

# Understanding Living Lab concepts and co-creation

## Module 1 – Set-up of Living Labs

Isabelle Couture, ENoLL

16<sup>th</sup> March 2023



[www.all-ready-project.eu](http://www.all-ready-project.eu)



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# Governance Models for Living Labs

Fernando Vilariño

16<sup>th</sup> March 2023



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## Just to get some context to the lecture:

### 1 SYNTHETIC- READING FOR BREAKING THE ICE (if you are not used to read scientific documents, but you are interested in a first approach to the basic concepts):

- ① Habibipour, A., Ståhlbröst, A., Zalokar, S., & Vaittinen, I. (2020). *Living Lab Handbook for Urban Living Labs Developing Nature-based Solutions* (UNaLab Project., Ed.). <https://unalab.eu/>



### 5 POINTERS TO BASIC LITERATURE (you can have a quick read over these papers; they develop concepts used during the lecture):

- ① Fuglsang, L., Hansen, A. V., Mergel, I., & Røhnebæk, M. T. (2021). *Living labs for public sector innovation: An integrative literature review*. In *Administrative Sciences* (Vol. 11, Issue 2). MDPI AG.
- ① Mahmoud, I. H., Morello, E., Ludlow, D., & Salvia, G. (2021). *Co-creation Pathways to Inform Shared Governance of Urban Living Labs in Practice: Lessons From Three European Projects*. *Frontiers in Sustainable Cities*, 3, 80.
- ① Cantù, C. L., Schepis, D., Minunno, R., & Morrison, G. (2021). *The role of relational governance in innovation platform growth: the context of living labs*. *Journal of Business and Industrial Marketing*, 36(13), 236–249.
- ① Engels, F., Wentland, A., & Pfothenauer, S. M. (2019). *Testing future societies? Developing a framework for test beds and living labs as instruments of innovation governance*. *Research Policy*, 48(9), 103826.
- ① Kronsell, A., & Mukhtar-Landgren, D. (2018). *Experimental governance: the role of municipalities in urban living labs*. *European Planning Studies*, 26(5), 988–1007.

### 6 PAPERS FOR FURTHER READING (the ball is rolling now, ...and there is an active open area of research!):

- ① Galway, L. P., Levkoe, C. Z., Portinga, R. L. W., & Milun, K. (2022). *A Scoping Review Examining Governance, Co-Creation, and Social and Ecological Justice in Living Labs Literature*. *Challenges*, 13(1), 1–16.
- ① Gago, D., & Rubalcaba, L. (2020). *The role of soft skills to leverage co-creation in living labs: insights from Spain*. *The Innovation Journal: The Public Sector Innovation Journal*, 25(2), 1–24. <https://www.researchgate.net/publication/344286354>
- ① Bylund, J., Riegler, J., & Wrangsten, C. (2020). *Are urban living labs the new normal in co-creating places?* *CeiED Culture and Territory*, 4, 1–5. <https://doi.org/10.24140/2020-sct-vol.4-0>
- ① Höflehner, T., & Graz-Styria, R. (2016). *An Innovation in Urban Governance: Implementing Living Labs and City Labs through Transnational Knowledge and Experience Exchange*. *Regional Studies Association Annual Conference*, 1–17.
- ① Eschenbacher, J., Turkama, P., & Thoben, K.-D. (2010). *Choosing the best model of Living Lab collaboration for companies*. In P. Cunningham & M. Cunningham (Eds.), *eChallenges*.
- ① Mulder, I., & Kriens, M. (2008). *The Living Labs Harmonization Cube: Communicating Living Lab's Essentials Design for Transitions View project Research through Design for Values View project*. *EJOV Executive – The Electronic Journal for Virtual Organizations and Networks*, 10. <https://www.researchgate.net/publication/228375282>



(And finally... :) A BUNCH OF EXTRA INTERESTING OUTCOMES FROM 3 RECENT PROJECTS  
(evidence-based conclusions from different perspectives):



The Co-VAL Project:

