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RESILIENT ECONOMIES AND COMMUNITIES
Distance LAB

DISTANCE LAB LIVING LABS METHODOLOGICAL APPROACH

UNIVERSITY
OF LATVIA

Contents

Table 1. List of abbreviations used in the text.

EC	European Commission
ENoLL	European Network of Living Labs
EU	European Union
EU27	European Union countries
IE	Interreg Europe
IMNLL	International Multidisciplinary Living Lab Network
LU	University of Latvia
LL	Living Labs
PP	Project partner
SME	Small and medium-sized enterprise
QHM	Quadruple Helix Model

Introduction

Distance LAB Living Labs (LLs) methodological approach – tools and methods

This document is created to serve the Distance Lab partners developing Living Lab as a toolkit for co-creation methods that can be used in online settings. These tools and methods can be changed and adjusted to specific situations and used in different steps of LL development.

According to the Distance LAB Living Labs methodological approach, the partners' LL development process corresponds to 8 phases (from 1 to 8) or steps. (Figure 1)

Figure 1. Living Labs development phases or steps.

1. STEP Initiation
2. STEP Plan Development
3. STEP Co-creation design
4. STEP Implementation
5. STEP Evaluation
6. STEP Refinement
7. STEP Dissemination
8. STEP Replication

Source: Steen & Bueren, (2017)

1. Step. Initiation

The Initiation stage is the first step in creating a Living Lab (LL). It involves the identification of the topic, main idea, and problems that the LL will address, as well as the involvement of potential partners or stakeholders from the four categories of the Quadruple Helix Model (QHM) (public actors, private actors, knowledge institutes, and society). In this step, the initiator of a LL can use the co-creation methods provided below. These methods will help to improve the pitching of the idea of a LL to potential stakeholders and getting them onboard starting right from the beginning of the LL development.

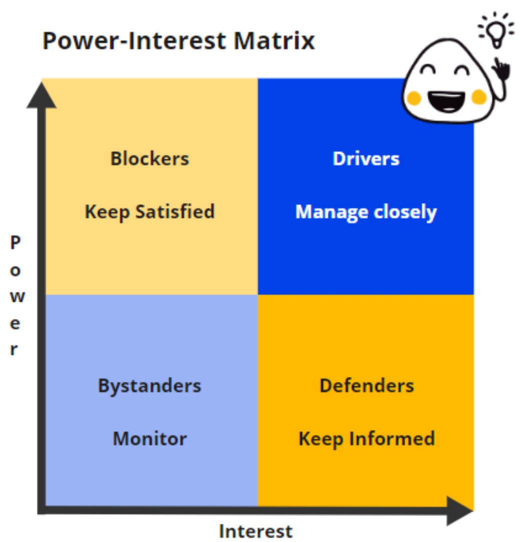
Method 1. Power/Interest Matrix

The Power/Interest matrix is a strategic framework used to categorise stakeholders into four quadrants based on two factors:

1) power to influence a subject,
2) level of interest in its outcomes.

Benefits:
This tool can help map the stakeholders' relations (power and interest) to the project, so that it can proceed in the best way. Furthermore, it can contribute to understanding what is needed to motivate the stakeholders.[1]

Figure 2. Power/Interest matrix template



Technical Details

Format: Method, Template
Timeframe for completion: 1h
Group size: 1- 15
Facilitation level: Low
Required materials: Pen and paper, (Stakeholder) Power/Interest Matrix Template in A0 printed 9 (or online) version.

Source: Product People, Miro, link: https://miro.com/miroverse/power-interest-matrix-template/

Description
Stakeholders are classified into the following quadrants:

- **High Power/High Interest:** Stakeholders in this quadrant are crucial players requiring close collaboration due to their significant influence and vested interest in the subject matter.

[1] https://unalab.enoll.org/power-interest-matrix/

- **High Power/Low Interest:** While these stakeholders possess substantial power or authority, they may not be directly invested in the subject's outcomes. It's crucial to maintain their satisfaction without inundating them with excessive communication.
- **Low Power/High Interest:** Stakeholders here may lack significant power but hold a strong interest in the subject's outcomes. Engaging them effectively can garner support and address potential concerns.
- **Low Power/Low Interest:** These stakeholders have limited influence and interest in the subject. While they may not necessitate intensive engagement, keeping them informed fosters transparency and goodwill.[2]

More information about this tool and related templates are available:

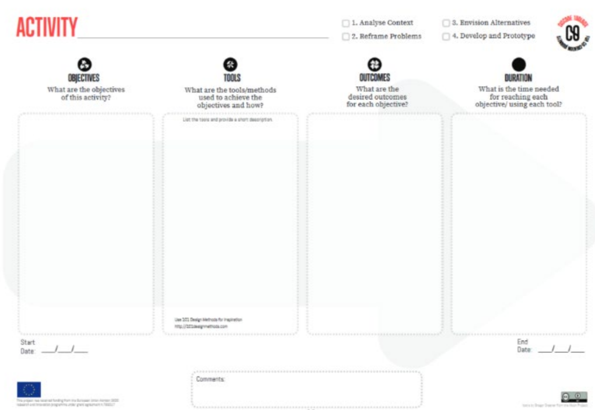
1. In Power point format: https://simplystakeholders.com/stakeholder-mapping-template/
2. In online platform: https://online.visual-paradigm.com/diagrams/features/stakeholder-matrix-template/

Method 2. Activity Canvas

Throughout the journey, it's important to plan activities to figure out which ones to use in a particular context and to determine the processes for each activity. The Activity Canvas can help identify the right tools and discuss how to organize each activity.[3] (Figure 3)

Benefits: When using the Activity Canvas, it is essential to explicitly outline the objectives of the activity, the necessary tools, the intended outcomes, and the time required. This canvas can play a pivotal role as the initial reference point for any collaborative creative endeavour.[4]

