

ChIMERA

Innovative cultural and creative clusters in MED area

P.A. 1: Promoting Mediterranean innovation capacity to develop smart and sustainable growth

Obj. 1.1: To increase transnational activity of innovative clusters and networks of key sectors of the MED area

<https://chimera.interreg-med.eu/>

OUTPUT 4.4. Living Labs and Innovation project

WP 4. Testing

Responsible partner: PP02 in cooperation with the LP

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Interreg
Mediterranean



INNOVATIVE CULTURAL
AND CREATIVE CLUSTERS
IN THE MEDITERRANEAN AREA



Project co-financed by the European
Regional Development Fund

Innovative cultural and creative clusters in MED area

P.A. 1: Promoting Mediterranean innovation capacity to develop smart and sustainable growth
Obj. 1.1: To increase transnational activity of innovative clusters and networks of key sectors of the MED area <https://chimera.interreg-med.eu/>

4.5 Living Labs

WP 4.5. Pilot 4 - living labs

Output 4.4 Living labs & Innovation projects

Creative Apulia Cluster Association/PP2

In cooperation with: Autonomous Region Friuli Venezia Giulia/LP

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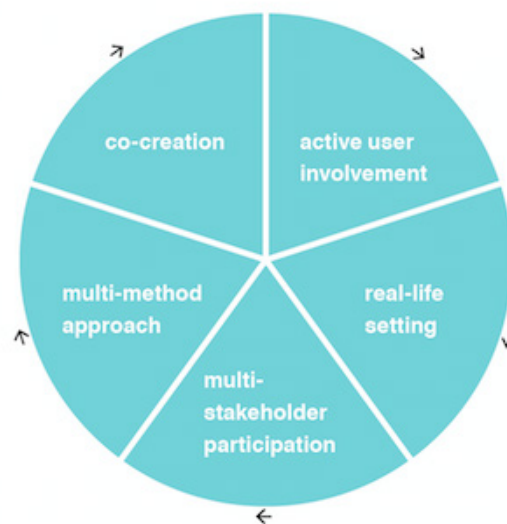
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1. Living Labs – Methodology

1.1 What are Living Labs

Living Labs (LLs) are defined as user-centred, open innovation ecosystems based on systematic user co-creation approach, integrating research and innovation processes in real life communities and settings.

- LLs are both practice-driven organisations that facilitate and foster open, collaborative innovation, as well as real-life environments or arenas where both open innovation and user innovation processes can be studied and subject to experiments and where new solutions are developed.
- LLs operate as intermediaries among citizens, research organisations, companies, cities and regions for joint value co-creation, rapid prototyping or validation to scale up innovation and businesses. LLs have common elements but multiple different implementations. During the development, the Lead of the LL community will identify the element to be used in the different steps.



1.2 Catching the fire of Creativity: main purposes

The main purposes of the living labs are:

- promote the evolution of Regional public administration and civil society from passive consumers to active prosumers of content and services of general interest, supported by ICT innovation.
- create domain-specific open innovation environments within real-life conditions, in which the active involvement of local end-users and ICT SMEs can pave the way to the co-design of new services, products and social infrastructures.

1.3 Major Players

To reach the purpose of the living lab is important to involve:

- Users - Socio-economic and no profit Associations

- Public bodies
- Academia -Research Laboratories
- Enterprises

1.4 How it works

The living lab process is based on a maturity spiral concurrently involving a multidisciplinary team in the following four main activities:

- Exploration: engage all stakeholders, especially user communities, at the earlier stage of the co-creation process for discovering emerging scenarios, usages and behaviors through live scenarios in real or virtual environments.
- Co-creation: bring together technology push and application pull (i.e. crowd sourcing, crowd casting) into a diversity of views, constraints and knowledge sharing that sustains the ideation of new scenarios, concepts and related artifacts.
- Experimentation: implement the proper level of technological artifacts to experience live scenarios with a large number of users while collecting data which will be analyzed in their context during the evaluation activity.
- Evaluation: assess new ideas and innovative concepts as well as related technological artifacts in real life situations; make observations on the potentiality of a viral adoption of new concepts and related technological artifacts through a confrontation with users' value models.

Strategic goal: developing the imaginative potential of the scenario closest to the target needs and turn needs into services.

1.5 How to implement Living Labs in a given context

A premise: the results that will be implemented, from the application of this approach, will differ drastically due to the fact that every Living Labs will have to take its local context into account and thus no two Living Labs will be the same.

1.6 Key components

1.6.1 User Involvement

User involvement is one of the key elements of a Living Lab.

Users are important to define context-aware services, think for example of cultural differences.

Organizational issues include questions like:

How to organize user involvement? How to find the right users? What about the validity? How to motivate the users?

From a technological point of view:

How to get access to large user groups? How to analyze large amounts of data?

1.6.2 Service Creation (the main topic of LL)

Service creation is the core of the Living Lab: it describes the value added components that Living Labs

can bring to innovation and validation. ‘Value-added’ implies we are ‘bringing something new and needed to the table’.

Considering the results of the action plan of wp 3.5 of ChIMERA project, we can focus on three underlying categories of required services to develop:

- services supporting collaborative innovation,
- services supporting validation and demonstration,
- services specific to stakeholder requirements.

On a more operational level of Living Labs, three types of horizontal services structure the service matrix:

- technical services – communication, collaboration, demonstration, prototyping, validation, product deployment etc.,
- customer services – innovation, idea generation, community services, training, specific service needs, business support, market customization, and thirdly,
- intra-network services – governance, management and training.

1.6.3 Governance and infrastructure of the service creation

The governance structure of a Living Lab describes the way it is organized and managed at different levels. We need to define :

- **The strategic level** deals with Living Lab development, consortium dynamics, the definition and adjustment of the agenda the way stakeholders are involved, exploitation of results are dealt with;
- **The operational level includes aspects like:** working practices for the day to day management; execution,
- **The monitoring process** : quality and progress monitoring, internal communication; the way new software and services are introduced and validated, responsibilities and liabilities; the definition of user group/ awareness of being part of Living Lab
- **The dissemination process and external communication:** national and international consolidation; the way projects are organized and funded.

