Module 3 "Management of Living Labs"

Living Lab Model / Co-creation and real-life testing / Facilitation

Dimitri Schuurman & Gilles Wuyts

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Meet the team

Dimitri Schuurman

Innovation Expert Methodology & Monitoring

dimitri.schuurman@imec.be

Gilles Wuyts

Business analyst

gilles.wuyts@imec.be

CONTENT

9:00   **Welcome and Introduction**

- Introduction to the workshop objectives and agenda.
- Briefly explain the importance of the Living Lab Model in fostering innovation and sustainable practices, particularly in the Agroecology domain.

9:15   **Part 1: Introduction to the Living Lab Model**

- Explore the three layers of the Living Lab Model: desirability, feasibility, and viability.
- Demonstrate the interrelation between these layers and their significance in the innovation process.
- Utilize the inputs gathered from Session 2's MIRO activity to present real-life examples in relation to the model.
- Exercise: Engage in a group discussion and collectively map elements of their own Living Lab Model onto the framework using Agroecology as a context.

10:00   **Part 2: Co-creation and Real-Life Experimentation**

- Introduce participants to commonly used tools and methods in each phase of innovation management.
- Showcase case study to highlight the application of co-creation and real-life experimentation in sustainable farming systems.
- Group discussion: Participants share their own tools and methods relevant to different phases, with a focus on Agroecology.
- Exercise: Participants create a "test card" for the most critical assumption of their respective Agroecology projects, applying the concepts learned.

10:50   **Break (10 minutes)**

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10:50   **Break (10 minutes)**

11:00   **Part 3: Facilitation Techniques**
- Introduction to the Voice of the Customer technique as a powerful tool for capturing user insights and needs in Agroecology projects.
- Presentation of the double diamond technique as a visual framework for problem-solving and ideation, tailored to Agroecological challenges.
- Present the double diamond technique as a visual framework for problem-solving and ideation.
- Share practical tips and tricks for effective facilitation.
- Group discussion and exercises: Participants engage in role-playing activities to practice and apply facilitation techniques, focusing on Agroecology-specific scenarios and live interaction.

11u45   **Summary and Wrap-up**
- Recap of the key concepts and learning outcomes from each session.
- Q&A session to address any remaining questions or concerns.
- Closing remarks and acknowledgments.

12:00   **End Session**

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Part 1

Introduction to the Living Lab Model

LIVING LAB MODEL
3 SEPARATE, BUT INTERLINKED LAYERS

Living Lab Organization / Platform

Living Lab Project

Living Lab User & Stakeholder Activities

https://biblio.ugent.be/publication/5931264/file/5931265.pdf

LIVING LAB CHARACTERISTICS

Multi-stakeholder / QH

Living Lab Organization / Platform

User centric

Living Lab Project

Real-life testing

Co-creation

Living Lab User & Stakeholder Activities

Multi-method

https://biblio.ugent.be/publication/5931264/file/5931265.pdf

LIVING LAB MODEL
3 SEPARATE, BUT INTERLINKED LAYERS

Living Lab Organization / Platform

On a macro level, a Living Lab is a public-private-people partnership consisting of different stakeholders, organized to carry out Living Lab research and Living Lab projects.

Long-term

Living Lab vision and mission

Multi-stakeholder consortium – Quadruple helix

Living Lab assets: panel, infrastructure, location(s),...

Multi-stakeholder / QH

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LIVING LAB MODEL
AGROECOLOGY CONTEXT

Living Lab Organization / Platform

Long-term – *government and/or academic research programmes*

Living Lab vision and mission – *implementation of agroecology research, increasing sustainability...*

Multi-stakeholder consortium – *Quadruple helix / often also a network of living labs/ecosystems*
- *Public sector: authorizing bodies, municipalities, funding agencies,...*
- *Research institutions*
- *Farmers (project level, should also be on the organizational level)*

Living Lab assets – *access to farmers and their lands, access to (different) (agro)ecosystems, research infra...*
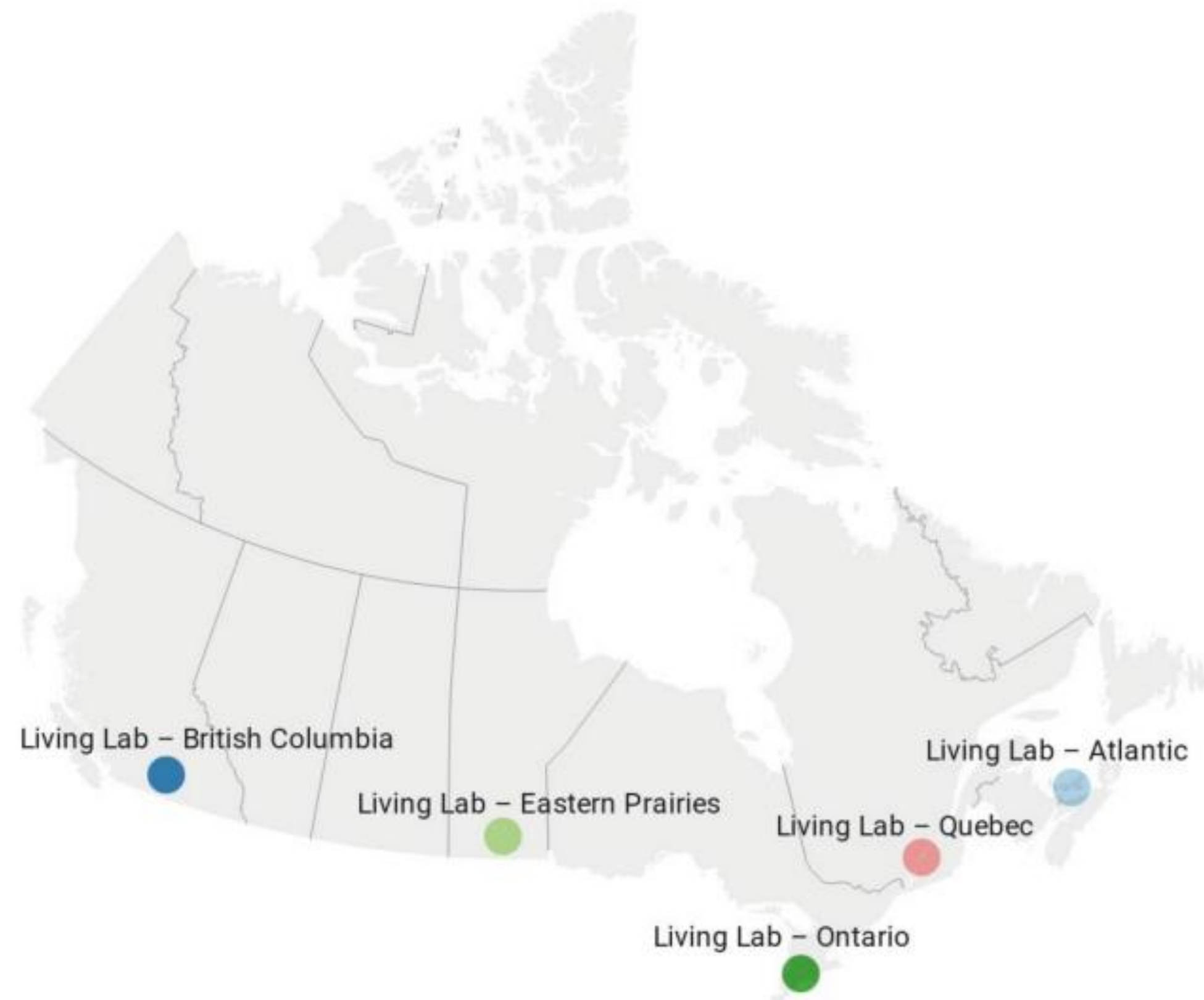
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EXAMPLES

TERRITOIRES D'INNOVATION
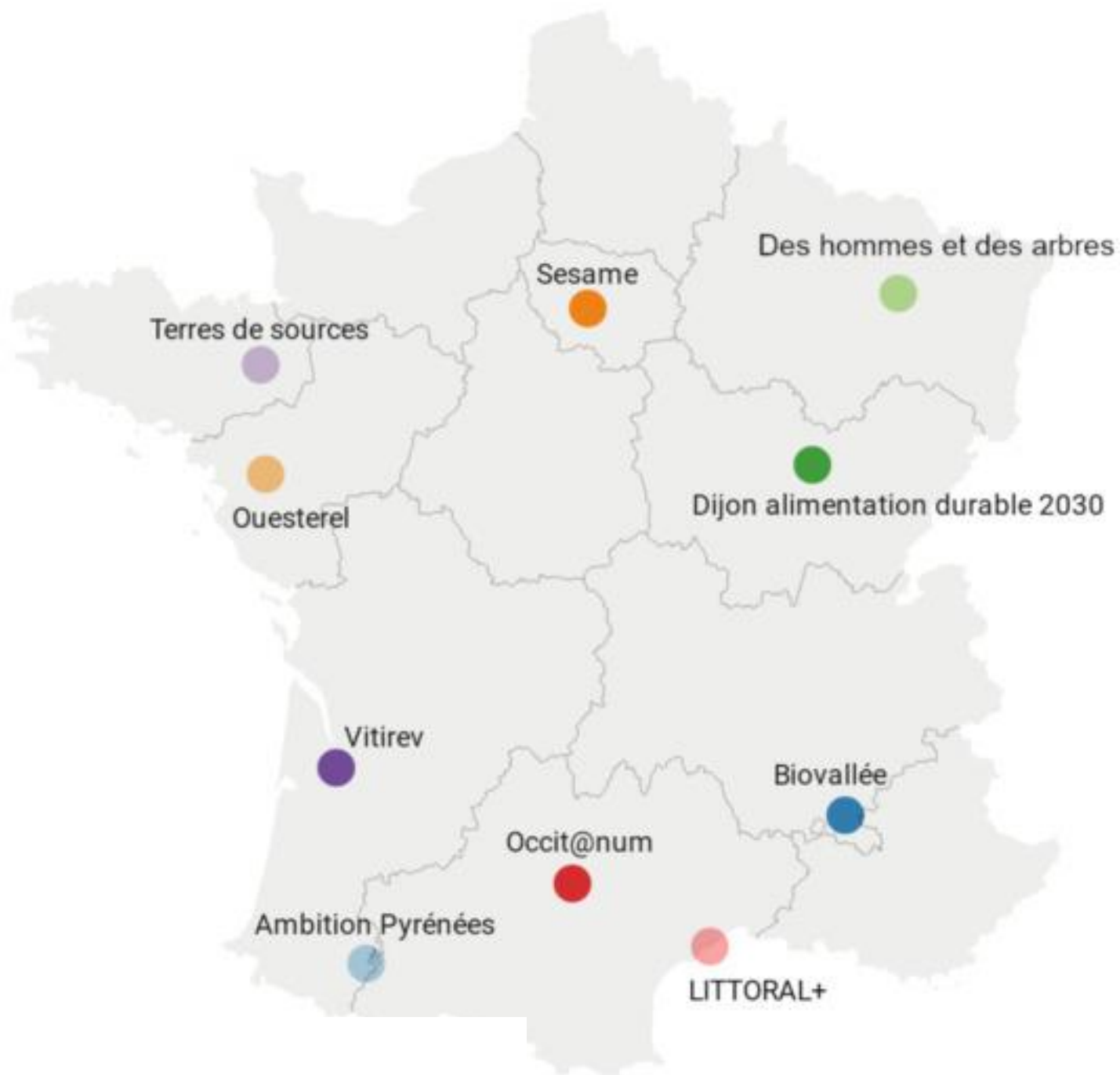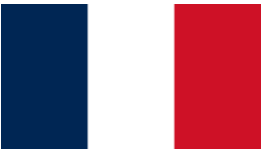
LIVING LABORATORIES INITIATIVE