Figure 3. Activity Canvas template



Technical Details

Format: Template
Timeframe for completion: 1-2 h
Group size: all
Facilitation level: Low
Required materials: Pens, activities Canvas Template (physical or online)

Source: UNaLab ENoLL, link: https://unalab.enoll.org/wp-content/uploads/2021/09/Activities-Canvas-Template.png

[2] https://www.interreg-central.eu/news/enhancing-stakeholder-engagement-through-the-power-interest-matrix/
[3] https://unalab.enoll.org/activities-canvas/
[4] https://unalab.enoll.org/activities-canvas/

Procedure:

1. Selection of an activity.
2. Once the activity is defined, the template will support the LL developers in defining the stakeholders that will work on it, which are the procedures and rules, the tools that will be used and the different outputs that are expected.

More information about this tool and related templates are available:

1. On UNaLab ENoLL web page: https://unalab.enoll.org/wp-content/uploads/2021/09/Activities-Canvas-Template.png
2. On Siscode toolbox for co-creation journeys: https://siscodeproject.eu/wp-content/uploads/2019/09/toolkit-27092019-1.pdf

Method 3. Stakeholder CV Tool

The Stakeholder CV Tool combines a series of proven methods of stakeholder analysis that help understand stakeholders, their backgrounds, thoughts, beliefs, expectations and relations. It can help resolve conflicts that might arise during the co-creation process and to increase trust between stakeholders and the project itself.[5] You can see it as the "stakeholder user persona" if you are familiar with the tool. (Figure 4)

Benefits: Insight into user personas and in-depth analysis of stakeholders.

Figure 4. Example of CV analysis

Technical Details

Format: Template
Timeframe for completion: 1 day
Group size: 1
Facilitation level: Advanced
Required materials: Pc, Template

Source: Unsplash: https://unsplash.com/photos/a-person-using-a-laptop-and-a-cell-phone-l7AVeJi1RMk

Procedure:

1. Gather general information.
2. Prioritise stakeholders (power/interest matrix can be used)
3. Identify the type of stakeholder and define expectations about them.

[5] https://unalab.enoll.org/stakeholder-cv-tool/

4. Identify gaps and relationships amongst stakeholders (three tools to be used are the Empathy Map, Semi-structured Interview and Actor-linkage matrix).
5. Prioritise gaps (grade each gap on the Effort to solve, Impact if solved, Frequency).
6. Identification of messages. The message needs to persuade the stakeholders to support and engage with the project and/or goals. It needs to show the benefits of what the project is doing and focus on key performance drivers, such as profitability or delivering real improvements.

More information about this tool and related templates are available:
1. On UNaLab ENoLL web page: https://unalab.enoll.org/stakeholder-cv-tool/
2. On Indeed web page: https://www.indeed.com/career-advice/career-development/stakeholder-analysis

Method 4. Mindmap: Idea Dashboard

This method is presented by a schematic map of all information that relates to a particular LL problem or solution and the context in which the LL operates. It includes all the topics and subtopics that are linked to the problem which needs to be solved.[6] (Figure 5)

Benefits: This too allows generating a lot of associations and selecting the ones that are defined as the most relevant to be used as building blocks for necessary solutions, or it can show topics and themes that need to be further explored by making them more visual.[7]

Figure 5. Example of Mindmap: Idea Dashboard

Technical Details

Format: Method, workshop
Timeframe for completion: 1h
Group size: all
Facilitation level: Low
Required materials: Print, online tool, pen

Source: Buterflyworks, link: https://toolbox.butterflyworks.org/tools/mindmap

Procedure:
1. Write the problem or design challenge in the centre.
2. Write down all the topics found in the research. Any additional topics or associations can be added. Any association is relevant and does not have to directly relate to the starting theme.

[6] https://toolbox.butterflyworks.org/tools/mindmap
[7] https://unalab.enoll.org/mindmap/

3. Explore each topic by adding subtopics. Freely associate on the word of the topic, without thinking about the starting point.
4. Discuss with the team the most interesting outcomes and the most unexpected ones. Highlighting the most important words and topics or writing these insights in 1 or 2 words on a post it.

Keep in mind that for this tool to be the most efficient, you should first give the people 5mn to reflect individually on the mind map, write their points to themselves before then putting them on the map with everyone else and collaborating.

More information about this tool and related templates are available:
1. On Miro: https://miro.com/miroverse/search/?term=idea+mapping
2. On UNaLab ENoLL web page: https://unalab.enoll.org/mindmap/
3. On Butterfly works web page: https://toolbox.butterflyworks.org/tools/mindmap

2. STEP. Plan development

This step involves defining the objective, mission and vision of the Living Lab as the idea of the LL development evolves. It is desirable to involve stakeholders already in these processes. For this stage, LL developers must use resources and skills acquired through workshops to learn co-creation methods and apply design approaches. The process design also implies a division of roles and responsibilities amongst the LL participants across the innovation lifecycle. At the same time, the formalisation of cooperation with stakeholders will be in the hands of the LL owners. However, it is not a precondition and sometimes can also discourage participants.

The management structure should be established to guide the LL process. The leader of the group involved in the LL should come from the partner organisation, thus, it would be a good idea to find someone who constantly cooperates with stakeholders, knows their needs and is persuasive and creative enough.

It is crucial to collaborate with stakeholders to establish a shared vision that is acceptable and satisfy stakeholder's interests. This shared vision should serve as a source of motivation for stakeholders to engage in the activities of LL and contribute their input for the success of the LL.