- 🕒 Lars Fuglsang, & Anne Vorre Hansen (Eds.). (2021). *D5.3 Report on participatory stakeholder model.*
- 🕒 Arundel, A. (Eds.). (2018). *D2.1: Mapping and instruments providing data on the co-creation of public services.*
- 🕒 Kirsty Strokosch, & Stephen Osborne. (2018). *D1.1 Literature review on public service reform models.*

The LEAD Project:

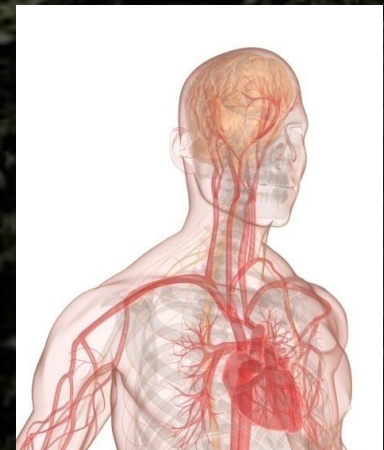
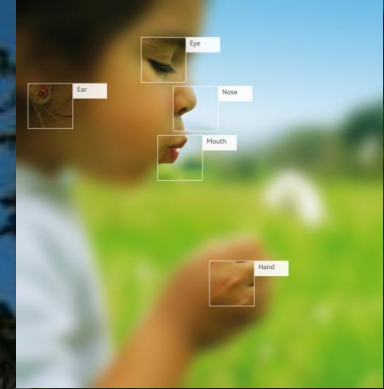
- 🕒 Edoardo Marcucci, Valerio Gatta, & Giacomo Lozzi. (2021). *D1.3. Innovative Business Models, Governance and Public-Private Partnerships. Knowledge for innovative actions, measures and business models in the LEAD Living Labs.*

The MOV21 Project:

- 🕒 Håkan Perslow, Elena Talalaso, & Daniel Bengtsson. (2022). *D4.1. Initial Governance Innovation and Capacity Context Analysis for the Living Labs.*

Teaching computers how to see and understand images for the past 25 years

Centre de Visió per Computador  
Edifici 0





# What happens at the Library Living Lab

Member of  
**European  
Network of  
Living Labs**



## Educational Apps

Interest group exploring the use of Apps in the classroom

## Visiting the Museum

Exploring the connection between Galleries, Libraries, Archives, Museums (GLAMs)

## 3D Club

Innovating with 3D design and 3D printing technology

## Teaching aesthetics to computers

Helping the scientific community to build a search engine based on aesthetic judgements

## Memory Fields

Using the metaphor of a disk-jockey to explore digital collections

## I am my own drawing

New story telling paradigms, using body movement to control characters on screen

## Book Reader

A book reader based on augmented reality

## Virtual Bookshelf

An interactive bookshelf that responds to the gestures of the user

## Smart Reading Spaces

Interacting with documents, bringing digital functionality to the paper document

**European  
Network of  
Living Labs**



# Who?

*The work group*



Computer Vision Centre

Universitat Autònoma de Barcelona

Ajuntament de Sant Cugat

Municipality of Sant Cugat

Barcelona regional government

Association of Neighbours of Volpelleres







## Who?

*The work group*

Member of European Network of Living Labs



Computer Vision Centre  
**CVC**  
Centre de Visió per Computador

Universitat Autònoma de Barcelona  
**UAB**  
Universitat Autònoma de Barcelona

Ajuntament de Sant Cugat  
Municipality of Sant Cugat

Barcelona regional government  
**Diputació Barcelona**  
Ajuntament de Barcelona

Association of Neighbours of Volpelleres

## Governance

## Model

## What happens at the Library Living Lab

Member of European Network of Living Labs



**Educational Apps**  
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**Visiting the Museum**  
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**3D Club**  
Innovating with 3D design and 3D printing technology

**Teaching aesthetics to computers**  
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**Memory Fields**  
Using the metaphor of a disk-jockey to explore digital collections

**I am a Down Drawing**  
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**Book reader**  
A book reader based on augmented reality

**Virtual bookshelf**  
An interactive bookshelf that responds to the gestures of the user

**Smart reading spaces**  
Interacting with documents, bringing digital functionality to the paper document

# Model of governance for a 4-helix project



4-helix projects can be of diverse nature:  
**diverse** governance models

A clear model of governance –together with the process to achieve it – is an innovation tool IN ITSELF:  
**sustainability** of the project