McPhee, C.; Bancerz, M.; Mambrini-Doudet, M.; Chrétien, F.; Huyghe, C.; Gracia-Garza, J. The Defining Characteristics of Agroecosystem Living Labs. Sustainability 2021, 13, 1718. https:// doi.org/10.3390/su13041718
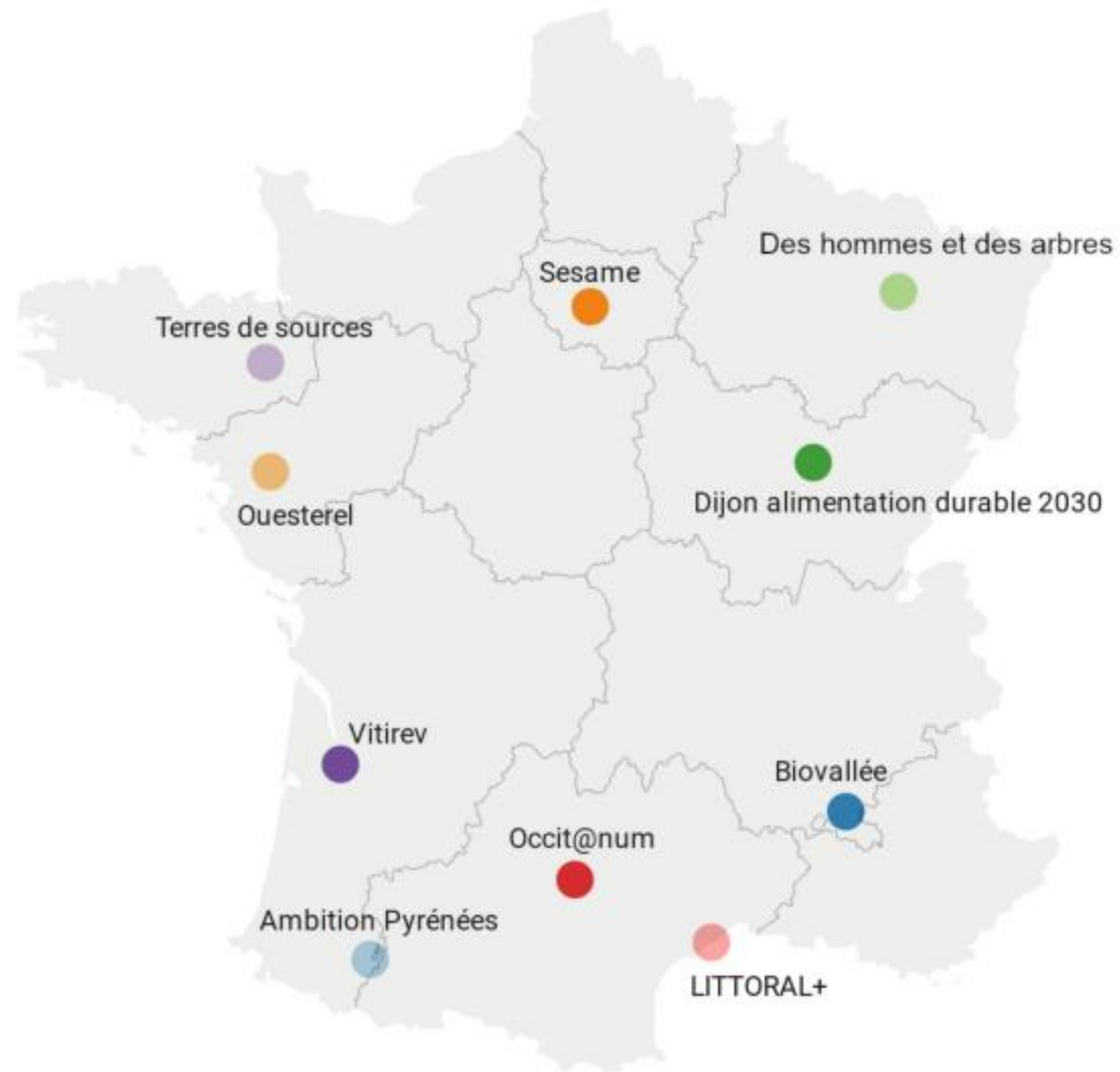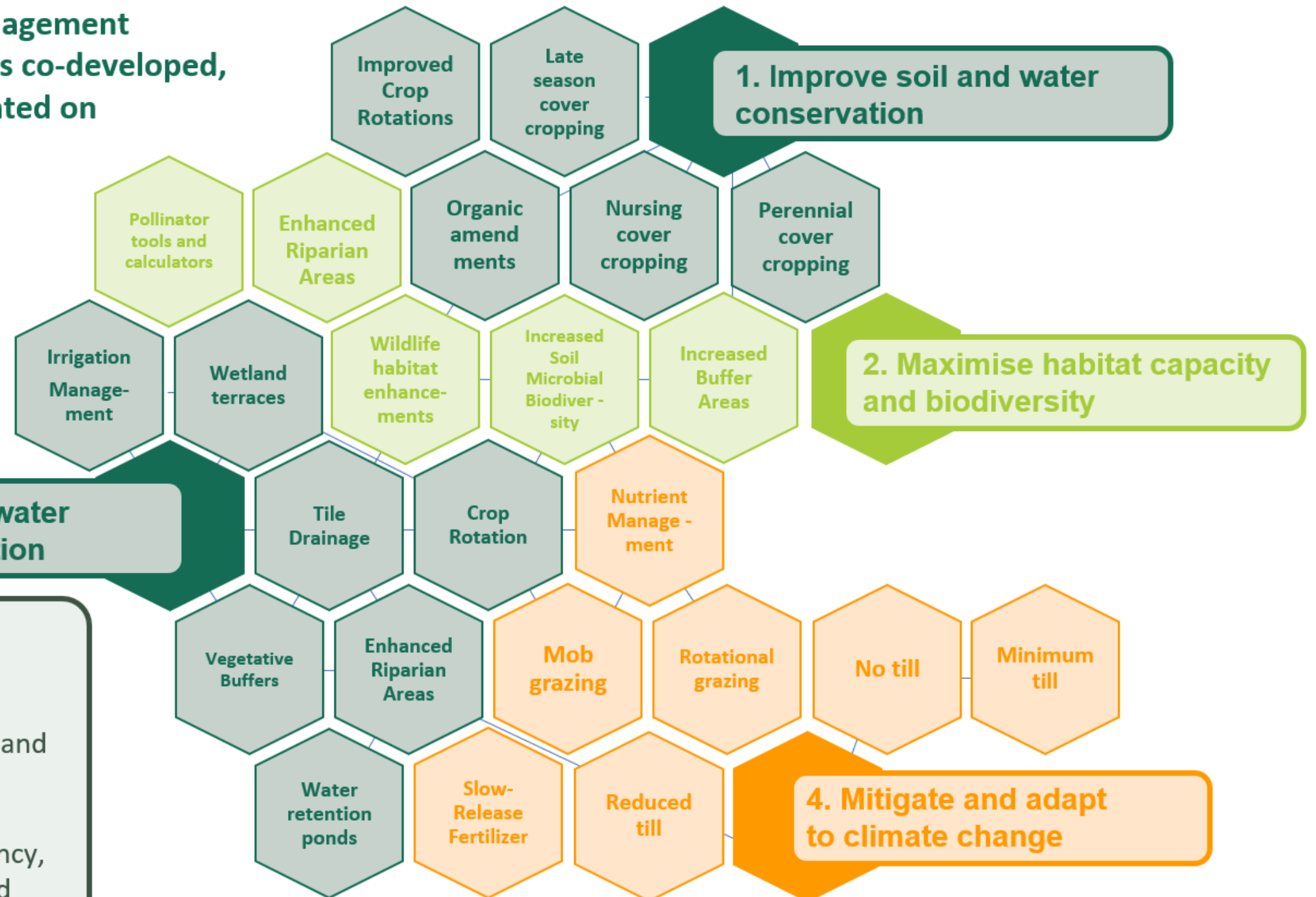
FRANCE

- 24 large regional innovation projects; 10 promote agroecological transitions by applying living lab principles

- Innovations aim for resilience: production, funding, regulation, etc.

- Labs are led by cities, regions, or government research organizations

- Stakeholders are diverse and numerous: all along the value chain

- Users are farmers, economic actors, or citizens

- A focus on engaging with real communities on a territorial scale

Living Laboratories Initiative (2018–2023)

Over 50 best management practice variations co-developed, tested and evaluated on producer's fields.

Eastern Prairies
Quebec
Ontario
Atlantic

Improved Crop Rotations

Late season cover cropping

1. Improve soil and water conservation

Pollinator tools and calculators

Enhanced Riparian Areas

Organic amend ments

Nursing cover cropping

Perennial cover cropping

Irrigation Manage- ment

Wetland terraces

Wildlife habitat enhance- ments

Increased Soil Microbial Biodiver - sity

Increased Buffer Areas

2. Maximise habitat capacity and biodiversity

3. Reduce water contamination

Tile Drainage

Crop Rotation

Nutrient Manage - ment

Vegetative Buffers

Enhanced Riparian Areas

Mob grazing

Rotational grazing

No till

Minimum till

Water retention ponds

Slow-Release Fertilizer

Reduced till

4. Mitigate and adapt to climate change

Network-Level Outcomes ($24M investment):
- A network of 4 living labs, expanded to 13 with ACS-LL
- 48 partner groups including government, producer associations, environmental, indigenous communities and academia
- ~250 participants (>1000 including ACS-LL)
- The network has resulted 1) in greater network resiliency, 2) established a culture of innovation, and 3) enhanced international collaborations.

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A Network of 13 Living Labs

1. British Columbia
2. Peace Region
3. Alberta AgriSystems
4. Regenerative Alberta
5. Bridge to Land Water Sky
6. Central Prairies
7. Eastern Prairies
8. Ontario
9. Quebec
10. New Brunswick
11. Nova Scotia
12. Atlantic
13. Newfoundland and Labrador

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LIVING LAB MODEL

Living Lab Project

On the meso level, we discern the Living Lab innovation projects that are being carried out within the Living Lab constellation. We can also refer to this as a *Living Lab project.*

Medium-term

Innovation outcome(s)

Real-life testing/validation

User centric

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LIVING LAB MODEL
AGROECOLOGY CONTEXT

Living Lab Project

Medium-term: *yearly/seasonal cycles, longer-term innovation cycles*

Innovation outcome(s): *novel practices, new species/plants, assisting technologies*

Real-life testing/validation: *academic/scientific methods for impact assessment, comparison across different territories/locations/ecosystems*

User centric: involve farmers throughout the whole process/cycle!!!

https://biblio.ugent.be/publication/5931264/file/5931265.pdf

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OPTION 1

Living Lab Organization / Platform

Living Lab Project	Living Lab Project	Living Lab Project
User & Stakeholder Activities	User & Stakeholder Activities	User & Stakeholder Activities

https://biblio.ugent.be/publication/5931264/file/5931265.pdf

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OPTION 2
PER PILOT/PROJECT

FUZZY FRONT-END
PROBLEM SPACE

PROBLEM-SOLUTION FIT
SOLUTION SPACE

PRODUCT-MARKET FIT
ADOPTION-DIFFUSION SPACE

SCALING
"LESS COMMON IN LIVING LABS"

Project User & Stakeholder Activities

Project User & Stakeholder Activities

Living Lab Pilot

Living Lab Pilot

Living Lab Pilot

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LIVING LAB-PROJECT INNOVATION MANAGEMENT

FUZZY FRONT-END	PROBLEM-SOLUTION FIT	PRODUCT-MARKET FIT	SCALING
PROBLEM SPACE	*SOLUTION SPACE*	*ADOPTION-DIFFUSION SPACE*	*"LESS COMMON IN LIVING LABS"*

User centric

Who are the main problem owners? What are their main issues? What are their current practices?

Lead Users Innovators Champions

Early Adopters Advocates

Early Majority Late Majority

Real-life testing

Contextual inquiry / photo collection

Small-scale real-life testing Yearly cycles

Larger-scale testing Yearly cycles

Multiple regions / ecosystems / countries / continents

BIOMASS FERMENTATION TO FOOD
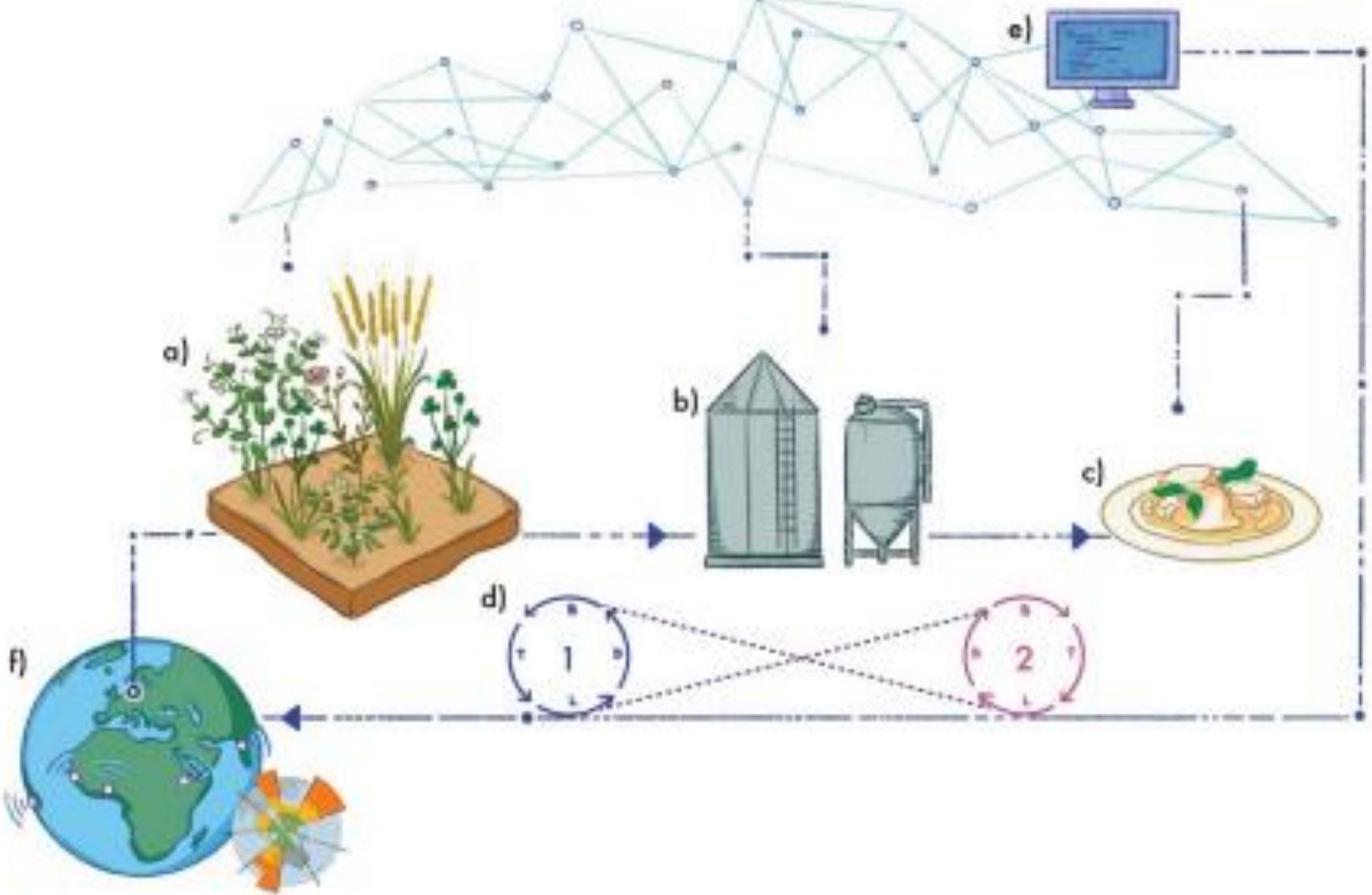
LIVING LAB MODEL
3 SEPARATE, BUT INTERLINKED LAYERS

Living Lab User & Stakeholder Activities

The **research activities** that are deployed in a Living Lab project we propose to label as the **micro level activities** in Living Labs. Mostly, this consists of a specific Living Lab methodology in order to 'cultivate user-led insights' and 'surface tacit, experiential and domain-based knowledge such that it can be further codified and communicated' (Almirall & Wareham, 2011).

Co-creation

- Co-creation methods & tools to involve the main problem owners & stakeholders

- Ideation & brainstorming

Multi-method

- (real-life) testing & evaluation methods & tools for impact assessment

- Business model testing

LIVING LAB MODEL
AGROECOLOGY CONTEXT

Living Lab User & Stakeholder Activities

Co-creation methods & tools: *involvement of farmers, 'translation' of research & policy concepts & language*

Ideation & brainstorming: *new approaches, research ideas*

(real-life) testing & evaluation methods & tools for impact assessment: *scientific methods but also user experience!*

Business model testing???

https://biblio.ugent.be/publication/5931264/file/5931265.pdf

Part 2

Co-creation and Real-Life Experimentation

Case study - PIKAWAY

How might we design an optimal multi-modal travel app acting as a 'one-stop-shop'?