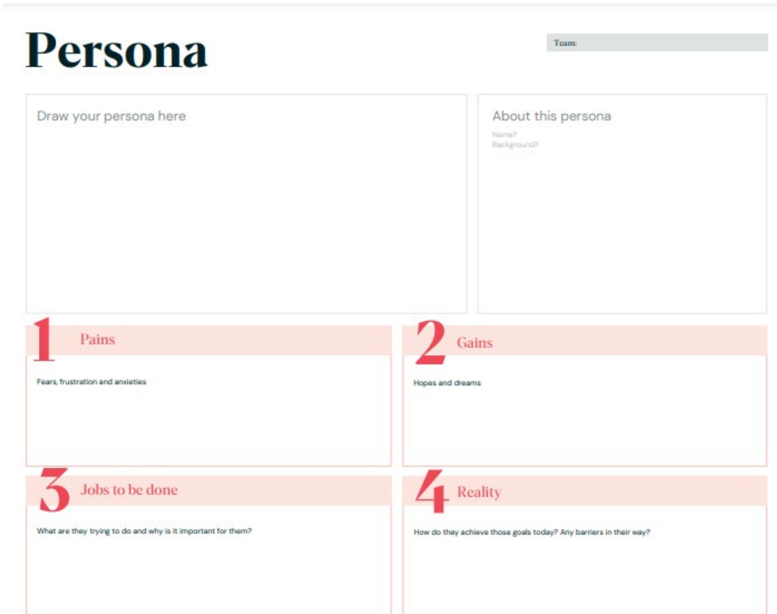
Method 1. User Personas

The User Personas template is used to capture important information about the LL target audience. This method helps to create user personas to gain insight into customer needs and build better products. (Figure 6)

Benefits:
- User Personas can assist in comprehending users' motivations and needs, and how these influence the usability of a product or service.
- They can help to understand negative issues such as perceived obstacles or problems of a product or service.

- Accurately defining and understanding personas will help to grasp the kind of language, messages, and imagery that users will relate to and respond to, as well as the aspirations, hopes, and needs they associate with and attribute to the products they desire or already own.[8]

Figure 6. User Persona Template example



Technical Details

Format: Template
Timeframe for completion: 1h
Group size: 1- 10
Facilitation level: Medium
Required materials: Persona templates (physical or online), Pens, Post-its, computer, Internet.

Source: Board of Innovation, link: https://www.boardofinnovation.com/tools/persona/

Procedure:

1. Have a group discussion about what kind of persona(s) fall within a scope – 15 min.
2. Individually fill in a User Personas template, clearly indicate with a "?" the things that are assumed to be true, but are not sure about – 15 min.
3. Present the user personas and decide on the primary persona to focus on as a starting point. – 15 min.
4. Conduct a final discussion to address any questions or uncertainties about the selected persona, as well as consider the information to be yet uncovered. This discussion will play a crucial role in preparing for problem validation interviews. – 15 min.[9]

More information about this tool and related templates is available:

1. On Board of Innovation web page: https://www.boardofinnovation.com/tools/persona/
2. On UNaLab ENoLL web page: https://unalab.enoll.org/user-personas/
3. On ux24/7 web page more about the benefits of the user persona template: https://ux247.com/the-benefits-of-user-personas/
4. Slightly different User Persona Template available on Miro: https://miro.com/templates/personas/

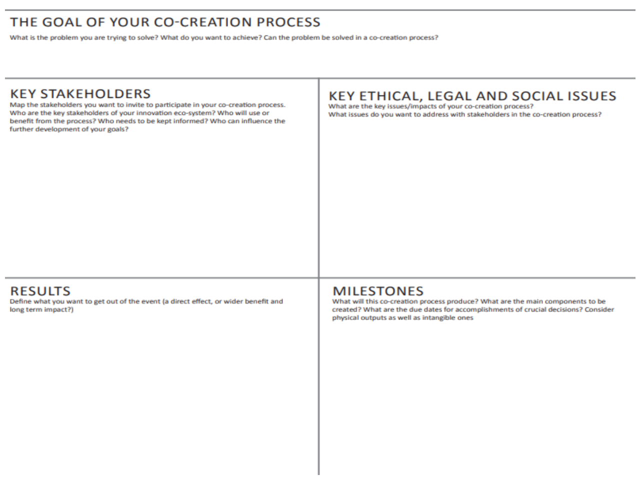
[8] https://unalab.enoll.org/user-personas/
[9] https://unalab.enoll.org/user-personas/

Method 2. Strategic Canvas

Strategic Canvas is a simple and easy-to-use tool for identifying stakeholders' needs, ethical and legal issues, critical success factors, results, and risks. It can be used in conjunction with Practical Canvas to maximise the identification of stakeholders' needs.[10] (Figure 7)

Benefits: Simple to use tool that allows a group to understand the various aspects of the co-creation process by getting feedback from various stakeholders.

Figure 7. Strategic Canvas Template



Technical Details

Format: Method, workshop
Timeframe for completion: 1- 2 h
Group size: 1- 10
Facilitation level: Advanced
Required materials: Strategic Canvas Template in A0 (or online) version, pen

Source: gonano-project, link: https://gonano-project.eu/wp-content/uploads/2020/05/Practical-Canvas_DEF.pdf

Procedure:

1. The Strategic Canvas is distributed among the participants, who are asked to fill it in individually for all the required fields. The participants are asked to do so based on their knowledge, experience and capacities.
2. A group discussion follows, comparing results from the participants for each of the Canvas' fields one by one; the goal of the co-creation process, key stakeholders, ethical and legal issues, critical success factors, desired results (define the end goal), milestones (procedure), risks and contingencies (supporters and inhibitors of the end goal).[11]

More information about this tool and related templates is available:

1. Gonano-project, link: https://gonano-project.eu/wp-content/uploads/2020/05/Practical-Canvas_DEF.pdf
2. The Institute for Housing and Urban Development Studies (IHS). Need Identification & Analysis, link: https://www.ihs.nl/en/need-identification-analysis
3. On UNaLab ENoLL web page: https://unalab.enoll.org/strategic-canvas/

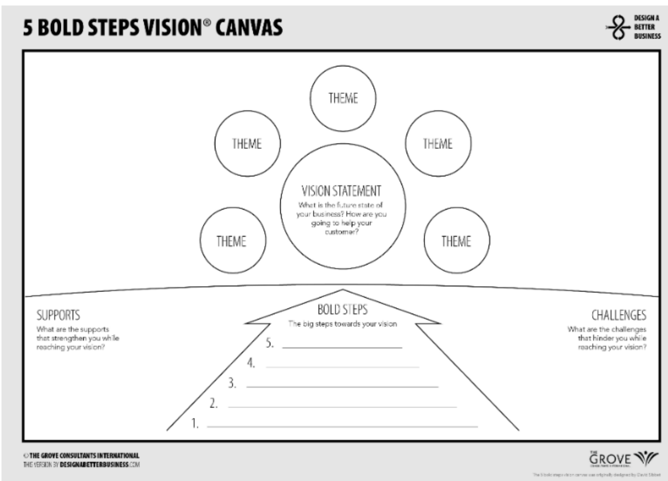
[10] https://www.ihs.nl/en/need-identification-analysis
[11] https://www.ihs.nl/en/need-identification-analysis

Method 3. 5 Bold Steps

The 5 Bold Steps is a template that is used to come up with the direction of the organization by identifying the organisations vision, themes that support the vision, supports that enable the organisations to obtain the vision, challenges and what steps are necessary to reach achieve the vision. (Figure 8)

Benefits: This template will assist LL developers in co-designing the vision and the five bold steps needed to achieve it. Furthermore, this tool will help the team to clarify what supports the vision, what challenges it, and what opportunities are created by working towards it. [12]

Figure 8. Bold Steps template



Technical Details
Format: Template **Timeframe for completion:** 1-2 h **Group size:** 6-10 **Facilitation level:** Advanced **Required materials:** Template (physical or online), markers, post-its

Source: Design a better business, link: https://www.designabetterbusiness.tools/tools/5-bold-steps-canvas

Procedure:

1. Jointly discuss and fill-in the template: Defining the LL vision statement. What is the future of the Living Lab? How is it going to help the target group members? What are the essential themes supporting the LL vision? Describe them in one or two words.
2. Discuss: how can these themes be expressed in the living lab? How will they make the vision themes concrete and how will they inspire others?
3. Answer: What strengths does the LL currently have that will enable to reach the set vision?
4. Think of challenges: What are the challenges that hinder this LL from reaching the future?
5. Discuss and write down the 5 Bold Steps: What are the 5 bold steps to take to achieve the LL vision?
6. Define values: What are the crucial values that form the foundation for the desired LL vision and steps? How can this LL align those values?

More information about this tool and related templates is available:

1. On Design a better business web page: https://www.designabetterbusiness.tools/tools/5-bold-steps-canvas
2. On UNaLab ENoLL web page: https://unalab.enoll.org/5-bold-steps/

[12] https://www.designabetterbusiness.tools/tools/5-bold-steps-canvas

3. On Do Tank Do web page: https://academy.dotankdo.com/tools/5-bold-steps-vision-canvas/

Method 4. Future Newspaper

The "Future Newspaper" is a creative workshop tool designed to inspire teams to reflect on the long-term impact of their work. By imagining a newspaper article written five years from now, team members envision the best possible future for their project/company/LL. (Figure 9)

Benefits: This process encourages creativity and helps identify the necessary conditions, resources, and stakeholders needed to achieve success. Participants collaborate to turn these insights into actionable steps.

Figure 9. Newspaper

Technical Details

Format: Method
Timeframe for completion: 2 h
Group size: all
Facilitation level: Medium
Required materials: MS Word, Miro e.g., paper, markers, post-its

Source: Unsplash, link: https://unsplash.com/photos/a-newspaper-with-a-picture-of-a-man-on-it-IT6aov1ScW0

Procedure:
1. Divide participants into groups of three to five. Give each group a platform or paper to work on.
2. Write a headline which reflects the community's desired future. It is often easier to start from the glorious landmark change they want to see in their particular context. This can be as realistic or outlandish: however, this choice will have a direct impact on the ideas generated after.
3. Let participants think about, discuss and strategize what resources, conditions, people and events must come together to reach the future they have envisioned. How do we get to that future?
4. Lay out all the Future Newspapers, and after a brief presentation and discussion on the merits of each, a round of sticker-dot voting can help reach a consensus on which route to take.

More information about this tool and related templates is available:
1. On UNaLab ENoLL web page: https://unalab.enoll.org/future-newspaper/
2. On Miro: https://miro.com/miroverse/newspaper-article/
3. On Citizen Sensing toolkit: https://gonano-project.eu/wp-content/uploads/2018/05/citizen-sensing-a-toolkit.pdf

3. STEP. Co-creative design

In this phase, the development of a local LL concept, the design of its concept, and its establishment (prototyping) should take place. Just as in the other phases, the co-creation approach implies that the stakeholders make decisions together, respecting each other's input.

A co-creative design process should be built on constructive, positive and inspiring co-creation sessions, in which the actors can engage in development activities in a setting that provides energy, enthusiasm, and productivity. Many cases studied show that low threshold, informal meetings requiring no obligatory attendance yield a higher rate of attendance and more development decisions than formal meetings. They offer safe environments for the various actor groups to freely exchange ideas and brainstorm. Together with the low threshold character of these meetings, this allows the participants to firmly focus on the innovation and the content, offering a breeding ground for creative thinking. Considering shifting to online settings, this is possible to organise co-creation sessions in both, online and onsite settings. However, leaving it only online would also not be recommended as people sometimes need to meet face-to-face, mingle and exchange. There are different co-creation approaches which could be used for different forms of meetings.