The infrastructure will be chosen depending on the environment in which the Living Lab is to be deployed and the objectives which are to be achieved : it is the underlying framework or features required for the operation of a Living Lab.

1.6.4 Innovation Outcomes

One of the major factors to reach this goal is the involvement of :

- qualified personnel to guide and assist the innovation process
- stakeholders in the innovation chain, specifically in the area of user centricity and user knowledge.

2. Living Labs in ChIMERA project

The strategic goals of the Living Lab in Ch.IMERA project are:

- to support the development of creative-digital-inclusive communities and CCI clusters promoting the reciprocal interaction in an open innovation environment
- to co-create, develop, validate, test creative solutions (idea, or services, contents, tools, platforms,

etc.) able to turn needs, challenges and actions identified through the SWOT analysis, the Local Action Plans and other activities of wp3 into contents\services\tools\platform consistent with the Regional Smart Specialization

- to build up cooperation network for skills exchange and knowledge integration.

The process can be seen as a spiral in which the focus and shape of the design becomes clearer, while the attention of the evaluation broadens from a focus on concepts and usability aspects to a holistic view on the use of the system.

PHASES	ACTIONS
Bootcamp: Planning and concept design	Appreciating opportunities
	Data collection process
Design Workshop: Prototype design cycle	Appreciate opportunities
	Design
	Evaluate
Innovation Camp: Innovation design cycle	Appreciate opportunities
	Design
	Evaluate

3. Operational Tools

The activities of the three workshops have been conceived and conducted to promote a participatory design process:

- User-centered, through the identification of all future users and the analysis of their needs;
- Driven by a – as much as possible in this case - real-life setting;
- Sequencing, by partitioning a complex service into separate processes
- Evidencing, by visualizing service experiences and making them tangible
- Holistic, by considering touch-points in a network of interactions and users
- Co-creative, by involving all relevant stakeholders in the design process

In order to support the workgroups and to ensure that it developed consistently with methodological premises, during the three Living Lab external experts supervised the activities giving instructions and, when necessary, animating the discussion with questions and specific insights.

The methodological framework that informed the Living Labs process has been built on three complementary pillars, fully in line with the methodological guidelines elaborated in the framework of the Chimera project.

The first pillar is representativeness. This allows a concrete implementation of the concept of “user centered” design. Each actor of the system has been able to bring, both in the analysis and in the design phase, his needs, his experience and his peculiar perspective.

The second pillar is the service design approach. It is a creative and collaborative approach, based on a deep understanding of the functional and emotional expectations of future users. The service design methodology thus makes it possible to innovate by designing a service that is useful, usable and aesthetic (desirable) for the user, but also efficient for the company.

The third pillar is the “massive” sharing approach: the goal of full participation in the design phase was pursued, leaving ample room for sharing. The design process was conducted to facilitate a continuous

sharing of the results of the different working groups and to involve the widest possible range of stakeholders on all the relevant issues.

3.1 BOOTCAMP Planning - Concept design

This phase has been led through a Bootcamp to launch the living lab.

The objectives have been:

- to introduce the needs, challenges and actions identified in the Swot Analysis and action plan of each partner (wp 3.5)
- to choose the need and action to develop through the innovation process of the living lab
- to design and validate the concept of the innovation process
- this phase has been supported by qualified personnel to engage quadruple helix actors:
 - starting by the ChIMERA Regional Workgroup and involving CCIs, Tech Park, Universities, End Users, civil society, schools etc.
 - gaining as much information as possible about the underlying circumstances for the project.
 - mix different competencies to stimulate knowledge sharing and an increased understanding of the involved stakeholders' visions.

According to the main methodological approach related to the Living Lab development, a previous in-deep analysis of specific gaps and challenges is required. According to the study carried on during the preparation phase, the major challenges and key problem have been identified in order to establish the types of required participants.

The community engagement in the Living Lab has been based on the right mix of relevant stakeholders. The composition of participants to the living lab has been the following: - Public Administration. - Universities. - VET education. - CCIs and start-ups in Creative sector. - SMEs active in innovation. The mix of participants have led towards a complementarity of profiles of participants, coming from very different professional backgrounds, thus enhancing the richness of approaches and views to the Living Lab. Participants were interested in cooperating and exchange views in order to get more innovative thinking and strategies

The use of some online and offline tools to engage people and prepare them before the event are important for the communication and the involvement of the target groups:

- Facebook group,
- LinkedIn,
- Virtual community,
- Instagram,
- Twitter,
- News letter,
- Press officers,
- PR,
- Word of mouth,
- Google drive tools

Regarding to the agenda of the works during the first workshop, here the steps followed:

1. "Where are we now?" The state of art: the gaps emerge from the SWOT Analysis and the Local Action Plan

2. Where are we going? The Regional Smart Specialization Strategy Choice of the theme of the LL on the basis of the previous analysis as the domain with a lack of intervention through other EU funded projects
3. Engagement activity- Let's know each other- Who are the other LL stakeholders? Which are their super-powers?
4. How to do it? Methodologies. A brief excursus on the methodologies to be adopted for the prototyping and testing of the service
5. Where do we want to go? Innovation Pillars have been described as a research document of the best practice in the field of innovation that could be used as a knowledge base for innovation outcomes in the LL.

The method is to arrange different working groups to work on the creation of the VALUE PROPOSITION that is at the core of the LL since it creates engagement and strengthens the roles and the passions of the involved stakeholders.

"For whom we are creating this value?"

"What are the different types of users of this service?"

By creating example characters that highlights the attitudinal traits (needs, expectations, problems, etc...)

Then groups have worked on the co-creation of Value Proposition Canvas (VPCs) to work both on the identification of the elements that will make the service unique and exclusive if compared to competitors as well as to work on a better correspondence between what the product/service offers and what customers are looking for, by stressing the attention on the perceived strengths and weaknesses of the current situations

This process can be difficult to accomplish since project participants usually want to make contributions to many diverse areas, hence making it hard to decide what to include and what to exclude. Thus, it has been important to support and build trust and confidence between the stakeholders.