LIVING LAB-PROJECT FOR A MULTIMODAL TRANSPORTATION APP

FUZZY FRONT-END *PROBLEM SPACE*	**PROBLEM-SOLUTION FIT** *SOLUTION SPACE*	**PRODUCT-MARKET FIT** *ADOPTION-DIFFUSION SPACE*	**SCALING** *"LESS COMMON IN LIVING LABS"*
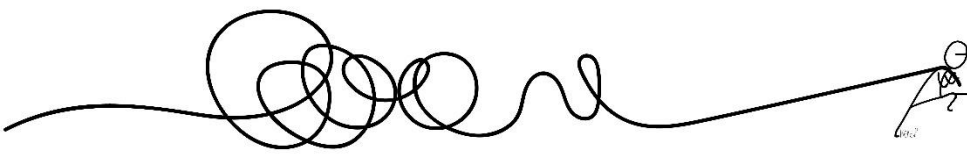
Focus on **participants living in and around the city of Antwerp**

1. INNOVATRIX –
ASSUMPTION MAPPING

2. CO-CREATION SESSION

3. SEGMENTATION
SURVEY

4. PROBLEM-SOLUTION
FIT FIELD TRIAL

5. PRODUCT-MARKET
FIT FIELD TRIAL

6. ADOPTION
POTENTIAL SURVEY

ONLINE TESTING

1. INNOVATRIX

NEED FINDING -INNOVATRIX

What? Mapping of the 8 key innovation criteria

How? Workshop with stakeholders and innovation managers

INNOVATRIX imec.livinglabs

CUSTOMER SEGMENT				
NEEDS				
CURRENT PRACTICES				
VALUE PROPOSITION				
SOLUTION				
KEY PARTNERS				
VALUE CAPTURE				
BARRIERS				

2. CO-CREATION

NEED FINDING - EMPATHY TIMELINE

What? Creative discussion and mapping of the current mobility practices & needs (current state) & first evaluation of Pikaway as a concept (future state), resulting in user journeys
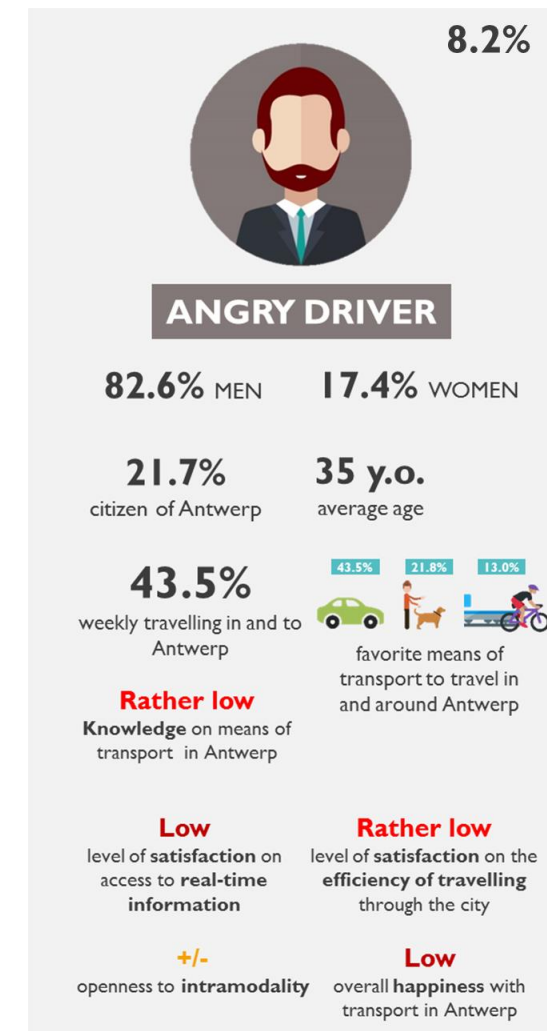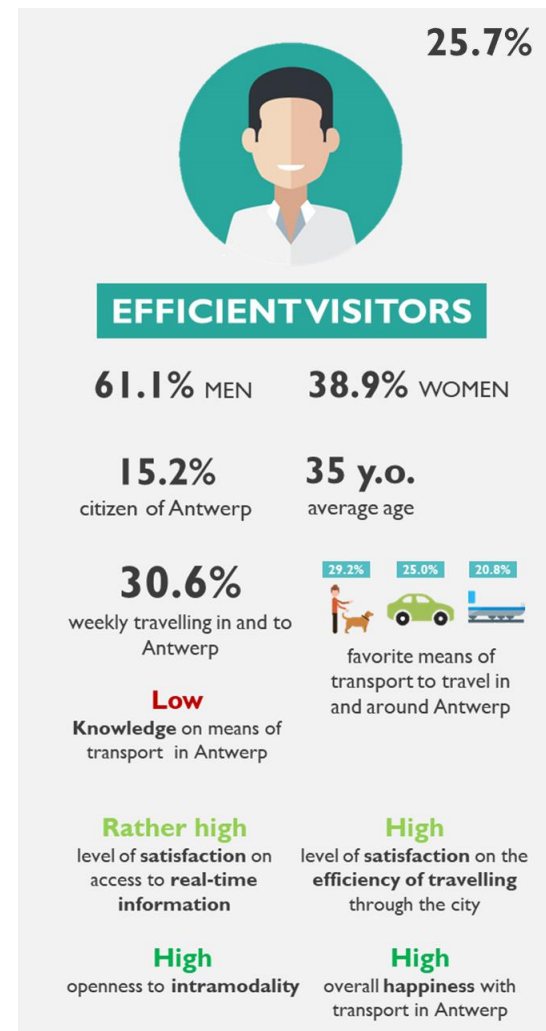
How? Workshop with 8 participants
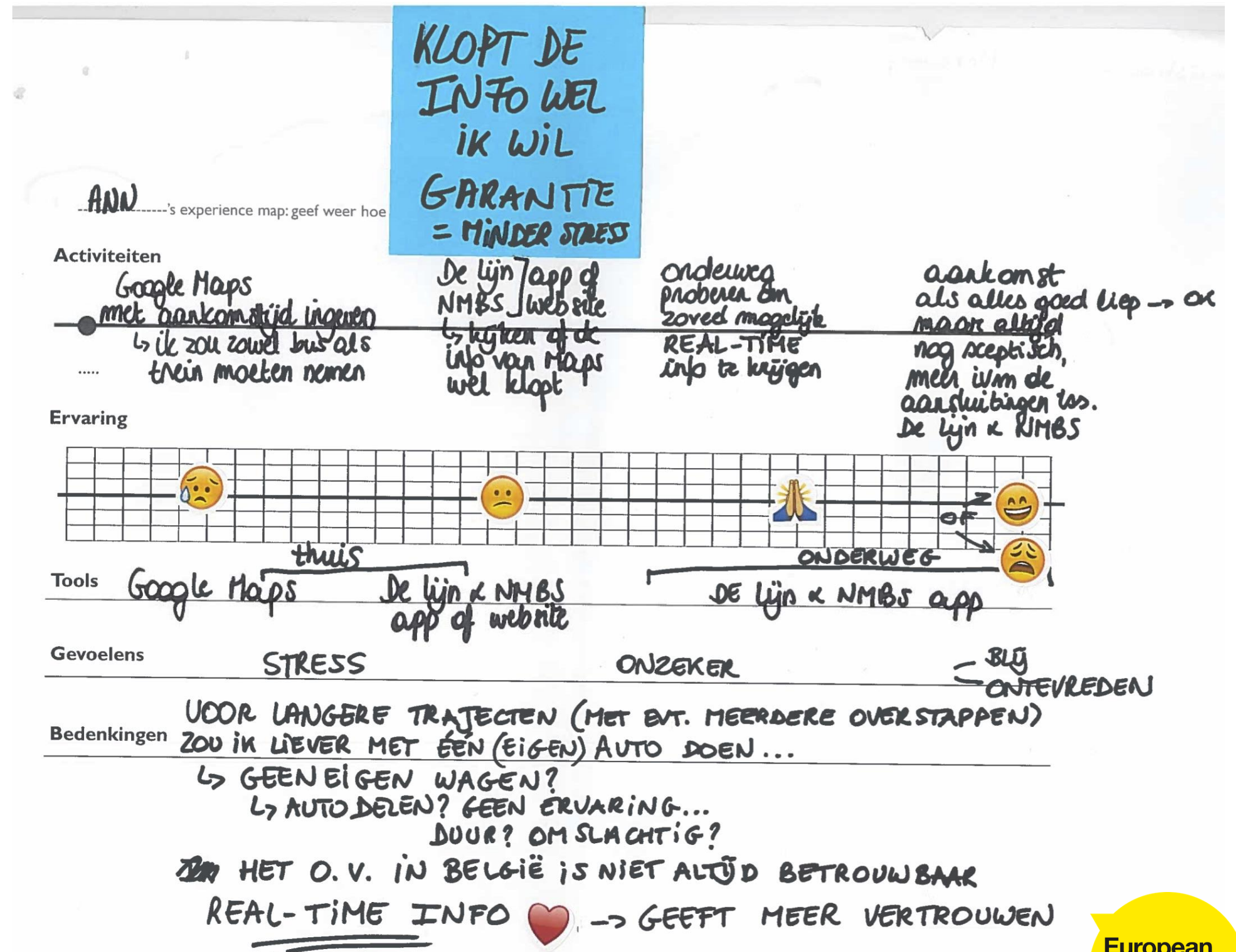
NEED FINDING - PERSONA / SEGMENTS

What? Online survey aimed at segmenting end-users basedon their current mobility behaviours and need, resulting in 4 mobility segments

How? Survey with 280 respondents focusing on the current behaviou, habits, frustrations & tools in a context of Mobility & transport
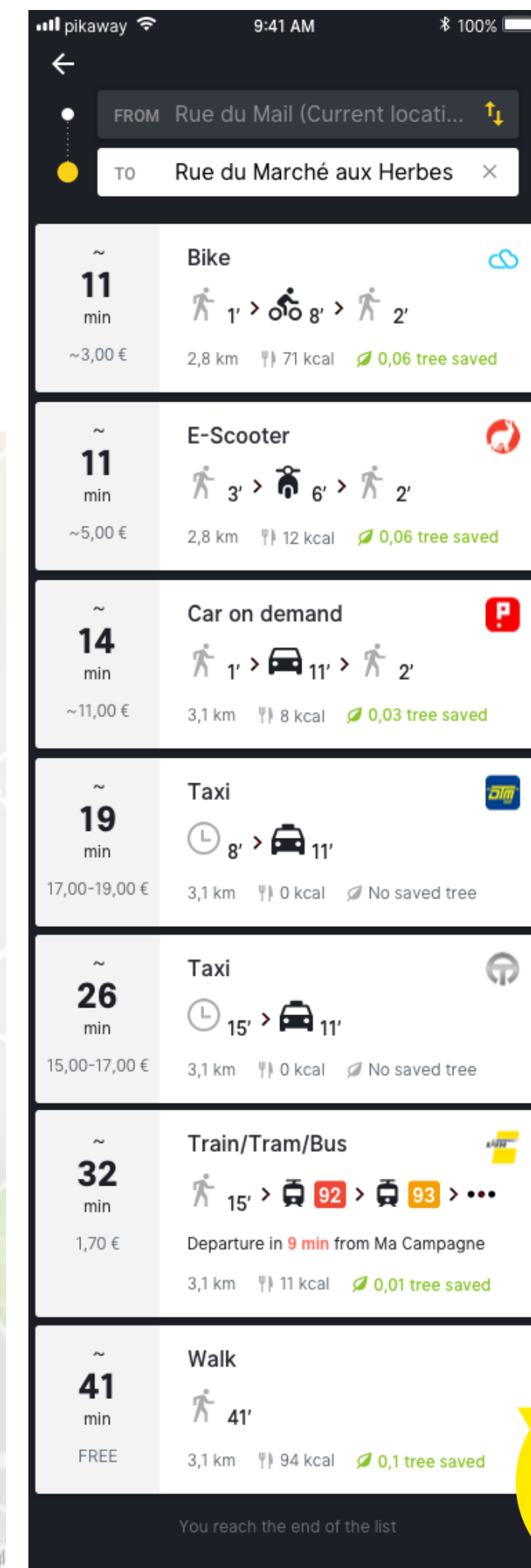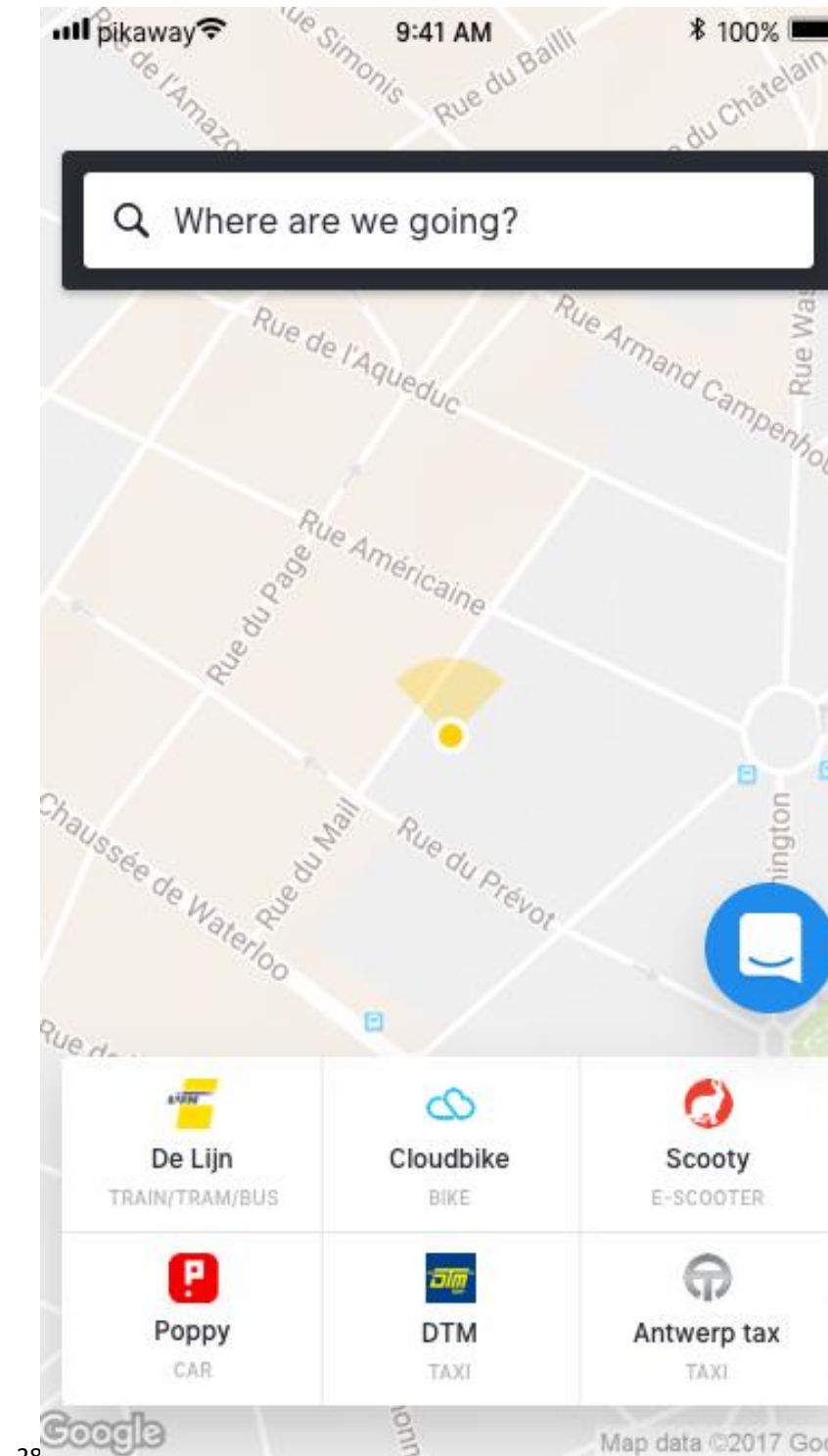
MEET THE SEGMENTS