LL developers and managers, who organise such meetings or sessions, should ensure using such terms that are accessible to all participants and avoid using specialised terms. The intrinsic motivation of participants should be nourished during the co-creation sessions. The motivation of participants will also very much depend on demonstrating the relevance of the Distance Lab project to each of the actors, by reconfirming the shared interests and by promoting a sense of ownership and responsibility among them.

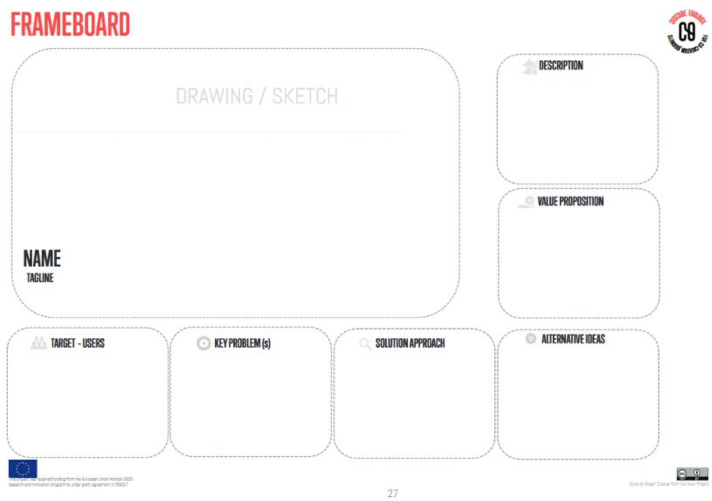
Method 1. Frameboard

The Frameboard is a canvas, or a template used to visualise and communicate the results of exploring a specific perspective on a problem or challenge referred to as "frames". In this design methodology, it is recommended to explore at least 6 to 10 different frames in order to visualise and understand the problem.[13]

Benefits: The Frameboard is a template that can be used to make a poster that gives clients and users a general idea to reflect on. The template is used to visualise these frames, which then helps facilitate discussion about the different perspectives on the problem and various types of solutions. (Figure 10)

[13] https://siscodeproject.eu/wp-content/uploads/2019/09/toolkit-27092019-1.pdf

Figure. 10. Frameboard template



Technical Details

Format: Method/ICT
Timeframe for completion: 2-4 h
Group size: all
Facilitation level: Medium
Required materials: Template (physical or online)

Source: Siscode toolbox, link: https://siscodeproject.eu/wp-content/uploads/2019/09/toolkit-27092019-1.pdf

Procedure:

1) The template is divided into seven slots and the template should be filled in following order:
   a) Description
   b) Value proposition
   c) Target user
   d) Key problem(s)
   e) Solution approach
   f) Alternative ideas
   g) Name and tagline – that can be drawn or sketched into.

More information about this tool and related templates is available:

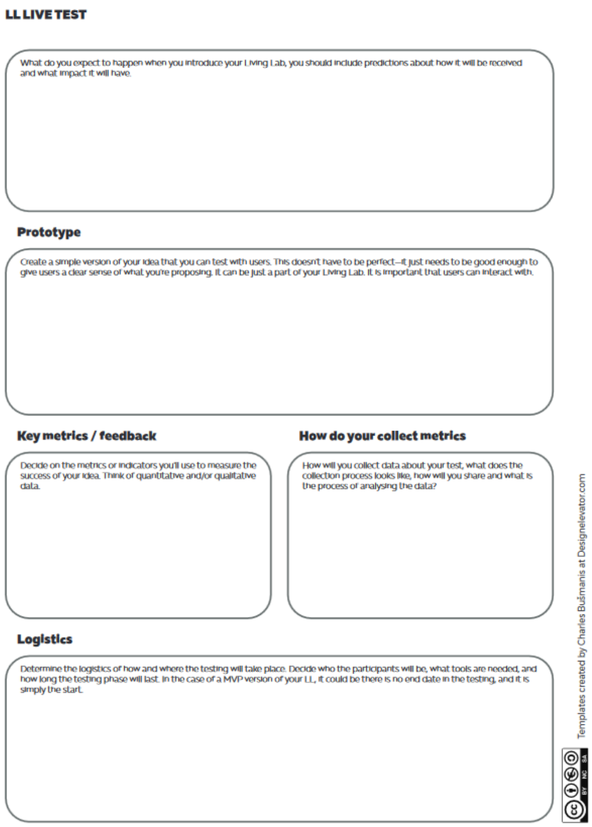
1) On Siscode project toolkit: https://siscodeproject.eu/wp-content/uploads/2019/09/toolkit-27092019-1.pdf
2) On Siscode project web page: https://siscodeproject.eu/labarticle/framing-framing-framing/
3) On UNaLab ENoLL web page: https://unalab.enoll.org/frameboard/

Method 2. Living Lab Live Test

Living Lab Live test is a template for planning the interaction with the target group members to set expectations, and to get feedback from them about the LL. (Figure 11)

Benefits: This template offers the opportunity to think from the user's perspective and involve them in the development of the LL process. This template can be used to set the expectations of what might happen when explaining the LL idea to target group members and create a small prototype to present and interact with the target group.

Figure 11. Living Labs live test template



Technical Details
Format: Template **Timeframe for completion:** 2-4 h **Group size:** all **Facilitation level:** Medium **Required materials:** Template (physical or online)

Source: Design elevator, link: https://designelevator.com/v2/main/

Procedure:

1) The template is divided into several parts:
   a) Expectations
   b) Prototype
   c) Key/metrics/ feedback
   d) How the metrics are collected
   e) Logistics
2) Meet in an online environment (MS teams, Zoom, etc.) and have the template available online.
3) Brainstorm about each part and write down the answers.