However... it is not straightforward to adapt experiences from others:  
**specific** analysis





# Model of governance for a 4-helix project



## 1. Who are the participants?

- Public administration
- Research institutions and Univ.
- Companies, SMEs
- Society

## 2. Who is paying/contributing with what?

### Including:

- Project manager and other personnel
- Budget
- In-kind

## 5. What does each participant get?

- Money, Social impact
- Prototypes, products or services, Intellectual property

## 3. How are decisions taken in the different levels?

- Project strategy
- Project implementation
- Day-by-day decisions

## 4. Which is the communication strategy?

- Internal communication
- External communication

0: SHARED MOTTO :

2: Why we do it:

Expected results based on needs and opportunities

⇒ Exploitation  
⇒ Business mo  
⇒ Sustainability

1. Who is at the lab:

Priorities

PUBLIC ADMIN.

ACADEMY

PRIVATE SECTOR

CITIZENS

← Backing Doc's

3. Who pays or contributes

Contributions:

**Financial:** XXX€

**Personnel:** X (level) X-  
PM

**In-kind:** X,Y,Z

**Representation:** X, Y Z

4. How decisions are made:

At a strategic level

**Modus operandi:**

**People:**

⇒ Signed Agreement

At an operational level

**Modus operandi:**

**People:**



4. How the innovation process is communicated:

Internally

**Modus operandi:**  
**People:**



⇒ **Comms. Guidelines doc**

⇒ **Agreed Tools**

Externally

**Modus operandi:**  
**People:**



⇒ **Comms. Guidelines doc**

⇒ **Agreed Tools**

**XXX:** Acronyms for the participants

0: SHARED MOTTO :

# Library Living Lab: Democratisation of the access to knowledge and innovation

Exploring how Technology transforms the cultural experience of people

2: Why we do it:  
Expected results based on needs and opportunities

**ASt:** Participative city project, with connected actors and added value  
**DiBa:** Implementation of a map of alliances that helps the development of the library mission.

**CVC:** Projects, directs impact. Regional positioning (RIS3) and Eu (H2020, EIC). Research and tech transfer. Impact in Culture  
**UAB:** Integration in the territory.

**SME:** Innovation in products and services.  
**CORPORATIONS:** Impact, visibility

**AVBV:** Activities for the community. New infrastructures for culture and leisure

⇒ Exploitation  
⇒ Business mod  
⇒ Sustainability

1. Who is at the lab:  
Priorities

## PUBLIC ADMIN.

**ASt:** Innovation and culture, participation  
**Doc:** Planificació estratègica 2014-2018  
**DiBa:** Development of BiblioLab program  
**Doc:** Pla de Mandat DiBa 2016-2019

## ACADEMY

**CVC:** Development of labs in the territory  
**Doc:** Pla estratègic 2014-2018  
**UAB:** Program "UAB Labs"  
**Doc:** Pla de mandat de Govern 2017-2019

## PRIVAT SECTOR

**SME:** Innovation for the markets  
**Corporations:** Corporative social responsibility

## CITIZENS

**AVBV:** Dinamisation and services for the city.

⇐ Backing Doc's

3. Who pays or contributes:  
Contributions

**ASt:**  
**Financial:** ---  
**Personnel:** ~X% librarian dedicated to LL (€)  
**In-kind:** Space, electr., water (---). Activities (€), Signalling (€), Furniture (€).  
**Representation:**

**DiBa:**  
**Financial:** ---  
**Personnel:** Manager (40,000 €)  
**In-kind:** (€)  
**Representation:** ---

**CVC:**  
**Financial:** 15,000 €  
**Personnel:** Maintenance (3h/w), Follow-up manager (6h/w), Web and multimedia (3h/w)  
**In-kind:** Computers (2,000 €), Printer 3D (2,000 €), Screens (700 €)  
**Representation:** ENoLL membership (5,000 €), ENoLL & CatLabs meetings (5,000 €)