The difficulty related to the user involvement, considering the different provenance of the stakeholders has been treated taking into accounts all these aspects: motivation of users, user incentives, identifying interests of participants, understanding users' behavior and roles, selection of users (amount, type, diversity, context, etc.), managing the community, exchanging contextual information between different cultures, how to make sure that the users remain users, ethical issues on trust, informed consent and privacy. Regarding the service creation, the solutions for the efficacy of the process are: using a common language for stakeholders & long term engagement, an efficient communication, a strong partnerships between actors, links to business value, visionary leadership, entrepreneurship.

The term Living Lab refers to a methodology in which users are considered key actors in research and innovation processes. The role of a Living Lab is to act as a neutral intermediary, guaranteeing a safe space for users and a 360-degree value creation process for all stakeholders. The latter will benefit both from their participation in experimentation projects in terms of knowledge creation or economic and social value.

It is an ecosystem that fosters a real dynamic of exchange between stakeholders in the form of collaborative processes, methodologies, visions, technologies or knowledge to jointly define and develop new public and community systems, new products, new services or new business models. In fact, by putting users

on the same level as other stakeholders, Living Labs allow to develop new products and services in line with their needs. Moreover, experimentation conducted directly in real contexts allows a more effective appropriation of innovations. In this way Living Labs allow the formulation, prototyping, validation and refinement of complex solutions through experimentation in real life contexts.

This is the scheme used to manage the bootcamp (choosing and adapting the questions to the local context). Once these questions have been handled and discussed, the Prototype Design Cycle can be launched.

ACTIONS	OBJECTS	QUESTIONS	METHODOLOGY
Appreciating opportunities	define the scope for the process	how the users can influence the process	
	the target-use group and their important characteristics	how sustainability take form in this project,	
	the target-user group and their important characteristics	how openness should take form	
	the needs that motivate the users to choose the most important to develop in the innovation process, what triggers their motivation	how the process should be designed to capture as realistic situation as possible	
Data collection process	the users' expressions should be analysed	which user expressions are most relevant?	Use methods and tools to support the creative process of creating new concept ideas Future Workshops, Brainstorming, Experience Prototyping, Innovation by Boundary Shifting, or other informal techniques to remove fixations
	needs should be selected, generated and translated into living lab concept		
	the focus for the work shifts from generating need to designing concepts	on what level should the concept be described to illustrate and transfer users needs?	Use methods and tools Scenarios, Mock-Ups, Storyboards, Films, Visual Narratives
	the basic objective of the innovation must be detailed to look beyond the immediate vision that comes to mind and to do that with the users' expressions in focus		

3.2 DESIGN WORKSHOP Prototype Design Cycle

This step has been managed with the support of qualified personnel to guide and assist the innovation process and to engage quadruple helix actors, starting from the participants to the first workshop.

The design-workshop has been organized:

- to launch the process
- to define the agenda of the cycle

In this cycle, the design of the innovation broadens to include basic functions, workflows, and interfaces. During this process it is important to consider:

- how value can be created for the users,
- how the users can influence the process and the innovation,
- how sustainability take form in this cycle,
- how the process should be designed to capture as realistic situation as possible.

The use of some online and offline tools to engage people and prepare them before the event has been crucial in this step, too:

- Facebook group,
- LinkedIn,
- Virtual community,
- Instagram,
- Twitter,
- News letter,
- Press officers,
- PR,
- Word of mouth,
- Google drive tools

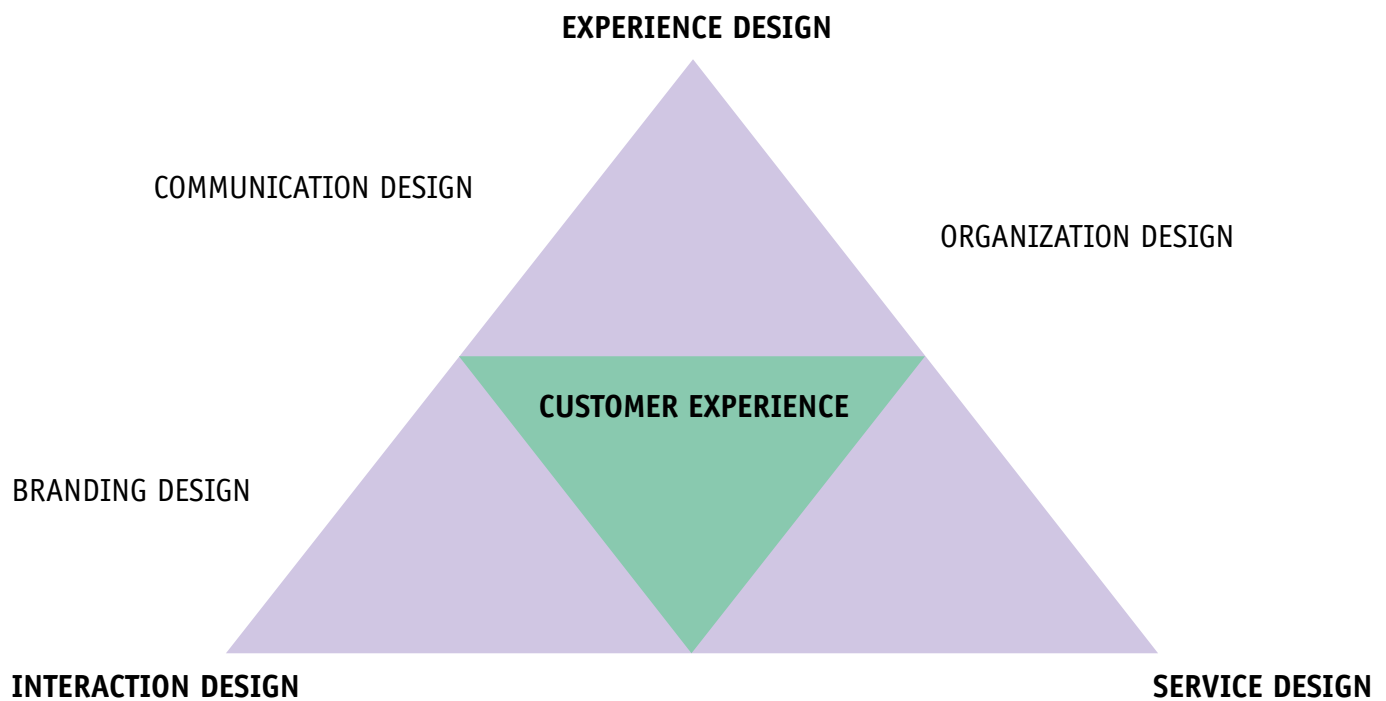
The prototype needs to be detailed enough for the users to understand and be able to experience how the final service\content\tool will look and feel.

