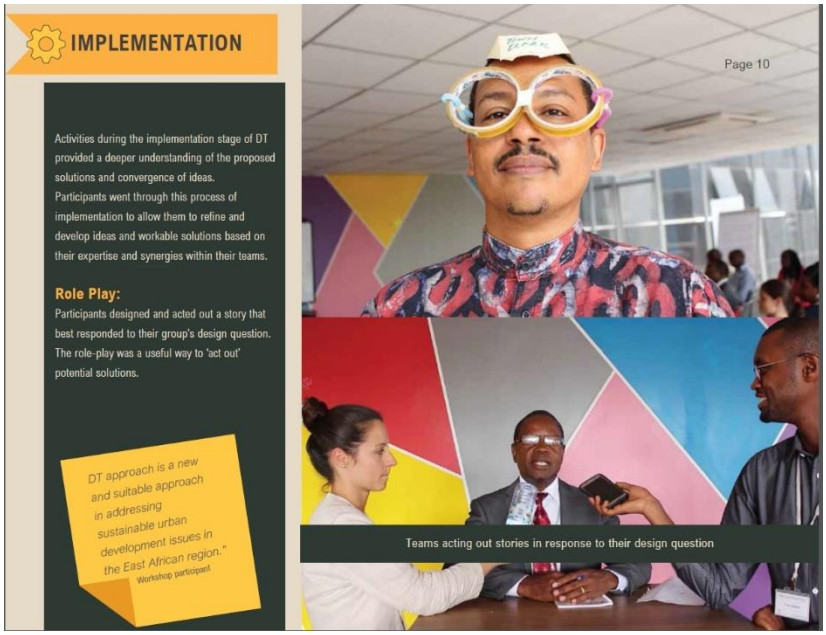

Fig. 26 An excerpt from the report showing different activities during the workshop Source: Author.

The Learning Journey was aimed at exposing the silicon Savannah to investors from Austria. The team was tasked in organizing a comprehensive Journey that saw the visitors move through all corners of Nairobi from Westalnds to Eastliegh, Kibera and the National Park.

The learning Journey Diary (figure 27) was an excellent tool describe the Kampala workshop and the Learning journey; show good reviews from clients

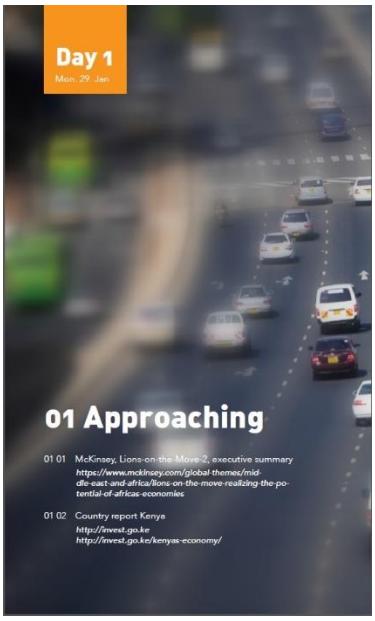

Fig. 27 A page in the learning journey diary. Source: Author.

- **Spatial design:** working in virtual space; more flexible and agile

Living lab believes that it's work happens outside of a confinement of the space. So far Living lab has been able to manipulate the spaces that are needed into different forms as needed in the workshop. A key aspect is that space need to allow for supporting visualization, leveling the status, breaking out activities and be fluid as seen in figure 14, 17 and 18.

- **Brand promise:** The lab so far has one tagline "Co-creating Change" The Value proposition stands "We believe collaboration is the Key to Radical Innovation

Conclusion

Similar to what the Stanford D'school Spacial Brand Journey, creating a brand design experience is an iterative process of changing and modifying the identity. Just like how C4D lab changed it's identity, the identity of a Living lab underwent a similar process in the logo design stage. The same case goes for creating and design workshops that the Lab conducts or is contracted to conduct.

In effect the application of the design management model as seen in fig 7 by Montana et al. (2007) could therefore be redrawn to include stakeholder involvement and time with the resultant product being a brand experience.

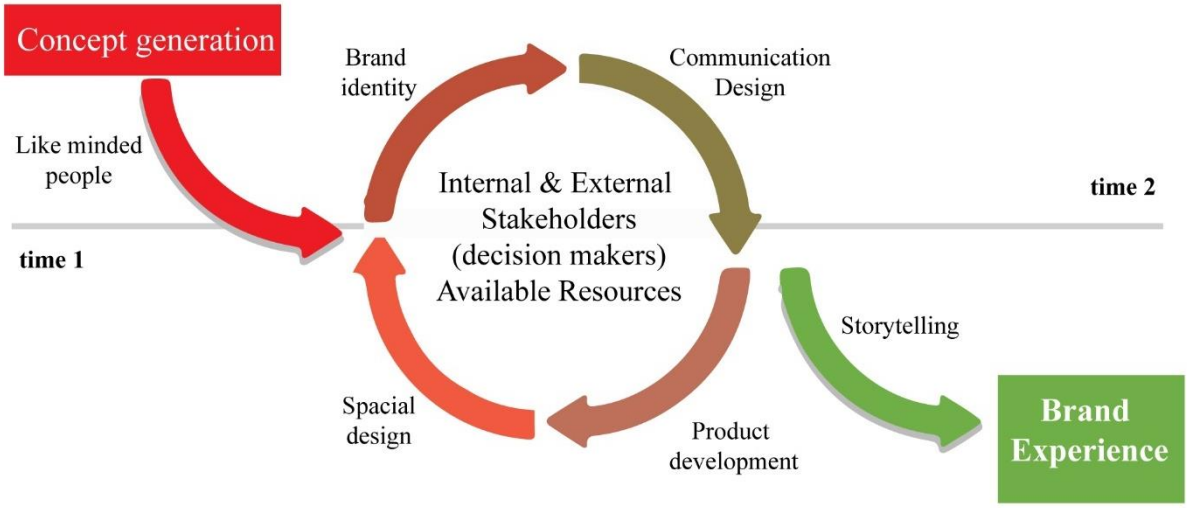

Fig. 28 Redrawn design Management Model for creating a brand experience for innovation labs. Source: Author.

In the redrawn process, like-minded people form the internal stakeholders each taking up a lead in different areas of the brand. As the process moves, external stakeholders such as advisors and possible clientele and interested publics take part in designing a suitable outcome that is favorable for the brand. This makes sure that the brand is not only internally accepted but can be able to communicate externally. Available Resources also become key in the iterative process, using what is available to create the best possible outcome. Decisions

around identity, product development, space design and communication are all hinged on the worked done and stakeholders involved before rolling out what now is the brand experience. Storytelling through reports, pictures, social media updates, blogs and vlogs all communicate the resultant brand experience.

This process does take time and should be factored in the design management process. However, for deliverables brand experiences a fixed time may reduce the iterative nature of the process.

In the end a great and valuable brand experience is one which is able to communicate persuasively the value proposition of an innovation lab brand. This may take a while but it will improve the uptake and resonance of an innovation lab to achieve its desired output. Ultimately a brand is the resultant effort of different stakeholders coming together using the available resources to come up with a desired shared experiential product.

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