**UAB:**  
**Financial:** 100,000 €  
**Personnel:** (€)  
**In-kind:** (€)  
**Representation:** ---

**SME:**  
**Financial:** ---  
**Personnel:** ---  
**In-kind:** Products, Material and technologies (€)  
**Representation:** ---

**Corporations:**  
**Financial:** Sponsorship (€)  
**Personnel:** ---  
**In-kind:** Sponsorship (€)  
**Representation:** ---

**AVBV:**  
**Financial:** ---  
**Personnel:** ---  
**In-kind:** ---  
**Representation:** Association, Parties, meetings with the municipality

4. How decisions are made:

At a strategic level

### STEERING COMMITTEE

**Modus operandi:**

It meets every 6 months. Define strategic actions and update commitments. Vision. Strategy.

**People:**

**ASt:** Major, Rep. Culture, Rep. Innovation      **DiBa:** Manager Library Network      **CVC:** Director      **UAB:** Vice-rector      **AVBV:** President  
**Manager LLL**      **SMEs (no vote):** ---

⇒ Signed Agreement

At an operational level

### MONITORING BOARD

**Modus operandi:**

It meets every 2 months. Lines of work. Code of conduct. Facilitate connection. Institutional integration of the project. The signing of agreements is managed. A past and planned action report is generated, which is sent to the members of the Strategic Committee.

**People:**

**ASC:** Culture, Innovation      **DiBa:** Technology, Director Library      **UAB:** COREs Heritage and Smart Cities      **CVC:** Assc. Director  
**Manager LLL**      **AVBV:** President

### DAY BY DAY

**Modus operandi:**

The Manager makes decisions with a high level of autonomy. A weekly newsletter is generated and sent to the Monitoring Committee.

**People:**

**Manager LLL** (Temporarily and to facilitate the work of the Manager, during the first 6 months, we will hold weekly meetings between the deputy directors of the CVC, the Director of the Library and the Manager.)

4. How the innovation process is communicated:

Internally

**INTER-INSTITUTIONAL**

**Modus operandi:**

The Manager is acknowledged by all, communicates freely with everyone and generates a newsletter with all the planned activity and actions that is sent to the Monitoring Committee each week.

The Monitoring Committee generates an executive report of its meeting which is sent to the Strategic Committee every 2 months.

**People:**

**Manager LLL, Members of the Monitoring Committee**

**TOWARDS THE LIBRARIANS**

**Modus operandi:**

The Manager keeps the Library Director up to date, who regularly transmits the actions carried out in the context of the Library Living Lab to the Librarians and collects their considerations. DiBa presents the LLL among its Librarians as a space for training and technological and social innovation for its professionals.

**People:**

**DiBa:** Library's Director, Resp. Management    **Manager LLL**

⇒ **Comms. Guidelines doc**

⇒ **Agreed Tools**

Externally

**AT THE LIBRARY CONTEXT**

**Modus operandi:**

The Monitoring Committee agrees on the LLL's own signage, which combines the style of the Sant Cugat Library Service, with the uniqueness of the space.

The uniqueness of the Library Living Lab is identified with an explicit communication of its actions through the usual channels of the St Cugat and DiBa Library service, and social networks. The LLL is designed in a unique way, not just the activities that take place in the physical space of the LLL.

**People:**

**ASC:** Resp. Comms. Libraries    **DiBa:** Resp. Comms. Bibliolab, Library's Director    **Manager LLL**

**TO EXTERNALS**

**Modus operandi:**

Communication managers coordinate communications smoothly (temporarily and during the first months, communication managers will meet at some point to generate a coordination dynamic, which allows a natural mechanism for selecting communication actions to be set in motion).

**People:**

**ASC:** Resp. Comms.    **DiBa:** Resp. Comms.    **UAB:** Resp. Comms.    Resp. Comms    **Manager LLL**    **AVBV:** President

⇒ **Comms. Guidelines doc**

⇒ **Agreed Tools**

**ASt:** Ajuntament de Sant Cugat del Vallès (Municipality)

**DiBa:** Diputació de Barcelona (Provincial Council)

**UAB:** Universitat Autònoma de Barcelona

**CVC:** Computer Vision Center

**AVBV:** Association of Neighbours of Volpelleres Sant Cugat



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# Thank You!

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