This leads to the evaluation that is centered on usability aspects:

- how easy it is to learn
- how effective and enjoyable it is to use

The evaluation has been focused on INTERACTION between the user and the service. It is not limited to the user interface, even though this plays an important role in how the user experiences the interaction. Living Labs operated as “facilitated but neutral free-spaces” where public agencies, research organisations, companies and local institutions had the chance to work together to co-design a realistic and demand driven «service platform» to be offered to the cluster members by the future cluster managing company. The aim is to transform strategic priorities into a series of operational proposals and possible services capable of generating value for different types of users, involving them in a process of co-creation and co-design. This is model and the subsequent scheme followed (choosing and adapting the questions to the local context).

ACTIONS	OBJECTS	QUESTIONS	METHODOLOGY
Appreciating opportunities	to find the basis for the design of the systems interface, and its functionality.	What is the purpose of the prototype? What situation does it aim to contribute to?	
		In which physical, social, technical and organisational context is it going to be implemented?	
	to collect sufficient, relevant, and proper data so that stable requirements can be produced	Decide which data-collection methods to use	
		Which needs does the users have IN the system?	
		How are the Key Principles addressed in this phase?	
Prototype design	to move from concepts (or low-fidelity prototypes) to high-fidelity prototypes with a focus on users identified needs	What is the overall purpose of the innovation to be designed?	Discuss the user requirements that have been identified and presented in the former process.
		Which hardware should the innovation be designed for? (e.g. mobile phone, PC, surf pads, or other gadgets)	Document and design the prototypes. Decide on what level the prototypes must be described to express the feeling you want to mediate.
	to look beyond the immediate vision that comes to mind	How are the Key Principles addressed in this phase?	Constantly go through the design to make sure that the user needs, values and requirements have been considered.
Usability Evaluation	to encourage users to express their thoughts and attitudes towards the innovation being developed	What is the purpose of the evaluation? (e.g. Navigation issues, user satisfaction, graphical design, efficiency, utility, learnability?)	
		Which evaluation method should be used? (e.g. think aloud, usability evaluation, field study, logging, cognitive walkthrough, focus-groups)	
		Who is the typical user?	The analysis of the data from the evaluation should emphasis what went wrong as well as what needs to be changed and modified in the next iteration.
		Does the design answer to user needs, values and requirements which the prototype has been designed for?	
		How can it be redesigned to better fulfil the needs?	
		How are the Key Principles addressed in this phase?	Present the findings from the evaluation in an evaluation report including users' comments and design suggestions.



3.3 INNOVATION CAMP Innovation Design Cycle

As in the previous steps, since communication is crucial for the community engagement, it has been established the use of some online and offline tools to engage people and prepare them before the event.

- Facebook group,
- LinkedIn,
- Virtual community,
- Instagram,
- Twitter,
- News letter,
- Press officers,
- PR,
- Word of mouth,
- Google drive tools

This step has been managed with the support of qualified personnel to guide and assist the innovation process and to engage quadruple helix actors.

An innovation-camp has been organized following these suggestions:

- The cycle starts by analyzing the results from the usability evaluation in order to generate changes in the needs of and in the innovation.
- Small changes and adjustments in the needs are quite common, especially in relation to the needs in the innovation, as it develops and users' understanding of structure, content, workflow, and interface deepens.
- Based on these, changes in the design of the innovation also take place, as well as general development work to finalize the innovation as a whole.

During this process it is important to keep in mind:

- how value can be created for the users,
- how the users can influence the process and the innovation, considering that the successful of innovation and technology is mould by reality
- how sustainability take form in this cycle,
- how openness should take form
- how the process should be designed to capture as realistic situation as possible.

This phase is all about bringing clarity and focus to the design space. It is the chance to define the challenge you are taking on, based on what you have learned about your user and about the context.

The evaluation report that we created has been very important because it included users' comments and design suggestions. The challenge is to evaluate users' actual experience of the final version of the innovation.

Of course, it has been important to think to a tool for the Evaluation and monitoring of the LL, taking into accounts the indicators elaborated with the harmonization cube that identify seven categories for analysis and evaluation of the Living Labs:

- user involvement;
- service creation;
- infrastructures;
- organization/governance;
- innovation outcomes;
- methods and tools;
- SME innovation

There are many aspect to take into account: from the motivation of users, user incentives, identifying interests of participants, understanding users' behaviour and roles, to the use of a common language for stakeholders & long term engagement, efficient communication, strong partnerships between actors, and eventually the clarity of objectives, shared objectives, clarity of IPR agreements, territorial relevance of objectives, adaptability, ability to continuously respond to needs.

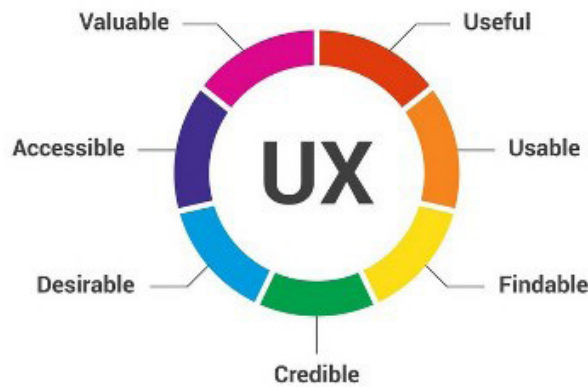
Present the findings in an evaluation report including users' comments and design suggestions. The challenge is to evaluate users' actual experience of the final version of the innovation.