EFFICIENT VISITORS — 25.7%
- 61.1% MEN | 38.9% WOMEN
- 15.2% citizen of Antwerp | 35 y.o. average age
- 30.6% weekly travelling in and to Antwerp
- favorite means of transport to travel in and around Antwerp: 29.2% 25.0% 20.8%
- **Low** Knowledge on means of transport in Antwerp
- **Rather high** level of satisfaction on access to real-time information | **High** level of satisfaction on the efficiency of travelling through the city
- **High** openness to intramodality | **High** overall happiness with transport in Antwerp

ANGRY DRIVER — 8.2%
- 82.6% MEN | 17.4% WOMEN
- 21.7% citizen of Antwerp | 35 y.o. average age
- 43.5% weekly travelling in and to Antwerp
- favorite means of transport to travel in and around Antwerp: 43.5% 21.8% 13.0%
- **Rather low** Knowledge on means of transport in Antwerp
- **Low** level of satisfaction on access to real-time information | **Rather low** level of satisfaction on the efficiency of travelling through the city
- **+/-** openness to intramodality | **Low** overall happiness with transport in Antwerp

EASY-GOING CITIZEN — 31.8%
- 57.3% MEN | 42.7% WOMEN
- 48.3% citizen of Antwerp | 33 y.o. average age
- 58.4% weekly travelling in and to Antwerp
- favorite means of transport to travel in and around Antwerp: 32.6% 24.7% 13.5%
- **Rather high** Knowledge on means of transport in Antwerp
- **Low** level of satisfaction on access to real-time information | **Rather high** level of satisfaction on the efficiency of travelling through the city
- **High** openness to intramodality | **High** overall happiness with transport in Antwerp

UNINFORMED DRIVER — 34.3%
- 54.2% MEN | 45.8% WOMEN
- 36.5% citizen of Antwerp | 37 y.o. average age
- 19.8% weekly travelling in and to Antwerp
- favorite means of transport to travel in and around Antwerp: 40.6% 18.8% 13.6%
- **Low** Knowledge on means of transport in Antwerp
- **Rather low** level of satisfaction on access to real-time information | **+/-** level of satisfaction on the efficiency of travelling through the city
- **+/-** openness to intramodality | **Rather high** overall happiness with transport in Antwerp

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4. PROBLEM-SOLUTION FIT FIELD TRIAL

EXPERIMENTATION - USABILITY TESTING

What? A first small scale and close test with the Pickaway app aimed at capturing in-dept UX feedback observing initial user behaviour & gathering usability hits

How? 1.5 hour usage of Pikaway in a scenario format by **8 participants**
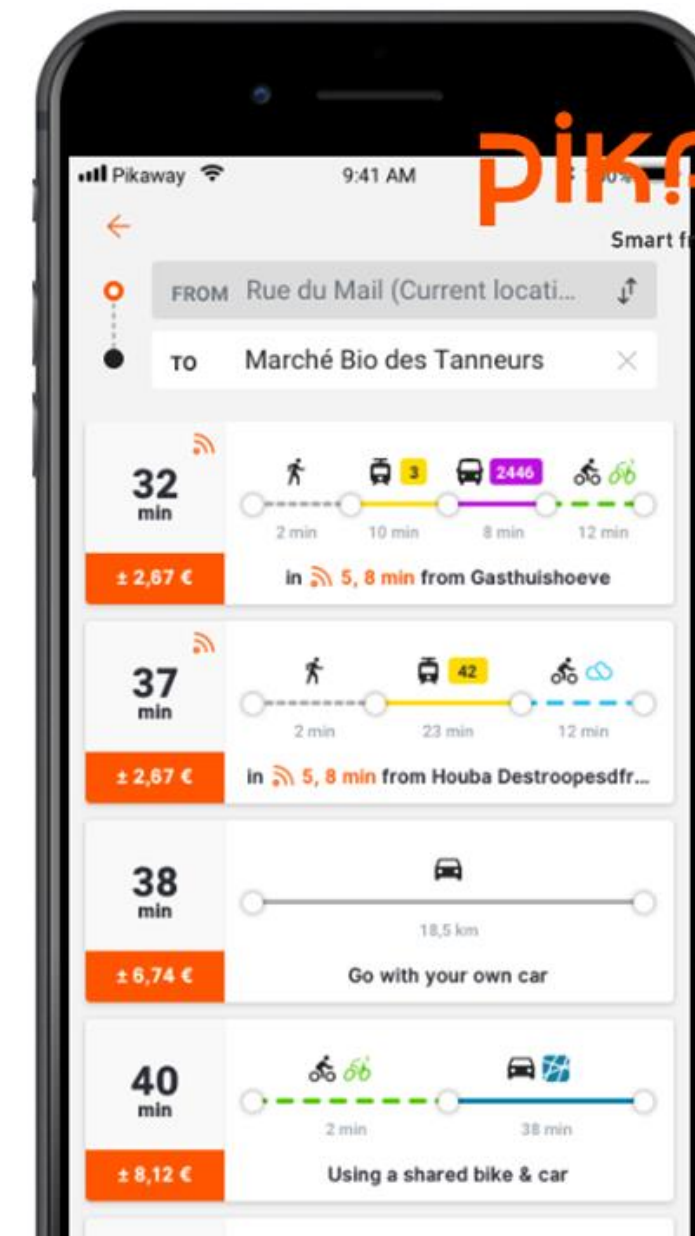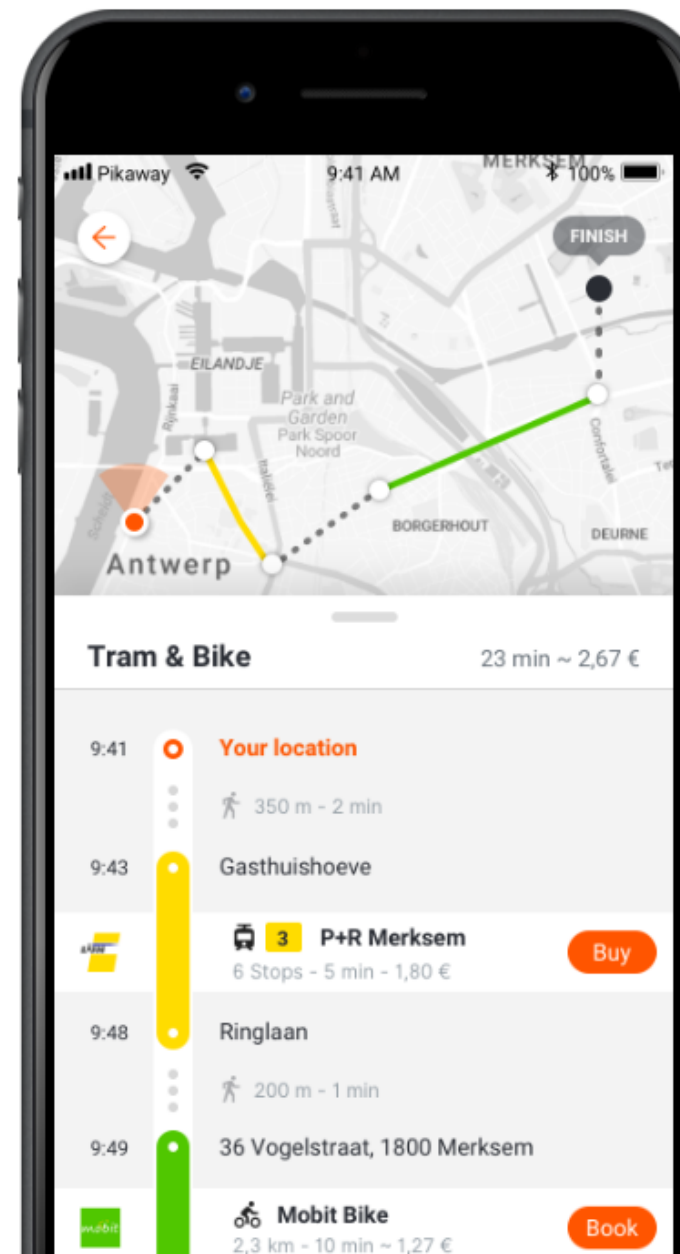
5. PRODUCT-MARKET FIT FIELD TEST

EXPERIMENTATION - PROTOTYPE TESTING

What? Testing and evaluation of Pikaway in a daily context capturing usage patterns, getting insides in the UX & feeding the segmentation profiles through surveys logging data & a probing exercise

How? Free usage of Pick away by **51 committed participants** for 3 weeks in a day-to-day context
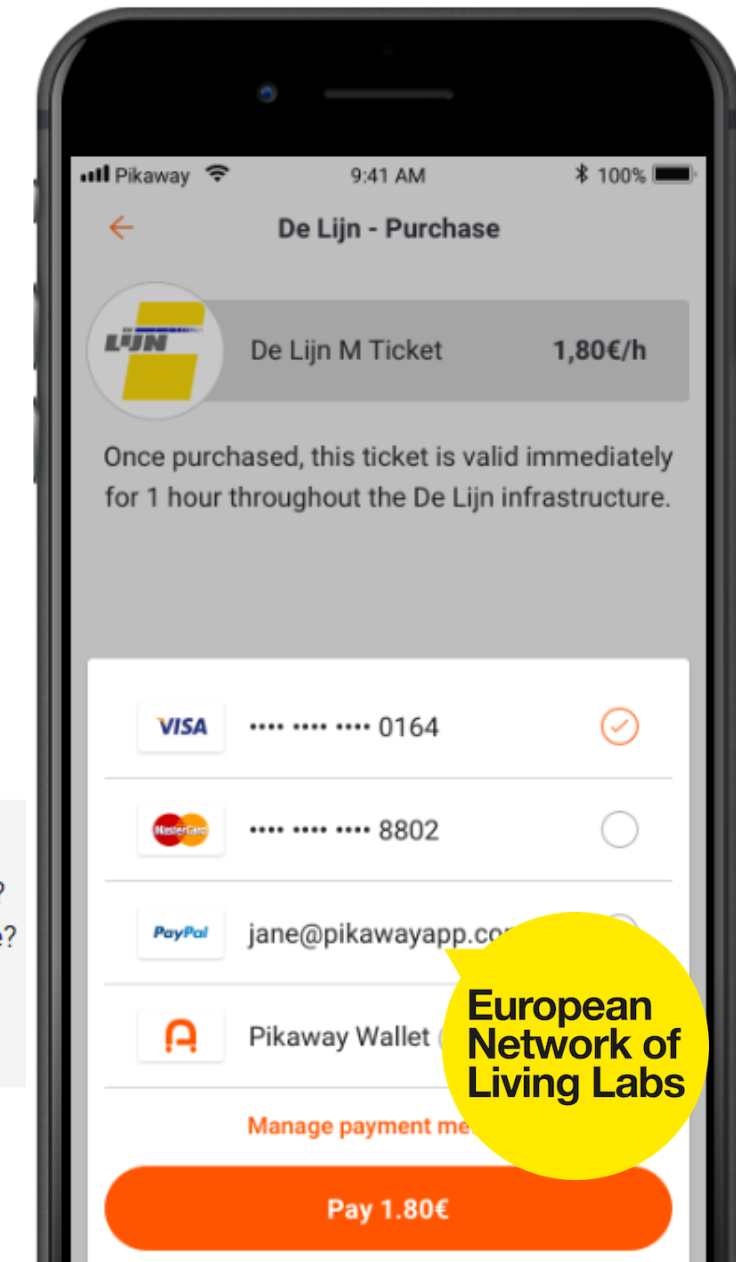
6. ADOPTION POTENTIAL SURVEY

FEEDBACK - QUESTIONNAIRES

What? Online survey to assess the adoption potential of Pikaway, profile the innovators/early adopters & get insight in how to reach them

How? Online survey of **388 respondents** with adoption prediction methodology

THE EARLIER ADOPTER

	Innovators	Early adopters	Early Majority	Late majority	Laggards
1 adoption intention question	7.5%	46.8%	28.3%	15.2%	2.3%
PSAP	2.6%	24.9%	27.0%	32.3%	13.2%
IMEC.LIVINGLABS BENCHMARK	7.7%	30.4%	26.3%	23.4%	12.1%

