A wave of socio-technical transitions is upon us, with major change taking place in domains such as energy, mobility, and food. Just as carriage makers were once heavily pressurized by the emergence of the car, so are many organizations now challenged by the shifts in their industries. For any organization, new or old, the survival and success in transitioning domains depends on the ability to adapt to changing conditions and to continuously innovate. In this dissertation, I substantially extend the domain of transition studies to explicitly consider how to design organizations for innovation success.

To tackle this topic, I take use of so-called science-based design, where organizations are taken as objects of deliberate design. I develop a tool called Ecosystem Pie Model that helps managers and scholars to make sense of situations where innovation needs to happen simultaneously in more than one organization. The dissertation further includes explicit organization design principles for three types of organizations: 1) ventures seeking to commercialize highly innovative products; 2) incumbents that need to reinvent themselves; and 3) intermediary organizations aiming to support the innovation activities of others. The developed design knowledge has since been applied in multiple large energy corporations and dozens of individual innovation projects by ventures, research centers, universities and corporations. Madis is a frequent facilitator in these applications, using, among others, the LEGO® Serious Play® workshop methodology.