ACTIONS	OBJECTS	QUESTIONS	METHODOLOGY
Appreciating opportunities	to gain insights into what needs users might have both of and in the innovation.	How does the innovation answer to user needs, values and requirements which the innovation has been designed for?	Questions regarding both utility and usability issues needs to be formulated and asked to the users
		Which improvements are needed to better fulfil the needs?	
Innovation design	to move from a high-fidelity prototype with a focus on users identified needs to a innovation		to include both business model aspects as well as designing a fully functioning innovation.
	to re-design the innovation according to feedback gained in earlier phases		
User Experience Evaluation	to encourage users to express their thoughts and attitudes towards the design.	What is the purpose of the evaluation? What to you want to achieve?	Develop a “test-storyline” to support the users in their test showing what is expected from them: - Activities they must do, for example, number of surveys, typical tasks, - use of certain functionality, etc. - Activities they can expect from us - Frequency of use - Test-period, for how long will the test pro-long. Time required from them
		How can we encourage and stimulate users to use the innovation during the test period?	
		Create questions or other material for the evaluation focusing on what should be.	The analysis of the data from the evaluation should emphasis what went wrong as well as what needs to (or must) be changed and modified in the next iteration.
		Develop questions on the basis of the users identified user needs, values and requirements in the system and relate them to experiences.	

4. INNOVATION PROJECTS

4.1 Use Experience Model

At the end of the process, some of the partners have chosen to publish a call for a contest of idea to select an external service for the application of the developed innovation model and the launch of the new product or service with the purpose to make it useable.



4.2 Innovation services designed

To which of the three categories of required services does your service belong?

1. services supporting collaborative innovation
2. services supporting validation and demonstration
3. services specific to stakeholder requirements

On the operational level, which of the three requirements does it accomplish?

- A. technical services – communication, collaboration, demonstration, prototyping, validation, product deployment etc.,
- B. customer services – innovation, idea generation, community services, training, specific service needs, business support, market customization,
- C. intra-network services – governance, management and training

Here the results from each partner, including a short description of the innovation service developed.

PARTNER	SERVICE CATEGORY			OPERATIONAL CATEGORY			SERVICE DESCRIPTION
	Collaborative innovation	Validation and demonstration	Specific to stakeholders requirements	Technical services	Customer services	Intra-network services	
LP Autonomous Region Friuli Venezia Giulia Autonomous Region Friuli Venezia Giulia							Portfolio of services of the future culture and creative cluster
P1 Basilicata Region							Basilicata Heritage Smart Lab” (technological innovations, new methodologies and new approaches in monitoring, surveying, recovering, enhancing, using and communicating Cultural Heritage in Basilicata)

P2 Creative Apulia Cluster Association							A new web platform for the Cluster
P3 Technology Park Ljubljana Ltd							The platform developed through living lab encompasses a full range of support services for CCS companies and stakeholders, both the development of collaborative innovations between creative creators and larger companies, as well as the support and validation of programs and products, as well as access to an understanding of the various stakeholder requirements through they can express their needs to the platform.
P4 Local Company of Initiatives and Activities of Malaga S.A							Identify challenges in multimedia sector, generate ideas and build prototypes using a series of tools provided to the participants.
P5 Chamber of Commerce, Industry and Services of Terrassa							Interactive Newsletter for CCIs, an automated intelligence tool for Creative Industries competitiveness.
P6 University of Algarve							The Algarve Creative Hub Platform is an innovative service that will aggregate and promote a set of tools to the Creative and Cultural Regional Industries: incubator for collaborative ideas or project; Matching between CCI demand and supply services; Dissemination of training opportunities; and, Regional networking community.
P7 Region of Sterea Ellada							A collaborative innovation service, promoting creative sector and culture in relation with the policymakers on a regional, national and European level
P8 CCI Nice Côte d'Azur							Two services: an event for companies and audiovisual industry stakeholders to create a Business network and a collaborative movie to valorize the ecosystem of audiovisual
P9 Université de Sophia Antipolis							The regional cluster for CCI sector is no more existing due to multiple hypothetical reasons (political, economical, social)

5. VIRTUAL COMMUNITY OF LLs

LLs support development of innovation projects inside CCIs clusters network, by broad and open involvement of quadruple helix actors of all regions involved. LLs has been implemented at regional level and actively are cooperating among them at transnational level through the “Virtual community”.

It is a virtual tool implemented through LinkedIn, group:

<https://www.linkedin.com/groups/8585410/>

	BUSINESS	PUBLIC ADMINISTRATION	RESEARCH AND EDUCATION	CIVIL SOCIETY	TOTAL
LP Autonomous Region Friuli Venezia Giulia	17	2	7	2	29
P1 Basilicata Region	48	26	16	7	97
P2 Creative Apulia Cluster Association	25	1		4	31
P3 Technology Park Ljubljana Ltd	12	9	2	23	46
P4 Local Company of Initiatives and Activities of Malaga S.A	10	7	8		24
P5 Chamber of Commerce, Industry and Services of Terrassa	19	2	3		24
P6 University of Algarve	13	4	3	5	25
P7 Region of Sterea Ellada	11	3	2	1	17
P8 CCI Nice Côte d'Azur	8	2	4	60	74
P9 Université de Sophia Antipolis	44	3	5	80	132

- The partners are sharing all the results, reached in every phase of implementation of the living lab, with the virtual community
- All the stakeholder involved in Living Lab by each partners have been invited to participate at the virtual community to open cooperation and promote reciprocal interaction
- the Lead of the virtual community is Partner Creative Apulia Cluster : it lives up the community:
- proposing topic to discuss,
- making analysis and comparisons among the results reached by each partner,
- promoting interaction and exchange of idea, model, skills ecc.

6. TARGET

To make the process more effective, users involved belong to the different categories of the “Quadruple Helix”: business, Public Administration, research and education, civil society).

The team involved in the organization and management of the LL has been able to guide and assist the innovation process and to engage all “Quadruple Helix” actors.

In all the three steps of the LL, teams with mixed skills were formed.
In the table below, the numbers for the participation in each Region:

7. LIVING LABS

SURVEYS FOR PARTNERS AND PARTICIPANTS

PP2 has issued two surveys for Partners and Participants to the Regional LLs in order to verify the efficacy of the process in reaching the following aims: to outline, test and implement efficient innovation ecosystems/clusters models in the CCI sectors and to build up and consolidate a transnational network of innovative CCIs clusters. The result for PP9 are not available.