30
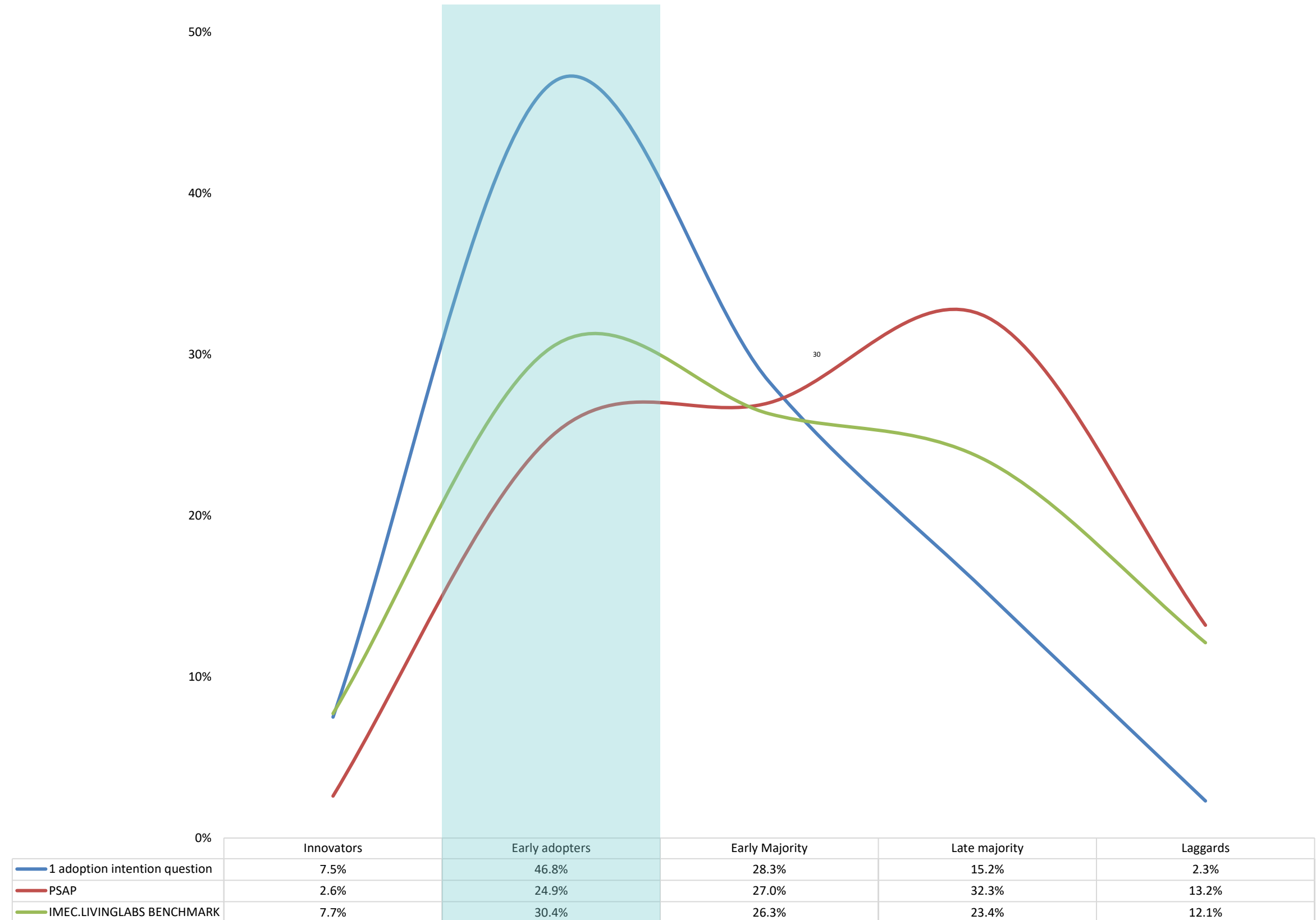
MEET PIKAWAY'S EARLIER ADOPTER

"I WANT TO TRY NEW MEANS OF TRANSPORT FOR EXAMPLE BIKE SHARING, BUT HAVE NO IDEA WHERE TO LOOK FOR THESE ALTERNATIVES."

NAME Jef

AGE 36

LOCATION Living in a big city

OCCUPATION Full-time job

ARCHETYPE Earlier adopter

INTERESTS

News (domestic, regional & international)	Travelling & culture	Food & drinks

MEDIA PROFILE

Uses a range of **social media**	Likes to watch **videos** especially on social media, news website and YouTube	**YouTube** is a very popular platform to watch videos

Likes to **shop online** for products/services with his smartphone

MOBILITY PROFILE

31

Often uses **public transport applications**	Uses his car to a limited extent	Tries to avoid using his car for **environmental reasons**

UNSATISFIED WITH

Offer intermodality applications	Offer in-app payment & booking	Offer localize vehicle with app

WRAP-UP: LIVING LAB-PROJECT FOR A MULTIMODAL TRANSPORTATION APP

UNALAB TOOL
CONTEXT: URBAN & NATURE LABS

FUZZY FRONT-END	PROBLEM-SOLUTION FIT	PRODUCT-MARKET FIT	SCALING
PROBLEM SPACE	*SOLUTION SPACE*	*ADOPTION-DIFFUSION SPACE*	*"LESS COMMON IN LIVING LABS"*

NEED FINDING

Tools to discover user needs, goals, and values to get the right solution

FEEDBACK

IDEATION

Tools to unleash creativity, discover valuable insights, and generate innovative solutions

FEEDBACK

STRATEGY

Tools to design action plans to achieve long-term aims

FEEDBACK

EXPERIMENTATION

Tools to test and validate the developed solution

FEEDBACK

Tools to evaluate the user's reactions to the solution

UNaLAB Toolkit (enoll.org)

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UNALAB TOOL
NEED FINDING

GEOGRAPHICAL MAPPING
NEED FINDING

Method, Workshop ⏱ < 1h 👥 All

Photo collection
NEED FINDING

Method ⏱ 1 week 👥 All

The funeral
NEED FINDING

Method ⏱ < 1h 👥 All

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UNALAB TOOL
IDEATION

FUTURE NEWSPAPER
IDEATION

Method, Workshop   2 h   All
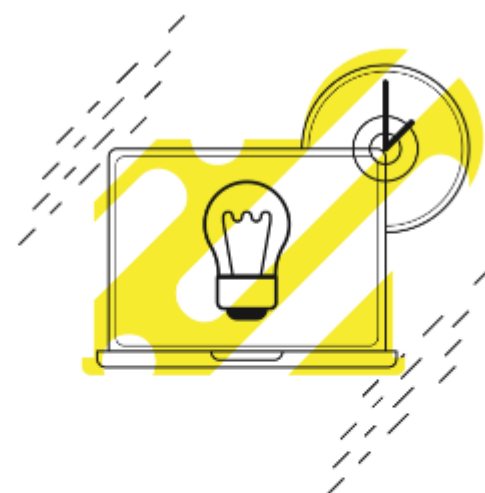
DATA DASHBOARDS
IDEATION

Lottery game
IDEATION

Game, Method, Workshop   < 1h   All

UNALAB TOOL
STRATEGY

Roadmapping
STRATEGY

Workshop   2 days   40-50

Communication map
STRATEGY

Method, Workshop   < 1h   All

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UNALAB TOOL
STRATEGY

5 bold steps
STRATEGY

Template | 90 minutes | 6-10

THEME

THEME

THEME

THEME

THEME

VISION STATEMENT
What is the future state of your business? How are you going to help your customer?

SUPPORTS
What are the supports that strengthen you while reaching your vision?

BOLD STEPS
The big steps towards your vision

5. _____
4. _____
3. _____
2. _____
1. _____

CHALLENGES
What are the challenges that hinder you while reaching your vision?

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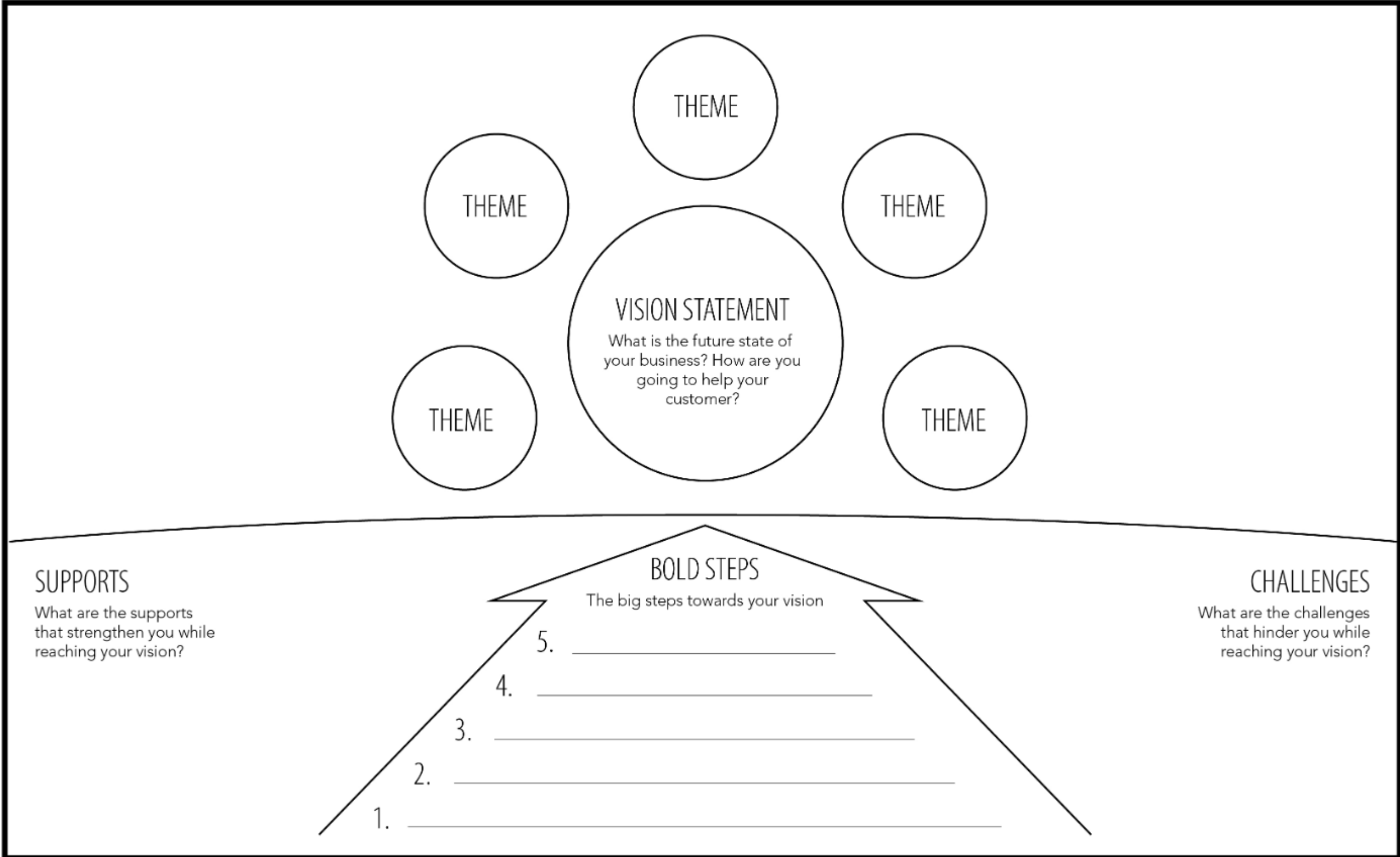
UNALAB TOOL
EXPERIMENTATION

First Click Testing
EXPERIMENTATION

Method/ICT   1-2 hours   1-50

UsabilityHub

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Five Second Test

When Red Cross calls, Australia answers.

This March, help people overcome hardship by raising funds in your community.

HOW WILL YOU ANSWER THE CALL?

the power of humanity   AUSTRALIAN RED CROSS

Contact   Search
Get help   Get involved   Support us
VOLUNTEER   DONATE
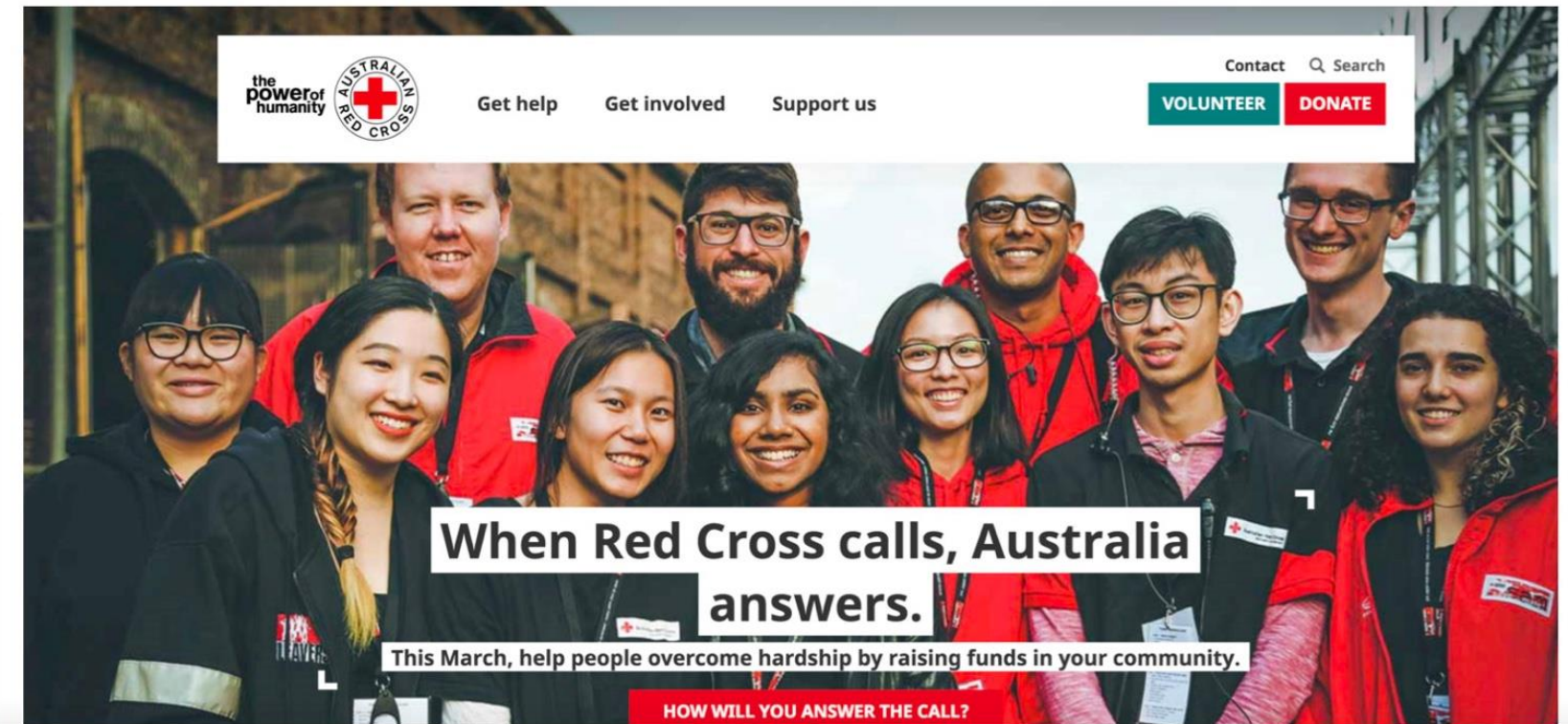
Expand image

Please write down all of the main elements you remember from the page you saw.