More information about this tool and related templates is available:

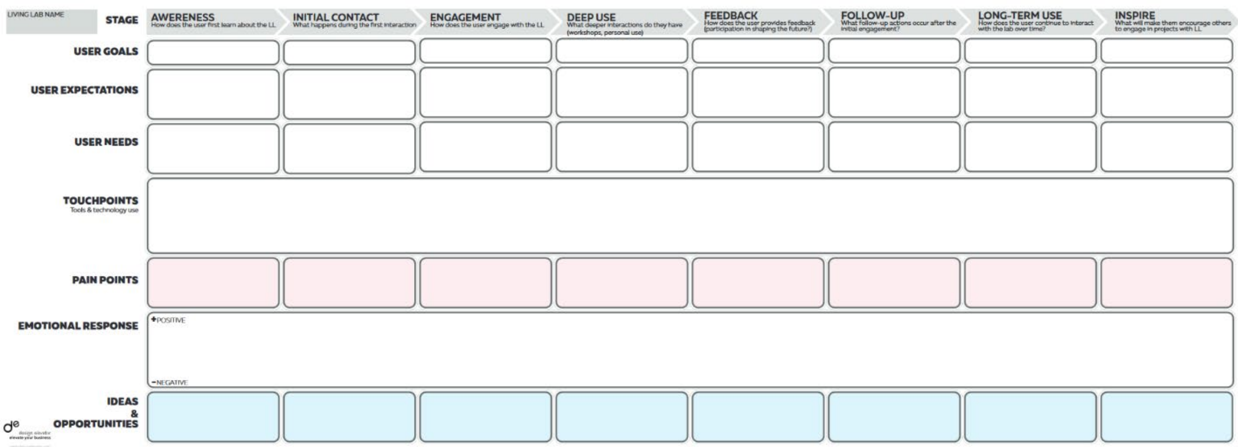
1) Design elevator web page: https://designelevator.com/v2/main/
2) On Qualtrics web page: https://www.qualtrics.com/en-gb/experience-management/product/product-concept-testing/?rid=ip&prevsite=en&newsite=uk&geo=LV&geomatch=uk

Method 3. User journey map

The User Journey Template is a structured framework that visually represents the steps or stages a user goes through when interacting with a product, service, or brand. It captures the user's experience from start to finish, including all touchpoints, emotions, pain points, and decision-making moments. (Figure 12)

Benefits: When mapping the journey, valuable insights into the needs and expectations of users at each stage can be obtained as well as challenges or issues that users might face. By analysing the journey, teams can make informed decisions on where to allocate resources and which areas need improvement.

Figure 12. User Journey Map template



Source: Design elevator, link: https://designelevator.com/v2/main/

Procedure:

1) Start by defining the specific user persona for whom to map the journey. This persona should represent a segment of the target audience, including demographic details, goals, motivations, and challenges.
2) Clearly define what happens in each stage from the user's perspective and what are the user needs.
3) For each touchpoint, specify the context, the user's expectations, and how they interact with the brand.
4) Identify and describe what are the pain points of the users in different phases. What are the challenges they face and what is the emotional situation in each phase?
5) Think of ideas and opportunities that are in each phase.

Technical Details

Format: Template
Timeframe for completion: 2-6 h
Group size: all
Facilitation level: Advanced
Required materials: Template (physical or online)

More information about this tool and related templates is available:

1) Design elevator web page: https://designelevator.com/v2/main/
2) On Miro: https://miro.com/miroverse/search/?term=user+journey+map

4. STEP. Implementation

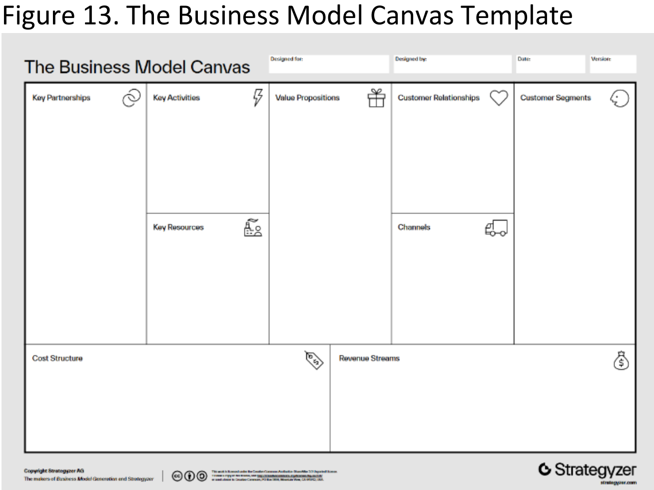
Implementation can be oriented to both the short term – for the piloting phase and the initial launch – and the medium to long term, in the case of the final implementation of the product. Members representing each stakeholder can change and/or new stakeholders can enter the organisation as the innovation evolves. It is important to immediately integrate new members with the motivation of the LL and the innovation so that they understand its function and actively participate.

Method 1. The Business Model Canvas

The Business Model Canvas is a strategic management and entrepreneurial tool used by all sizes of organisations to describe, design, challenge, invent, and pivot a business model. The business model canvas template acts as an executive summary of the business plan.[14] (Figure 13)

Benefits: The canvas is a simple-to-use tool that can simplify a business concept by breaking it into several parts on one page. Additionally, it is easy to present the business model in this way to stakeholders. The tool can also be used in Step 2 and 3.