7.1 SURVEY FOR PARTNERS

1. Which was the major success and the major challenge you have met in the organization of the workshops?

As for the first question, among almost all partners the biggest success has been the participation of the stakeholders from the four target groups forming the Quadruple Helix, even if some of them found some difficulties in raising their interest for the whole process.

2. If you have started the development of your service, could you describe the ongoing process after having specified the type of the service?

- **LP – ARFVG:** portfolio of services of the future culture and creative cluster.
- **PP1 – Basilicata Region:** “Basilicata Heritage Smart Lab” (technological innovations, new methodologies and new approaches in monitoring, surveying, recovering, enhancing, using and communicating Cultural Heritage in Basilicata)

“The service chosen to develop is that of supporting collaborative innovation and on the more operational level of the entire process of the Living Lab. The service is focused on the intra-network peculiarities. The Creative Basilicata Cluster born through the Chimera project support will become the territorial laboratory in which to meet young researchers and entrepreneurs, universities and companies, to develop innovative solutions to support collaboration between Research Organizations and enterprises who work in the cultural and creative sector.”

- **PP2 – Creative Apulia Cluster Association:** new web platform for the Cluster

“The phase of definition of the call for the implementation of the service has been preceded by the submission of a survey to all the participants and other stakeholders. This process allowed to verify that the results of the LL would be correctly expressed in the flow chart, leading to the construction of a participatory flow chart of the developing service”.

- **PP3 – Technology Park Ljubljana Ltd:** creative solutions in the field of urban mobility

“When we start designing services, we have focused on the implementation of the production of services and products that contribute to better use of public space and the search for creative solutions in the field of urban mobility. For the development of services in LL, we used the design thinking process method, and the use of lean and canvas business models, which we supplemented with open space

creative and experimental production. The goal was to understand problems and test support services for new creative ideas and then develop them in the direction of enterprise solutions with the greatest possible involvement of different stakeholders. We decided to test each of the phases of the work process in LL throughout the whole day process, for that reason we have design 5 day long LL called Park of Creative Mobility.”

- **PP4 – Local Company of Initiatives and Activities of Malaga S.A.:** at the time of the survey, the partner has not yet started the process leading to the development of the service.

- **PP5 – Chamber of Commerce, Industry and Services of Terrassa:** Interactive Newsletter for CCIIs , an automated intelligence tool for Creative Industries competitiveness.

“First look to the state of the art in the field. Then find the right partners or suppliers to develop the automated intelligence tool for Creative Industries competitiveness. Then the choice of partners for the development of service, Then the internal team to develop the service. Next step will be the beta version to be tested with CCIIs. Last step will be the implementation with the CCIIs target groups.”

- **PP6 – University of Algarve:** at the time of the survey, the partner have not yet started the process leading to the development of the service.

- **PP7 – Region of Sterea Ellada:** a collaborative innovation service.

Its goals are:

1. Creating a vibrant environment of diversified entities from the creative sector and culture in order to meet market demands related to: innovation, globalization, international mobility, sharing economy and cross-innovation,
2. Systematizing relations with policymakers on a regional, national and European level,
3. Promoting creative sector and culture in order to include them in the strategic policy of regional development, unlocking its huge potential.

- **PP8 – CCI Nice Cote d’Azur:** 2 services, the first one is an event for companies and audiovisual industry stakeholders to create a Business network, the second one is a collaborative movie to valorize the ecosystem of audiovisual

- **PP9 – Université de Sophia Antipolis:** the partner has not answered the survey.

3. Do you think the process has been functional for your goals and in the involvement of the stakeholders?

A regards the effectiveness of the process, PP2 states that “the participation of actors from all the target groups (Quadruple Helix model) allowed to define a multi-stakeholders process and to satisfy the different needs, improving the innovative service with higher features. In general, all the partners think that the methodology used for driving the LLs has been effective to the purpose of the realisation of an innovative service, as LP has said “the living lab allowed to start building the cluster by designing its service platform in a collaborative way, really starting from the needs through a user-centred and user-driven co-creation process”.

4. Do you have any suggestions to improve/change the methodology used for the Living Labs (workshops, virtual community, etc)?

“To find a right combination of meetings and distance work. It is a little bit hard to involve stakeholders considering the arrangements they always have for institutional reasons or normal daily work (P1 | Basilicata Region)”

“Virtual community is not working, we need to meet each of us. It has been good to have budget to create a big forum livinglab with each partner’s stakeholders to create project or to choose a project from companies and try to run it over Europe. (P8 | CCI Nice Côte d’Azur)”

“The use of online surveys can be a useful tool to integrate the living labs workshops and to achieve a wider collaboration and audience to the living lab process (LP | Autonomous Region Friuli Venezia Giulia)”

“The use of a technical language has not allowed the participation of a bigger audience. (P2 | Creative Apulia Cluster Association)”

7.2 SURVEY FOR PARTICIPANTS

Country of origin / Sex / Area of Employment (Business, Public Administration, Research and education / Civil Society). n. 64 answers among all participants to the regional LLs.

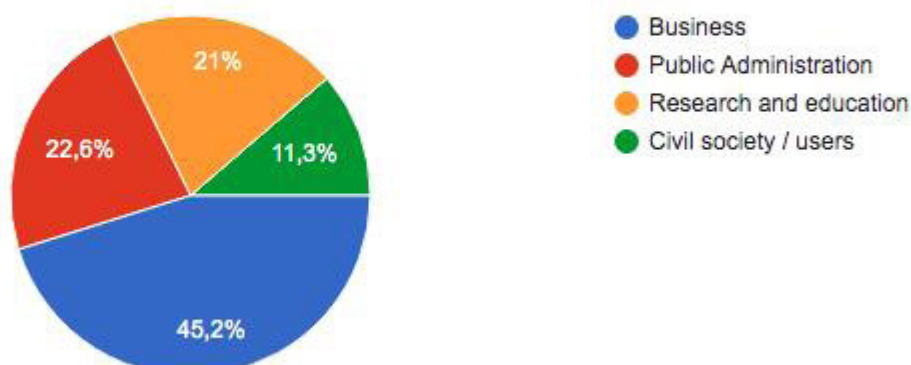
Region



REGION	N° OF ANSWERS
LP Autonomous Region Friuli Venezia Giulia	11
P1 Basilicata Region	4
P2 Creative Apulia Cluster Association	12
P3 Technology Park Ljubljana Ltd	1
P4 Local Company of Initiatives and Activities of Malaga S.A	10
P5 Chamber of Commerce, Industry and Services of Terrassa	10
P6 University of Algarve	2
P7 Region of Sterea Ellada	7
P8 CCI Nice Côte d’Azur	6
P9 Université de Sophia Antipolis	Do not have any information from the Partner