☐ The top bar said "Get involved." I remember people. At the bottom I saw a few ways to help.

☐ how to voleteer, donate contact us

☐ when red cross calls Australia answer's

☐ shop, fundraise, donate blood and there was a fourth option I can't recall

UNALAB TOOL
EXPERIMENTATION

UsabilityHub

Prototype tests
Discover how people navigate your Figma prototypes.

Learn more →

First click tests
Test interaction with first click and navigation tests.

Learn more →

Design surveys
Get feedback on images, videos or audio files.

Learn more →

Preference tests
Find out which designs users prefer and why.

Learn more →

Five second tests
Test comprehensibility by measuring first impressions.

Learn more →

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UNALAB TOOL
EXPERIMENTATION

Storyboard
EXPERIMENTATION

Workshop   1.5-2 hours   5-10

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STORYLINES
FEEDBACK

Method   < 1h   All
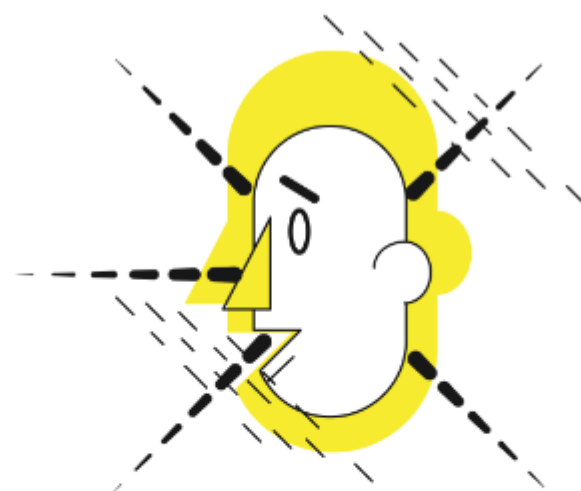
TRAINING THE NEXT GENERATION
FEEDBACK

Method   Several days   All

I Like, I Wish, What If
FEEDBACK

Template   15-30 minutes   1-100

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LIVING LAB-PROJECT INNOVATION MANAGEMENT

	FUZZY FRONT-END *PROBLEM SPACE*	**PROBLEM-SOLUTION FIT** *SOLUTION SPACE*	**PRODUCT-MARKET FIT** *ADOPTION-DIFFUSION SPACE*	**SCALING** *"LESS COMMON IN LIVING LABS"*
User centric	*Who are the main problem owners? What are their main issues? What are their current practices?*	*Lead Users Innovators Champions*	*Early Adopters Advocates*	*Early Majority Late Majority*
Real-life testing	*Contextual inquiry / photo collection*	*Small-scale real-life testing Yearly cycles*	*Larger-scale testing Yearly cycles*	*Multiple regions / ecosystems / countries / continents*

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GROUP WORK
CONTEXT: URBAN & NATURE LABS

FUZZY FRONT-END	PROBLEM-SOLUTION FIT	PRODUCT-MARKET FIT	SCALING
PROBLEM SPACE	*SOLUTION SPACE*	*ADOPTION-DIFFUSION SPACE*	*"LESS COMMON IN LIVING LABS"*

NEED FINDING

Tools to discover user needs, goals, and values to get the right solution

FEEDBACK

IDEATION

Tools to unleash creativity, discover valuable insights, and generate innovative solutions

FEEDBACK

STRATEGY

Tools to design action plans to achieve long-term aims

FEEDBACK

EXPERIMENTATION

Tools to test and validate the developed solution

FEEDBACK

Tools to evaluate the user's reactions to the solution

UNaLAB Toolkit (enoll.org)

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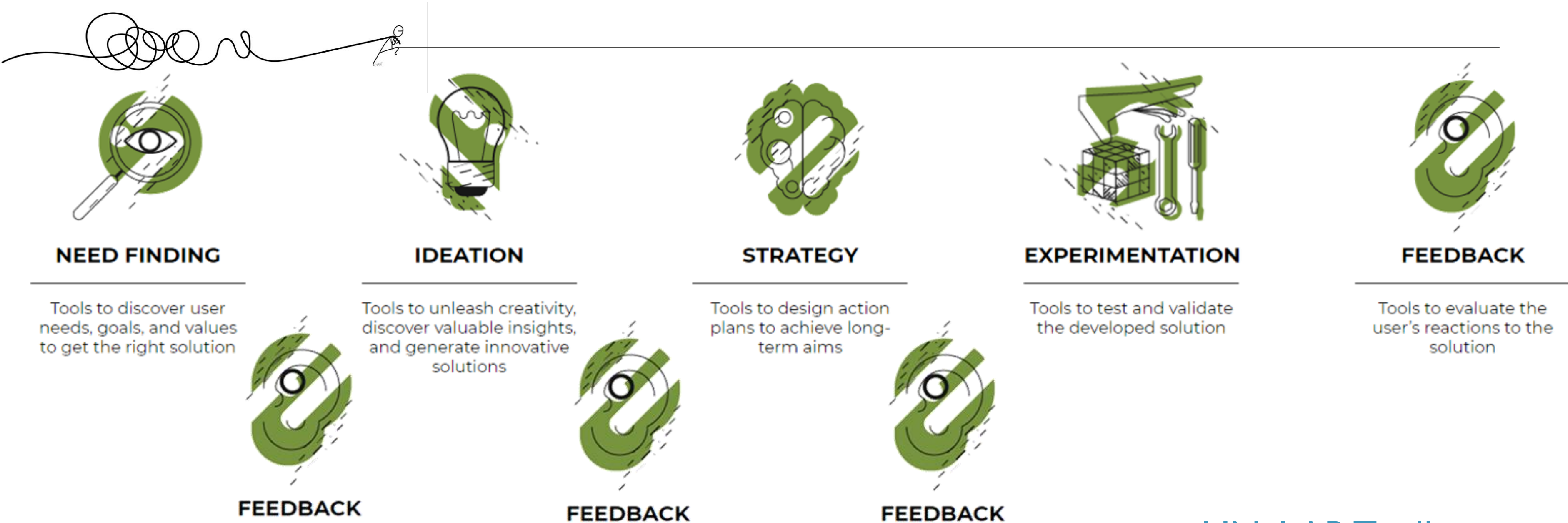
DEFINE AT LEAST ONE TEST CARD USING ONE OF THE METHODS

TEST CARD

STEP 1: hypothesis

We believe that

STEP 2: test

To verify that, we will

STEP 3: metric

And measure

STEP 4: criteria

We are right if

TEST CARD

STEP 1: hypothesis

We believe that

STEP 2: test

To verify that, we will

STEP 3: metric

And measure

STEP 4: criteria

We are right if

TEST CARD

STEP 1: hypothesis

We believe that

STEP 2: test

To verify that, we will

STEP 3: metric

And measure

STEP 4: criteria

We are right if

Part 3

Facilitation Techniques
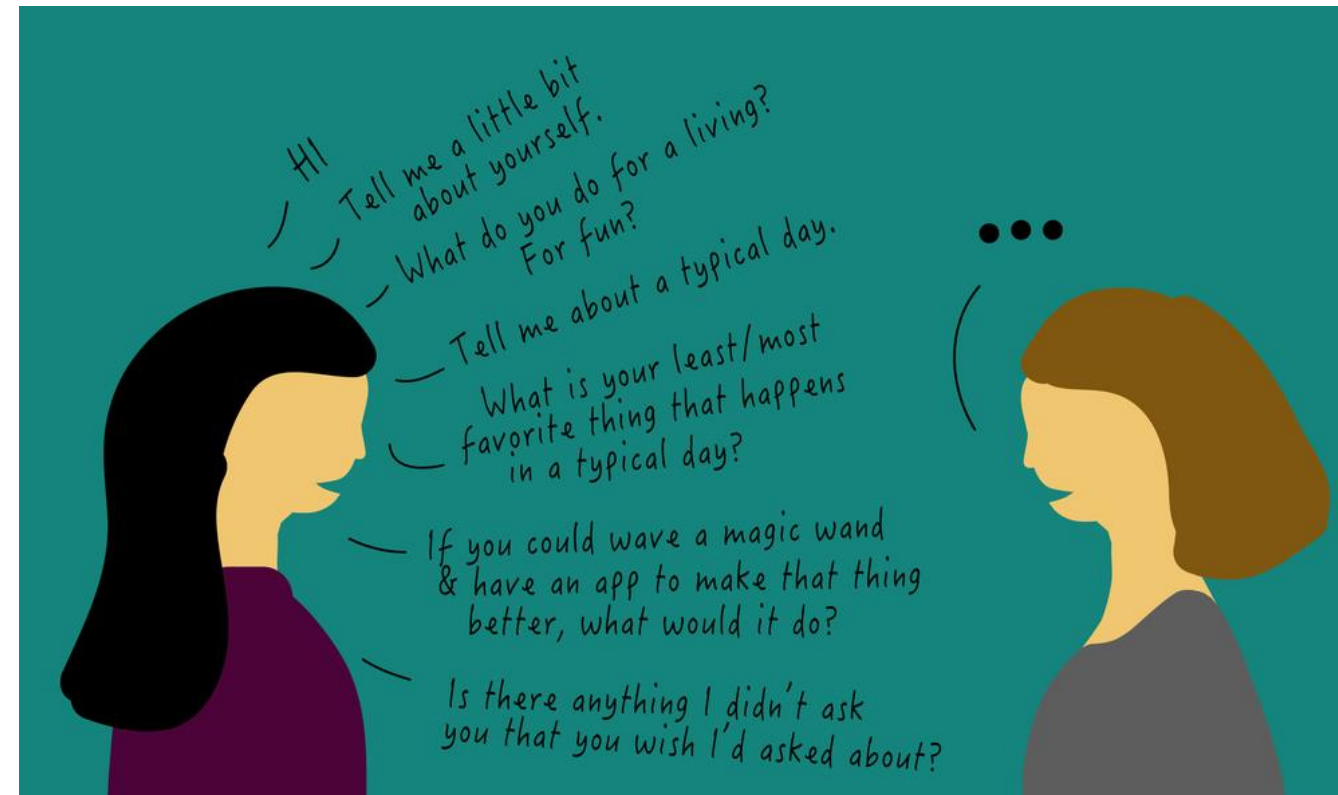
Skillful facilitators talk less and **listen** more.

Encourage story-telling
"Tell me about that day." "Talk me through the last time that happened."

Acknowledge emotion
"You seem passionate about that issue; can you tell me more?"
or "That seems to upset you, can we explore it further?"

Common facilitation pitfalls

Satisficing (compliments)

"What do you think about my idea?"

Steering questions

"What is missing in the current solution?"

Closed questions

"Did the price prevent you from buying this product?"

Interrogation

"Why did you do it that way?"

6 STEPS to successful co-creation

PREPARATION *(1h)*

INTRODUCTION *(5min)*

CAPTURE NEEDS & CURRENT PRACTICES *(20min)*

PITCH *(5min)*

CAPTURE FEEDBACK AND INPUT *(25min)*

NEXT STEPS & CLOSING (5min)

1. preparation

BEFORE YOU START

Define **the purpose** of your co-creation activity

- When will it be a success?
- What do you expect as an outcome?
- What could be a next step after the activity?

Perform **research** on your user/stakeholder

- What is the role of the stakeholder?
- Where is his/her organization located in the ecosystem?
- Who are customers of the stakeholder?

1. preparation

BEFORE YOU START

Adapt to **the people** you are going to talk to

- – Connect
- – Name. How to pronounce?
- – Job position?
- – Lifestyle, dresscode… ?
- – How much time will be foreseen?

2. INTRODUCTION (5 min)

WHEN YOU START
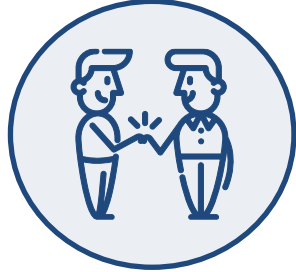
- *"Hi, …. My name is …. Nice to meet you"*
- 3-5 min small talk: ask a question

2. INTRODUCTION (5 min)

TREAT THE INTERviewee as an expert

~~I want **to tell you everything** about our innovation project~~

As you are an expert in the field of … I want to **get your feedback**…

2. INTRODUCTION (5 min)

WHEN YOU START

- Don't forget that **scripts** are a **guide** not a bible.

- Don't make **too extensive notes**.

- Use **open questions & probe** (why, how, …)

- Don't ask difficult questions.

3. Capture Needs & current practices

Use open questions:

- What are your **main challenges**?