Figure 13. The Business Model Canvas Template



Technical Details

Format: Template
Timeframe for completion: 2-4 h
Group size: all
Facilitation level: Medium
Required materials: Template (physical or online)

Source: Strategyzer, link: https://www.strategyzer.com/library/the-business-model-canvas

Procedure:

1. The Business Model Canvas consists of several parts:
   a. Key Partners
   b. Key Activities
   c. Key Resources
   d. Value Proposition
   e. Customer Relationships
   f. Channels

[14] https://corporatefinanceinstitute.com/resources/management/business-model-canvas-template/

    g. Customer Segments
    h. Costs Structure
    i. Revenue Streams
2. Together with colleagues discuss the aspects of business model of LL and fill out the Canvas.
3. It is advised to start filling the canvas by first completing Customer Segment and Value Proposition parts and then fill out the rest.

Keep in mind this is a living document, and it will change as your project changes and evolves. Use it to test your ideas and how your "system" responds to it.

More information about this tool and related templates are available:
1. On Strategyzer web page: https://www.strategyzer.com/library/the-business-model-canvas
2. On Miro: https://miro.com/miroverse/search/?term=busniess+model+canvas
3. On Corporate Finance Institute web page: https://corporatefinanceinstitute.com/resources/management/business-model-canvas-template/

Method 2. Onboarding Kit

Social interaction and good team spirit are integral to a healthy community of participants. Onboarding new people onto a project is a critical process that sets the foundation for their success and the overall effectiveness of the team

Benefits: A well-thought-out onboarding kit welcomes and guides a new participant into the project and the team.

Figure 14. Onboarding process example

Technical Details

Format: Method
Timeframe for completion: 1 week
Group size: all
Facilitation level: Low
Required materials: Template (physical or online)

Source: Unsplash, link: https://unsplash.com/photos/two-women-talking-while-looking-at-laptop-computer-7okkFhxrxNw

Procedure:
1. **Issue**. The first part of the onboarding kit should deal with bringing the participants up to speed on the issue. Put together some information on the topic, such as effects, possible causes and findings to

date. This not only raises awareness but also imparts an urgency. In here, a basic overview of the project, team, and any need-to-know information is also a great way for people to understand exactly what they are getting involved in from the outset.

2. **Community**. This might be the most obvious, but it has two parts. First, there is a very real, physical side to community building, which can take the shape of simple introductions, chats and discovery exercises, as well as team-building objects (such as T-shirts, tote bags, pins and stickers), all of which create a sense of team belonging. Secondly, there is the digital component, which becomes the forum where the community can congregate when not meeting physically. The platform used will vary from community to community, with some preferring social media, others email, and so on. Find what works best with the community and then co-create a safe space for discussion.
3. **Technology**. This is often the reason participants get involved with the project. It often helps to create a mini-guide so participants can become acquainted with the technology.
4. **Action.** Finally, a tool to encourage contribution is an excellent addition to the welcome pack. The sensing journals are a great option or even a basic notebook. Whatever the method for recording actions is, this could be a useful inclusion when new participants join a later iteration of the campaign.

More information about this tool and related templates are available:

1. On Citizen Sensing toolkit: https://gonano-project.eu/wp-content/uploads/2018/05/citizen-sensing-a-toolkit.pdf
2. On UNaLab ENoLL web page: https://unalab.enoll.org/onboarding-kit/

Method 3. Blink Testing/5 Seconds Test

Blink Testing, also known as 5 Second Testing, is a well-established usability research technique used by UX researchers, designers, product managers, and various other professionals, including those in marketing or business analysis. The idea of the technique is to show a product or service to participants for 5 seconds and then take away the picture and ask questions gaining insights of their first impression. (Figure 15)

Benefits: This method allows us to check what are the most distinguished features of the product, webpage, service or other materials. This will show whether the expectations of the design are met and what is the first impression of it. Five second testing allows us to easily gather qualitative and quantitative feedback from the audience. [15]

[15] https://fivesecondtest.com/

Figure 15. Five Second Tests poster

Technical Details

Format: Method/ICT
Timeframe for completion: 10 min
Group size: 1-15
Facilitation level: Beginner
Required materials: PC, Test pictures

Source: 5 Second Test, link: https://fivesecondtest.com/

Procedure:

1. Decide in which way and platform to do the test (fivesecondtest.com, PowerPoint, Mentimeter,etc.)
2. Create the test. Show participants the page for 5 seconds and then take it away. If using fivesecondstest.com, then it will automatically turn off the page after 5 seconds.
3. Gather the results and analyse them. Look for patterns.

More information about this tool and related templates is available:

On Five second test web page: https://fivesecondtest.com/
On UNaLab ENoLL web page: https://unalab.enoll.org/blink-testing/
On Smashing Magazine: https://www.smashingmagazine.com/2023/12/five-second-testing-case-study/

5. STEP. Evaluation

Evaluation is a core component of the LL approach. During the evaluation phase, the product and the process are evaluated to check whether the goals and ambitions have been achieved. This evaluation is done at two levels: 1) functioning of the innovation itself and asks questions, such as: Does it work, can people operate it, do people use it? 2) questioning the innovation itself or the aim of the innovation, leading to questions, such as: Is this the right innovation given the aim or the problem it intends to solve? Does it have many, perhaps unexpected side effects? Will it be replicable? If so, under which conditions and at which scale?

Evolution should indicate what should be changed and improved. In this context, the lessons learned in other places can be explored and applied. In this stage, cooperation with knowledge institutions in living labs becomes important to facilitate the learning process and applying lessons learned to local LL. In the case of the Distance Lab project, this is a great opportunity to have a regular exchange between piloted local LL to learn from each other.

Stakeholders should also be a part of the monitoring and evaluation. In this process, stakeholders should be involved in formulating the indicators to be monitored and the criteria to be evaluated.