Area of employment

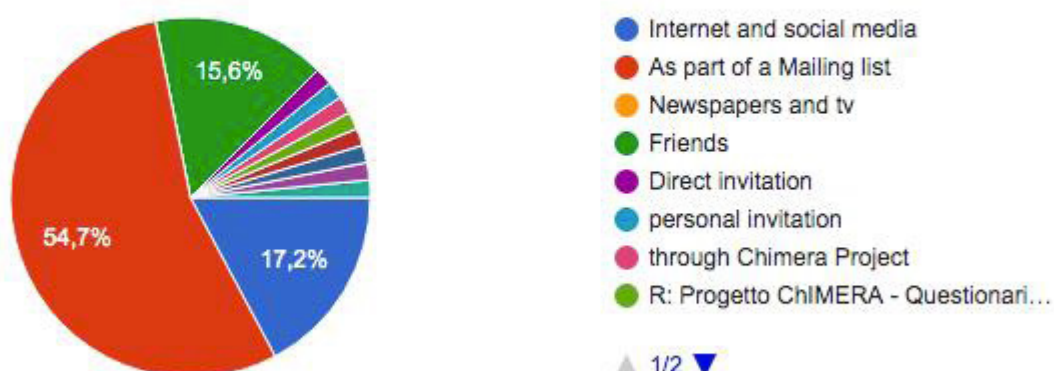
62 risposte



As it can be seen on the previous pie, all four parts of the “Quadruple Helix” has been represented in the LLs. Civil Society has been the less represented, although SMEs and enterprises have been the most involved in this type of process. A reason could be, as it emerged, the technical language used for the communication that can limit the participation of a bigger audience.

How have you known about the Living Lab?

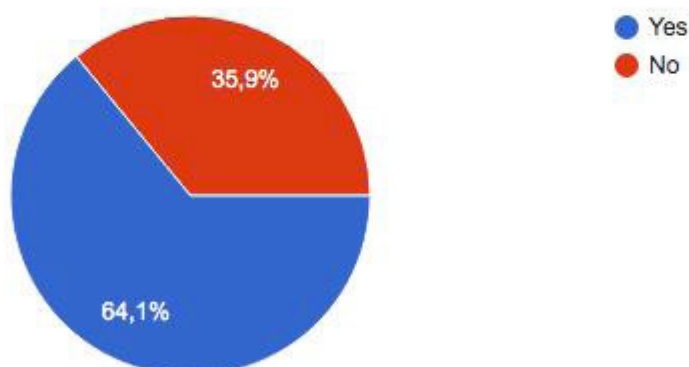
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Did you already know this Methodology or have you already participated in a Living Lab?



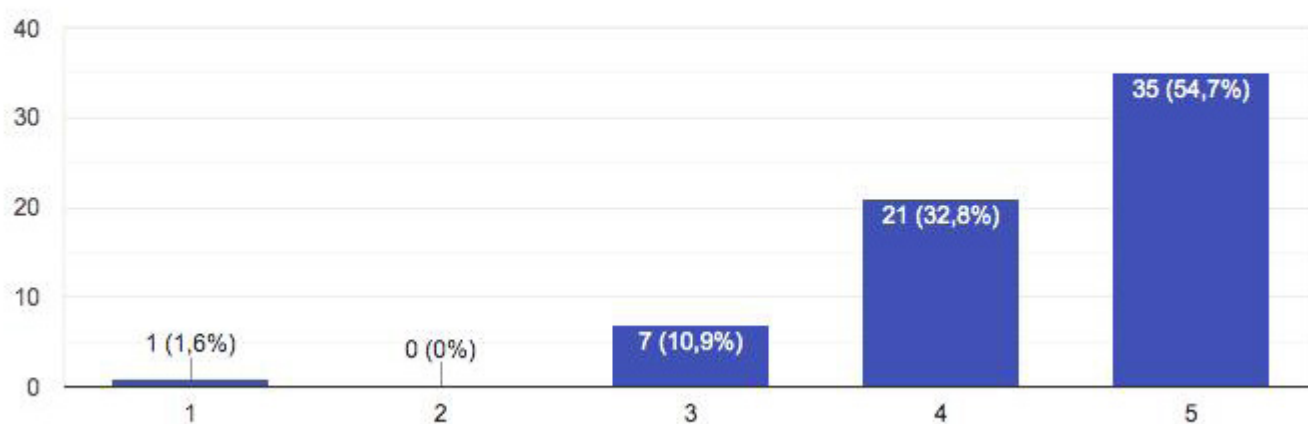
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How do you rate the organization of the three workshops?



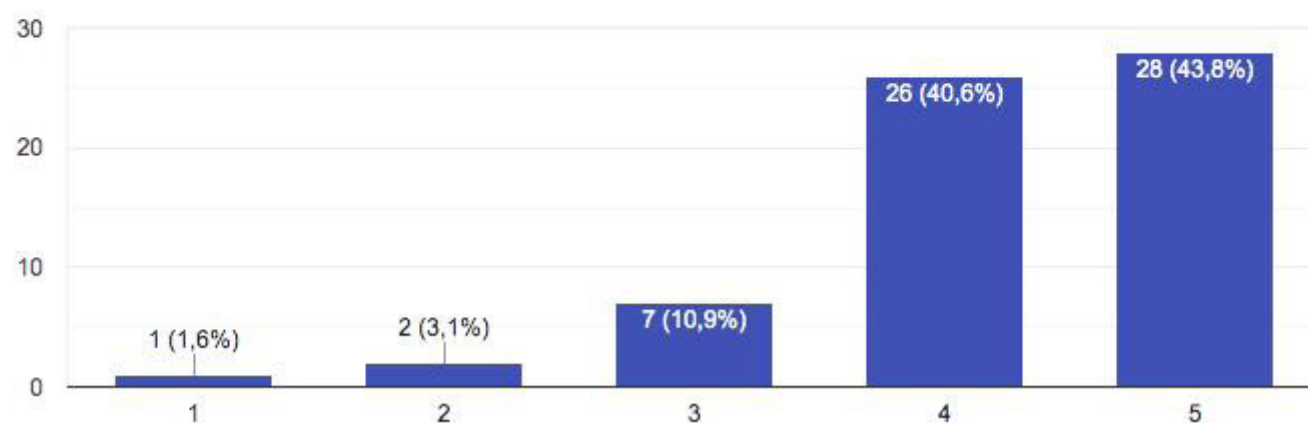
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Do you think the participation was useful for you and your enterprise?