- Ask for **clarification** when **unknown terms** are used or you don't understand what they mean

- **Pull, don't push**: don't steer the conversation too much or pre-answer, be open for unexpected answers

- Past behavior is the best predictor for future behavior: *"how did you manage to implement this innovation in the past?"*

- Repeat & summarize: *"So if I understood it correctly, …."*

3. CAPTURE Needs & current practices

Body gestures

Focus on those who are speaking:

- Lean forward

- Make eye contact

- Nod your head
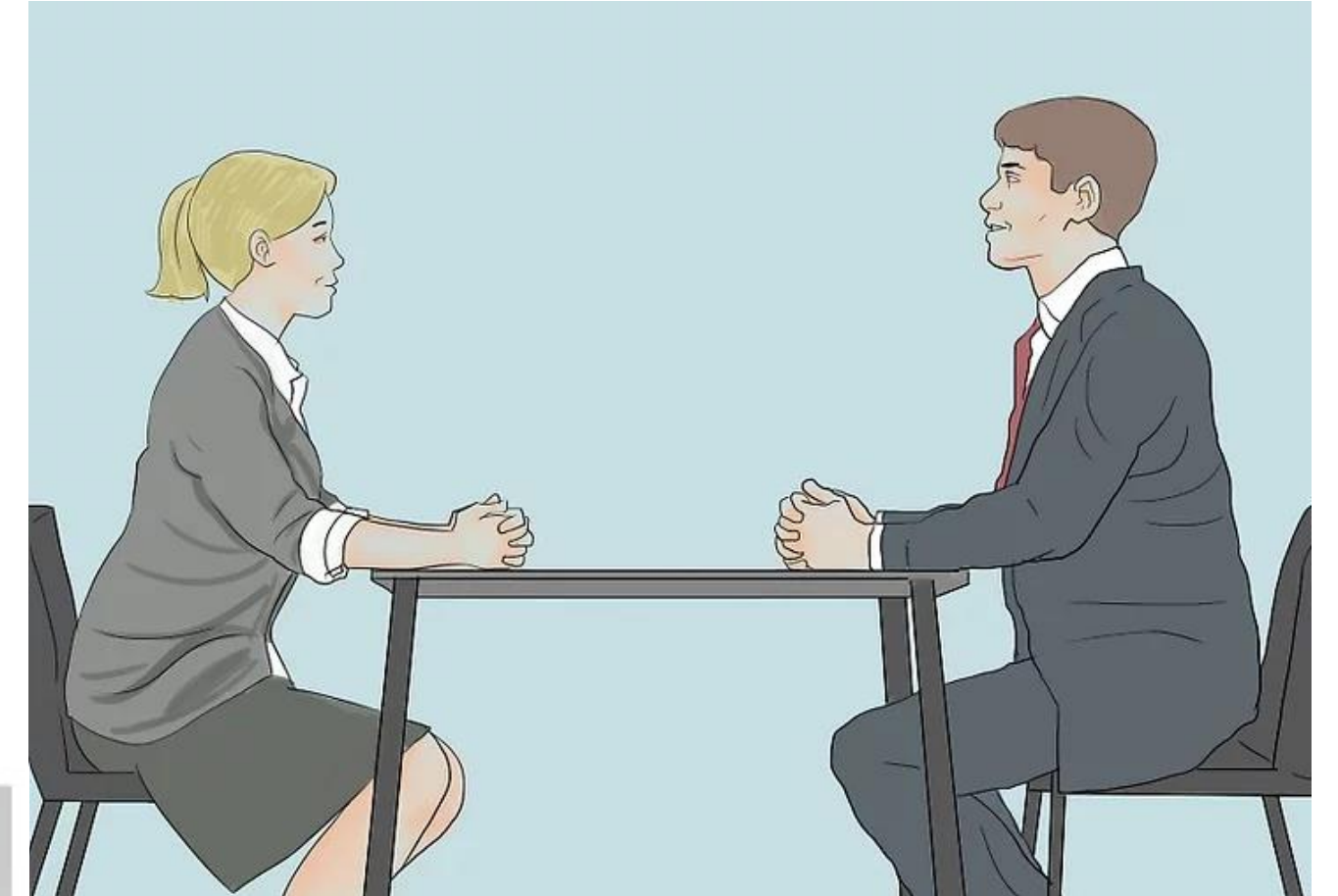
Try the triangle trick.   personal relationship   professional encounter
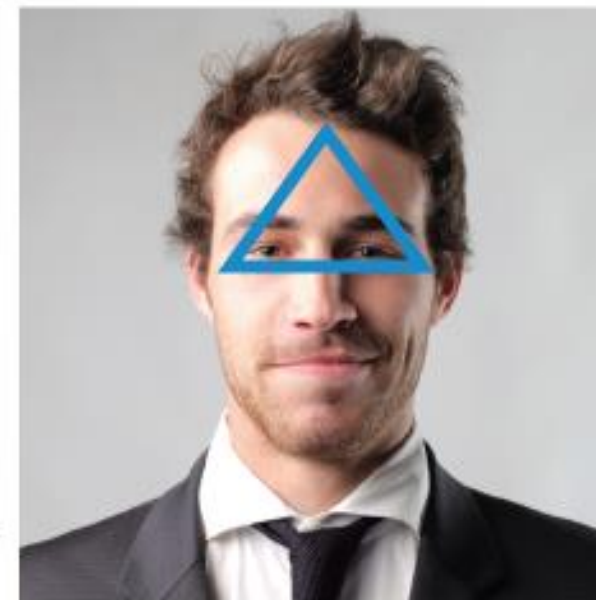
Picture an inverted triangle that acts as a perimeter around the person's main features. The points should encompass her eyes and mouth. When talking with each other, move your gaze from one point on the triangle to another every five to 10 seconds.

4. PITCH

- Keep it short & to-the-point!

- Use visuals or tangibles

- Adopt your value propositions towards the person you are talking to: Technical? Commercial? Financial?

4. PITCH

THE ELEVATOR PITCH

| INTRO | Due to the changing climate, farming practices are put under pressure. |

| PROBLEM | It is hard to get enough water from nature directly and legislation limits the use of tap water for irrigation. |

| TEASE THE SOLUTION | We created a digital solution to optimize irrigation based on real-time humidity data. |

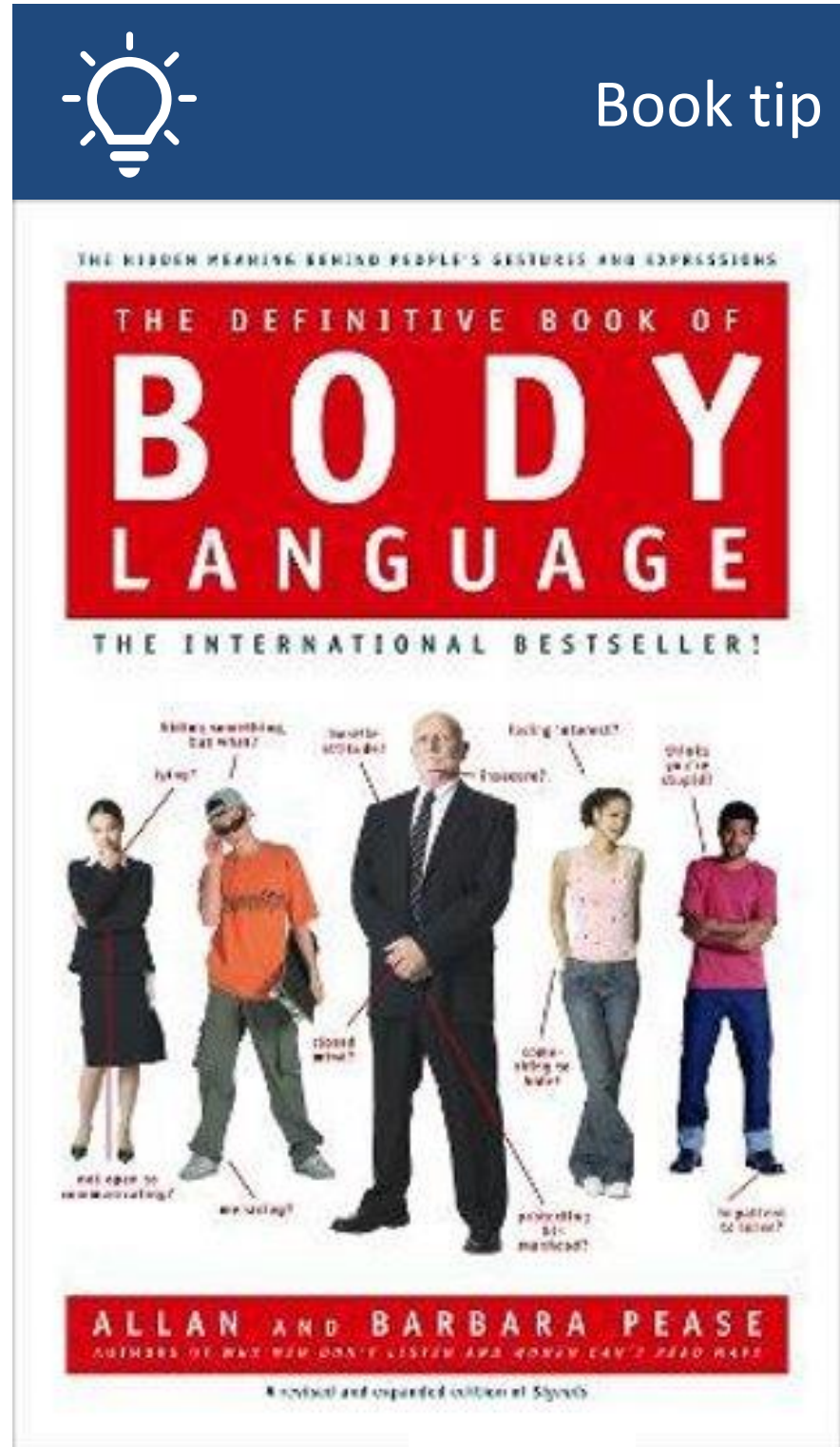| ADD VALUE | This would decrease water consumption with 50% and cut costs with 25%. |

4. PITCH

Body gestures

- Use open gestures
- Prevent your interviewees from taking a closed gesture
- Stop talking if you see the person you're talking to is thinking or processing.
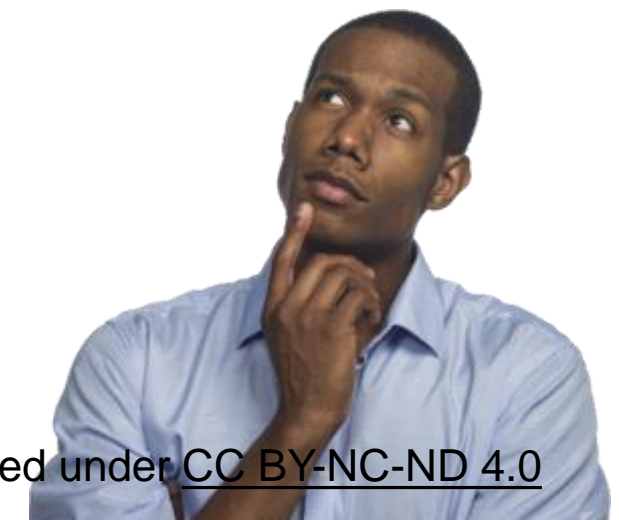
4. PITCH

Body gestures

5. CAPTURE USER/STAKEHOLDER FEEDBACK AND QUESTIONS

The International Bestseller

getting to **yes**

negotiating an agreement without giving in

UPDATED AND REVISED

ROGER FISHER & WILLIAM URY
and for the revised editions Bruce Patton

- Give the interviewees some time to process and preferably let them start continuing the conversation

- *"How can this technology help you to reach your goals?"*

- Let room for **spontaneous reactions & opinions. Don't steer!**

- Urge them to be **specific** (e.g. what do they mean with quality, tolerances, time...)

- Be open to, and expect **negative feedback**

- Reflect back on '**the current state**'

ALL Ready

5. CAPTURE CUSTOMER FEEDBACK AND QUESTIONS

- **Do:** let room for **spontaneous reactions and opinions**, but urge them to be **specific**
  - *"You dislike the mobile application. Why is that?"*

- **Don't:** go in **defense-mode**, you are not selling (yet)
  - *"You state that you do not want to be part of a cooperative. However, this offers you a lot of benefits, such as…"*

- **Don't:** accept all feature requests, try to understand the **'why'** behind them
  - *"You mentioned that you would like to reserve your Partago car. Why is that?"*

5. CAPTURE CUSTOMER FEEDBACK AND QUESTIONS

- Ask them about **barriers:** *"What could be a reason you'd not use this solution?"*

- Ask about their **process to implement innovations**: *"How did implementations of other technologies succeed?"*

- Try a **role-taking exercise:** *"Imagine your company would use the technology. How would you react as a technician?"*
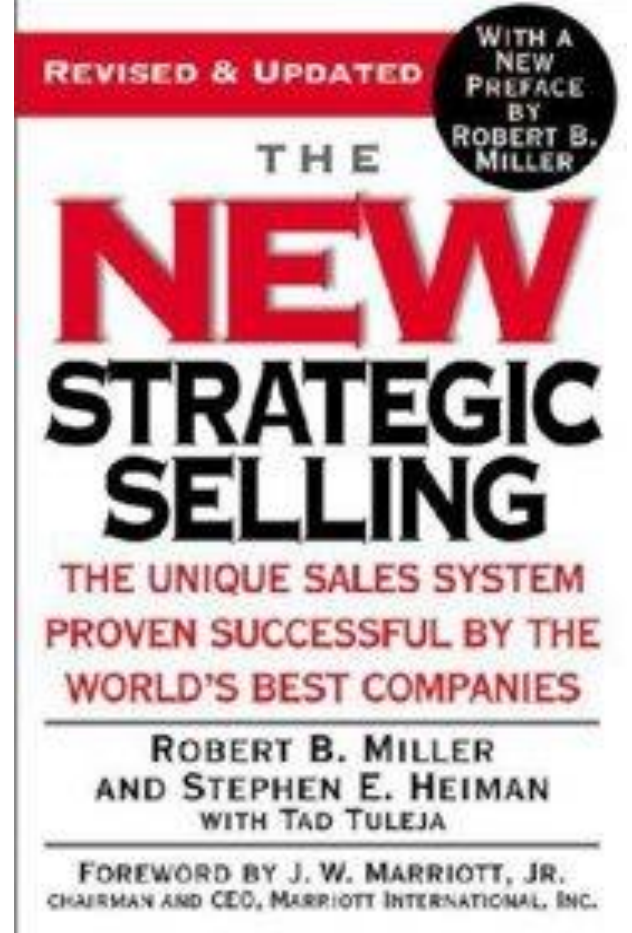
- **Don't push** if they are not interested

5. CAPTURE CUSTOMER FEEDBACK AND QUESTIONS

- **Identify the decision-makers**
  - Economic Buyer
  - Promotor/champion
  - End user
  - Influencers

6. closing

- Make clear that **you are there to help**. Use 'we' instead of 'you':

  "How can we take this to a next level…"

- Define clear **next steps and expected outcomes/milestones**:

  - *The next step is to set up a meeting with … to demonstrate…*

  - *We'll set up a test and expect…*

- **Assign tasks** to specific persons. Make sure everyone feels comfortable with these tasks.

6. closing

- Ask if your interviewee can **introduce you to other potential users/adopters**. *"Who else could you recommend me to talk to? This could be a huge help for me"* People are always willing to help others. Or *"what would you do if you'd be me?"*

- Keep your contact 'warm': *"How can I keep you updated for further developments?"* Would you be willing to visit our facilities?

- Send an **email with the meeting's summary**, preferably the day after

The Dystopian technique

WHAT?

The Dystopian technique is a creative method that involves presenting a future scenario or situation that is bleak, pessimistic, or dystopian in nature.

This technique allows you to explore potential negative consequences, warn against certain paths, or highlight societal issues through the lens of a dystopian future.

WHY & HOW?

Speculative approach: the dystopian technique encourages thinking about the potential negative outcomes of current trends, policies, or actions.

Provocative storytelling: This technique uses narratives or visual representations to evoke strong emotions, raise awareness, and spur critical thinking.

Social commentary: It can serve as a critique or commentary on present-day issues and inspire conversations about necessary changes.

RAISE AWARENESS AND PROVOKE CRITICAL THINKING ABOUT POTENTIAL NEGATIVE CONSEQUENCES
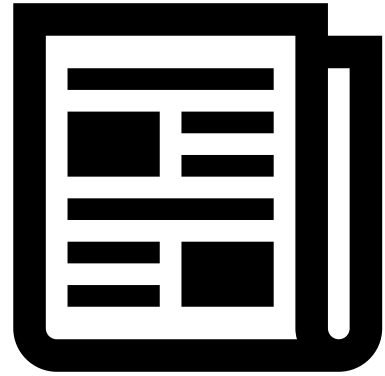
The Future Newspaper

WHAT?

The Future Newspaper technique is a creative method that involves presenting information or ideas as if they were headlines or articles from a newspaper in the future. This technique allows you to engage your audience by presenting information in a unique and attention-grabbing format.

WHY & HOW?

The Future Newspaper technique encourages thinking beyond the present by envisioning future scenarios and events.

Visual impact: presenting information in a newspaper format can be visually appealing and help convey complex concepts in a more digestible way.

Storytelling: Allows you to tell a story or narrative through the headlines and articles, capturing the audience's interest.

THINK BEYOND THE PRESENT AND CONSIDER THE POTENTIAL FUTURE IMPLICATIONS OF CURRENT TRENDS OR DEVELOPMENTS.
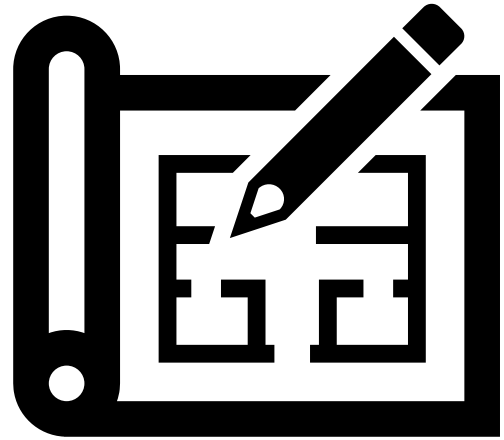
The Topic Guide technique

WHAT?

The Topic Guide technique is a structured approach to conducting discussions or interviews, where a set of predetermined topics and questions serve as a guide for exploration and in-depth conversation.

The purpose: helps facilitate meaningful and focused discussions, ensuring that key areas of interest or research are covered systematically.

WHY & HOW?

Structured framework: with predetermined topics and questions to ensure a comprehensive exploration of a subject.

Flexibility and adaptability: The technique provides a guide, it allows for flexibility to accommodate spontaneous responses and follow-up questions during the conversation.
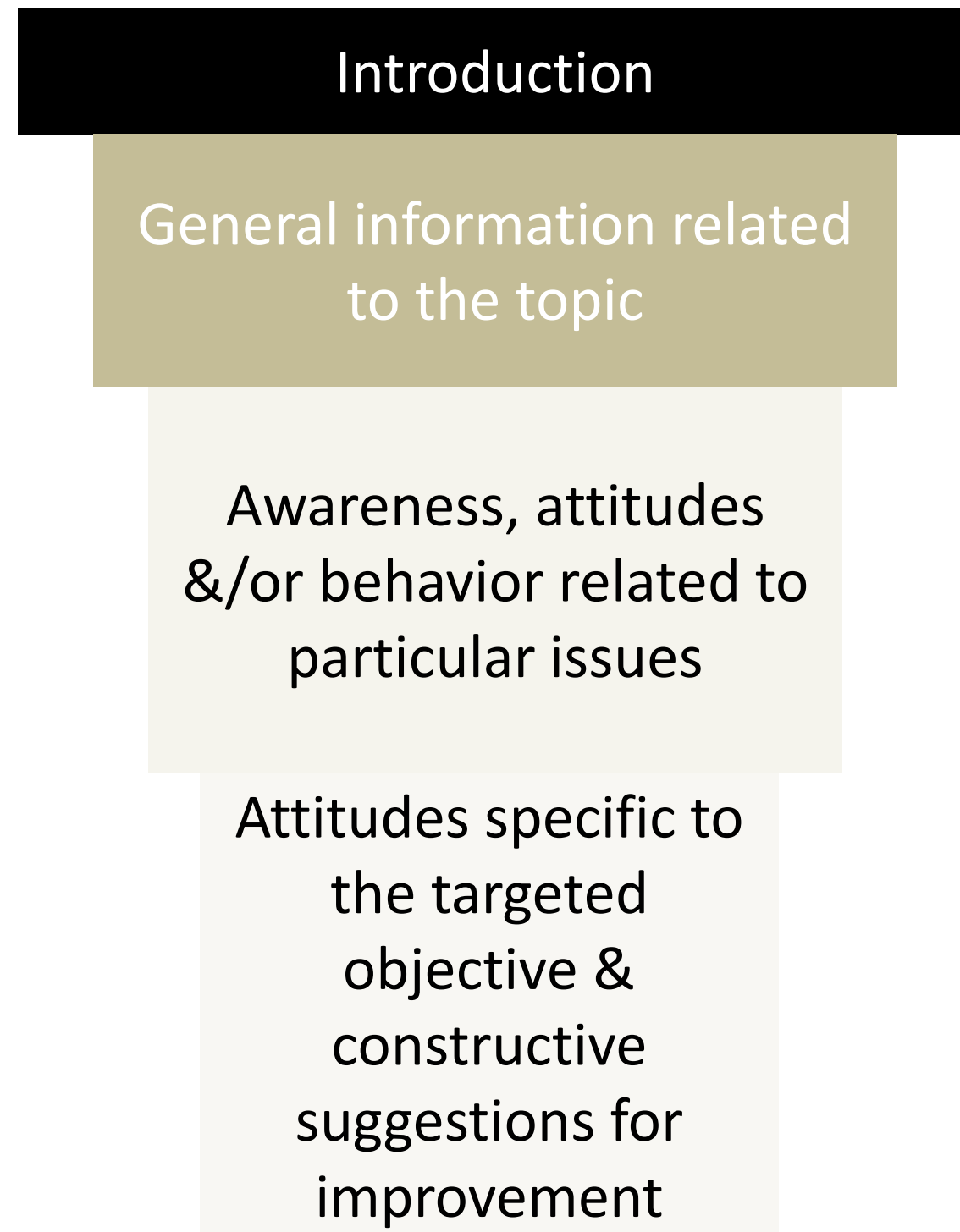
Facilitating depth and breadth: Ensures a thorough examination of a topic by covering multiple aspects and encouraging participants to share their insights**.**
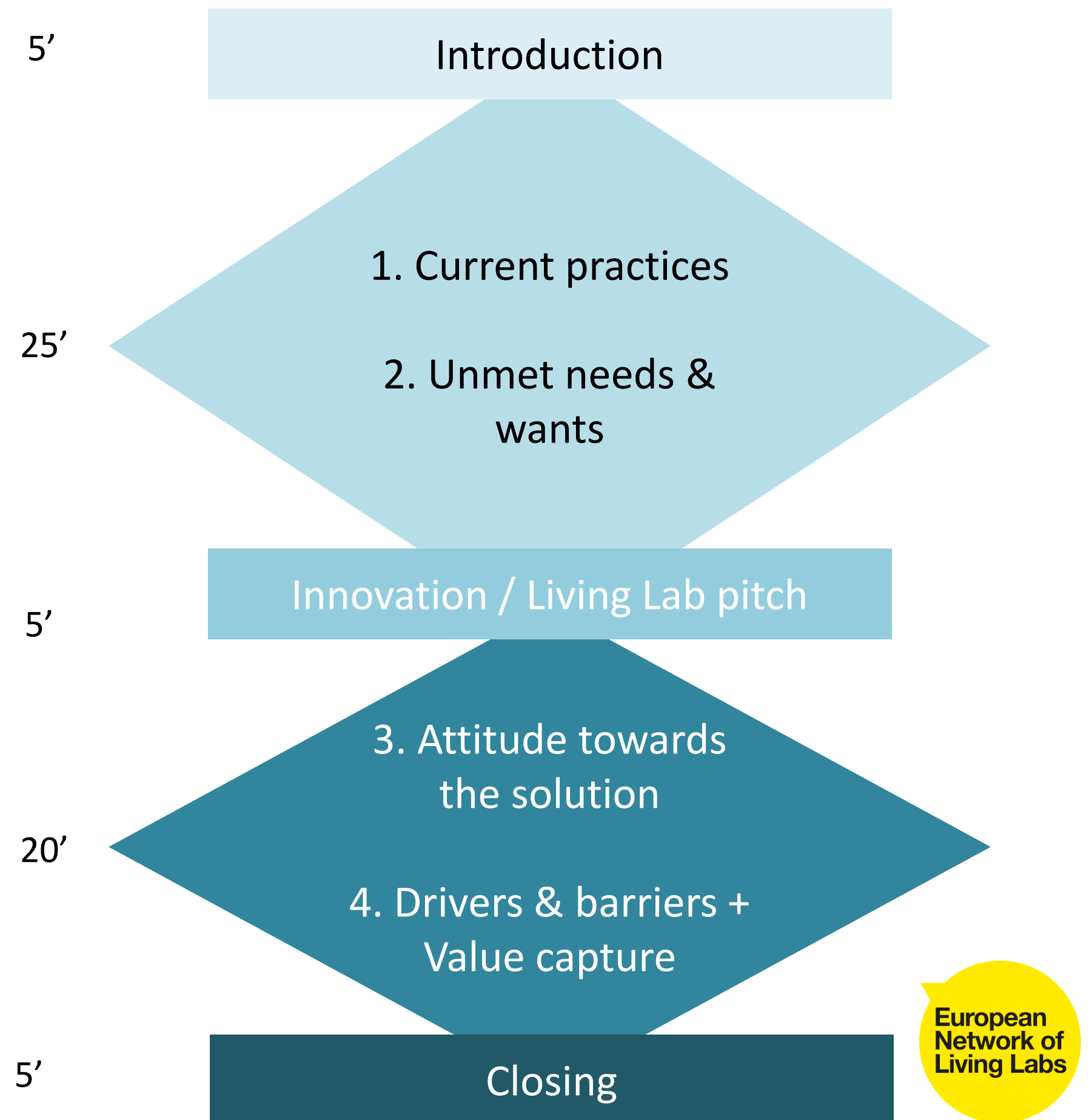
PROVIDES A DEEPER THOUGHTFUL CONVERSATION

Interviews

General qualitative model
A funnel approach to guide development

Introduction

General information related to the topic

Awareness, attitudes &/or behavior related to particular issues

Attitudes specific to the targeted objective & constructive suggestions for improvement

Adaptation to innovation / Living Labs

5' — Introduction

25' — 1. Current practices / 2. Unmet needs & wants

5' — Innovation / Living Lab pitch

20' — 3. Attitude towards the solution / 4. Drivers & barriers + Value capture

5' — Closing

European Network of Living Labs

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The Funeral Speech

WHAT? The **Eulogy** technique or **The Funeral Speech** is a rhetorical method in which you use a story or anecdote to convey a message or capture the audience's attention.

WHY & HOW?

Narrative approach: the eulogy technique revolves around telling a story that is relevant to the topic of your presentation

Emotional engagement: Using a story can evoke emotions in the audience and involve them in your message.

Memorability: People remember stories better than dry facts and statistics, which helps your message stick.
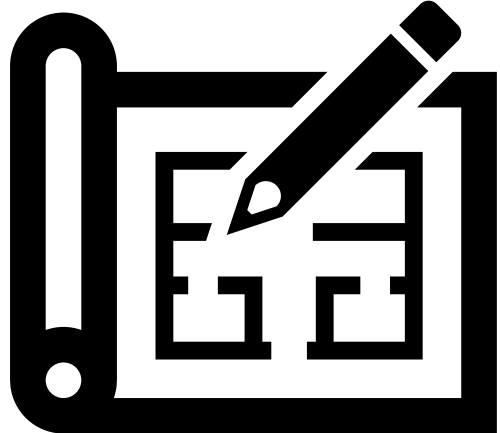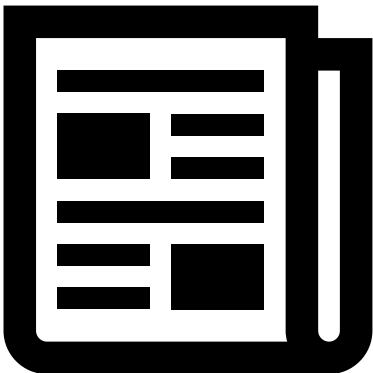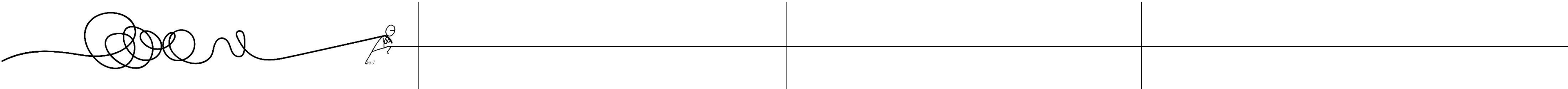
WHAT COULD OR HAS GONE WRONG?

LIVING LAB-PROJECT INNOVATION MANAGEMENT

FUZZY FRONT-END
PROBLEM SPACE

PROBLEM-SOLUTION FIT
SOLUTION SPACE

PRODUCT-MARKET FIT
ADOPTION-DIFFUSION SPACE

SCALING
"LESS COMMON IN LIVING LABS"

FURTHER READING...

- Innovatrix: https://timreview.ca/article/1225

- Testing: https://timreview.ca/article/1204

- Living Labs & Lean-Startup: https://timreview.ca/article/1201

- Living Lab methodology: https://timreview.ca/article/956

- Impact measurement in Living Labs: https://doi.org/10.1016/j.tele.2018.02.003

- PhD on Living Labs: https://biblio.ugent.be/publication/5931264/file/5931265.pdf

Dimitri Schuurman

Innovation Expert Methodology & Monitoring

dimitri.schuurman@imec.be

Gilles Wuyts

Business analyst

gilles.wuyts@imec.be

www.all-ready-project.eu

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