64 risposte

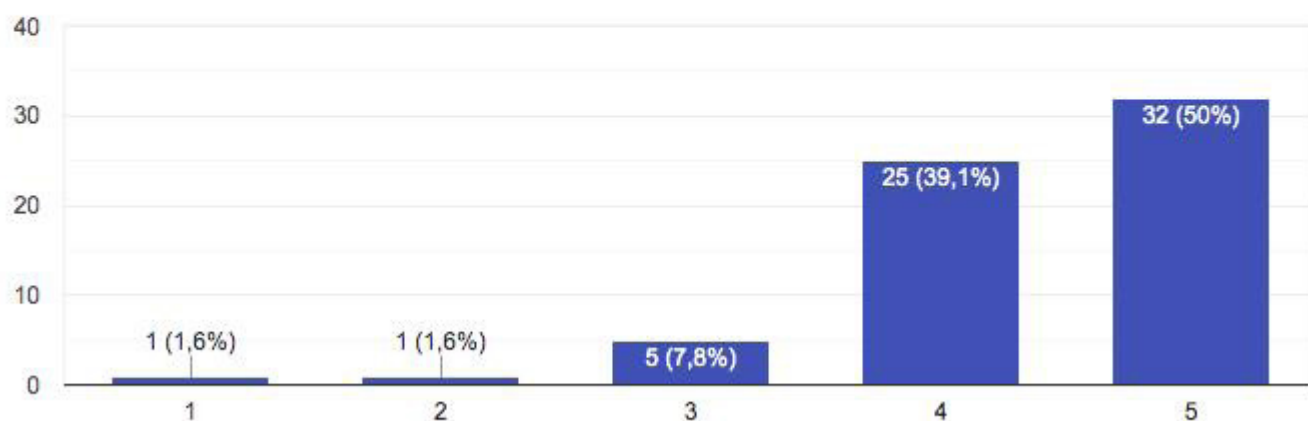


In general, participants from all countries think that the LL is a useful tool for the development of the ICCs sector. In particular, they found important for the sector the innovative services to develop chosen by each Region.

Do you think the topic of the Living Lab could enhance the development of the ICCs in your territory?



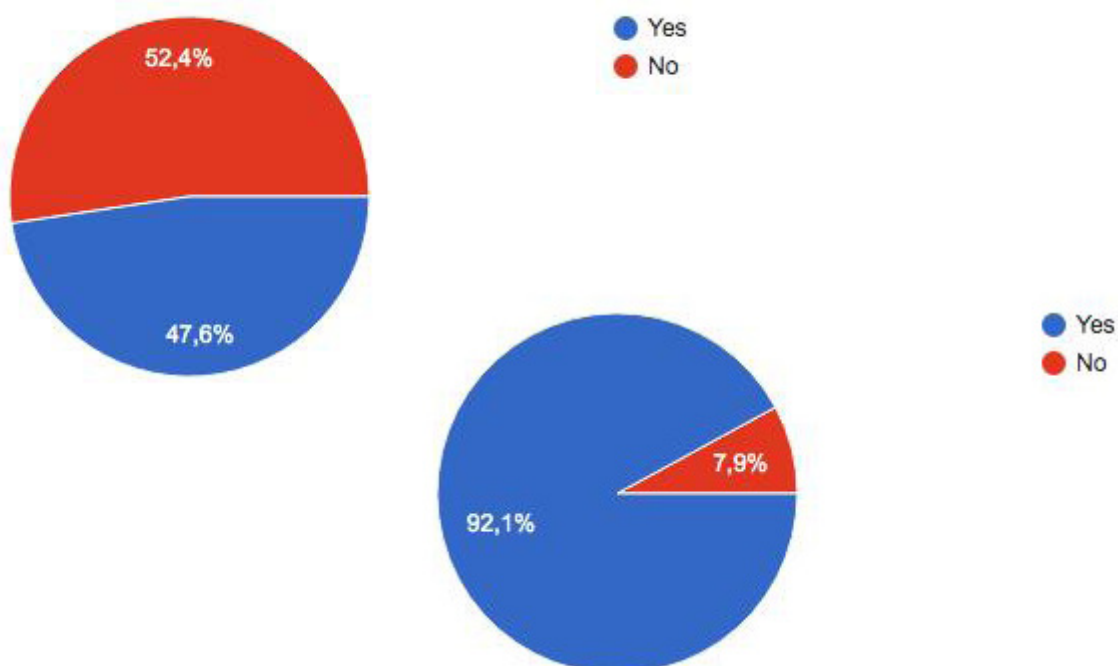
64 risposte



Among the suggestions to improve future LLs, the stakeholders demand more work sessions. Some of them remark the necessity to customize the innovative service by increasing the meeting among the stakeholders.

Have you joined the VIRTUAL COMMUNITY on LinkedIn?

63 risposte



These two pies show that the majority of the participants have joined the LinkedIn group, and that they think this tool could be useful to strengthen their networking.

9. How do you think we can enhance the engagement of all the participants?

The most of the requests related to the organization of more meetings, round tables, communication activities to engage more the stakeholders. The participants ask for the creation of regular informal events of gathering to continue exploring the process and deepen the knowledge of each other to create more business opportunities and raise awareness of this kind of meetings.



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