Method 1. I Like, I Wish, What if

"I Like, I Wish, What If" is simple method that can be used when gathering feedback about the product, service or other aspect. Quite simply, the method invites the participant to provide open feedback in a positive manner. (Figure 16)

Benefits: "I Like, I Wish, What If" helps to gather feedback in a structured way. This is useful when the participants don't have much experience with giving constructive critique. One key advantage of this method is that it frames participants' feedback in a constructive and positive manner.

Figure 16. "I Like, I Wish, What If" template

Technical Details

Format: Method
Timeframe for completion: 1-10 min
Group size: all
Facilitation level: Low
Required materials: Word or other tool where to record the answers.

Source: Teo Yu Siang and the Interaction Design Foundation, CC BY-NC-SA 3.0., link: https://www.interaction-design.org/literature/article/test-your-prototypes-how-to-gather-feedback-and-maximise-learning#2._i_like,_i_wish,_what_if-9

Procedure:

1. Present the product, service, or thing for which you would like to receive feedback.
2. Ask them to provide 3 statements:
    a. **"I like…"** statements. These statements encourage participants to convey aspects they liked about the prototype, providing positive feedback.
    b. **"I wish"** statements. These statements encourage participants to share ideas on how the prototype can be modified or enhanced to address their concerns or negative aspects.
    c. **"What if"** statements. These statements ask participants to express new suggestions that may not have a direct link to the prototype. This opens possibilities for new ideas that can be explored in future iterations of prototypes.

More information about this tool and related templates is available:

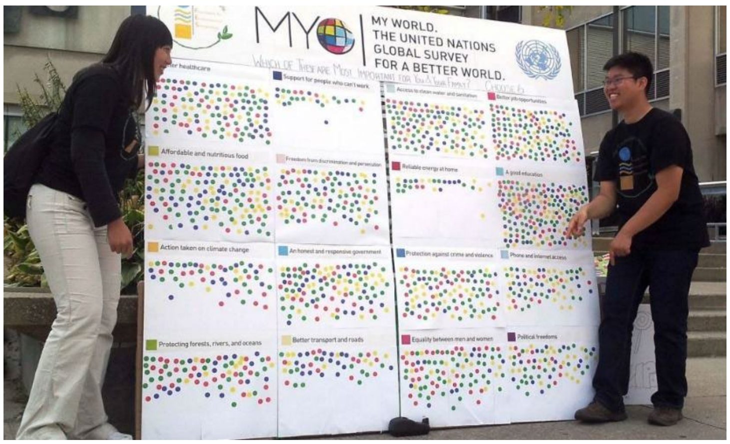
1. On the Interaction Design Foundation web page: https://www.interaction-design.org/literature/article/test-your-prototypes-how-to-gather-feedback-and-maximise-learning#2._i_like,_i_wish,_what_if-9
2. On UNaLab ENoLL web page: https://unalab.enoll.org/i-like-i-wish-what-if/

Method 2. Dotmocracy

Dotmocracy is an established facilitation method that involves voting with dot stickers or marker pen marks. In dot voting, participants vote on their preferred options using a limited number of stickers or pen marks, with dot stickers being the most used method. (Figure 17)

Benefits: Dot voting is a quick and simple method for prioritising a long list of options. Participants are not required to make a direct comparison of each option, and it allows expressing a preference for more than one option at the same time.

Figure 17. Dotmocracy example



Technical Details

Format: Method
Timeframe for completion: 10-20 min
Group size: all
Facilitation level: Low
Required materials: Template and dots (physical or online)

Source: dotmocracy, link: https://dotmocracy.org/

Procedure:

1. Each participant is given a predetermined number of dot stickers by the facilitator.
2. They then place the dot stickers next to the options they like. Participants can distribute their dots among as many options as they want.
3. The option with the highest number of dots at the end of the voting process is deemed the winner.[16]

Alternatively, you can also use this method in the early phase of the project to collect data from the public, you may also create diagrams where participants would put dots (and not only questions to choose from).

More information about this tool and related templates is available:

1. On dotmocracy web page: https://dotmocracy.org/
2. On UNaLab ENoLL web page: https://unalab.enoll.org/dotmocracy/
3. On Better valuation web page: https://www.betterevaluation.org/methods-approaches/methods/dotmocracy

[16] https://dotmocracy.org/what_is/

6. STEP. Refinement

Evaluation is followed by the refinement of the innovation, namely further improving the LL in line with the iterative character of the living lab approach. During refinement, the outcomes of the evaluation phase are used to go back to the appropriate development phase to solve the problems encountered and to better fit the stakeholders' needs. This process can take several rounds until the needs of all participants are satisfied.

Adjustments to and refinement of the co-created outputs should also be addressed in a co-creative manner. Using the co-creation approach must be used during the whole lifetime of a LL applying a relevant methodology for each specific case. Iterations should also be conducted in a process of co-creation, and the process, the tools, and the management can also be subject to evaluation and improvement.

In this phase, LL developers can use methods already described in previous steps such as Blink Test/ 5 Seconds test, and User Journey Map. The refinement stage of the LL involves planning and improving the LL as well as reflecting on what has been already accomplished, so methods for plan development are also key aspects. Additional techniques that can be used in this phase are Pilot Appraisal and Walt Disney Method.

Method 1. Pilot Appraisal

A Pilot Appraisal is a great way to evaluate the collaborative efforts of both participants and organisers. It can be a formal or informal session to identify strengths and areas for improvement. There are several methods to conduct the appraisal, but one approach to encourage feedback is using cards to explain methods and sticker-dot voting to gather input (This can also be applied in an online setting like Miro or another tool). Additionally, the insights gained from the appraisal can be used to plan future pilot projects.[17] (Figure 18)

Benefits: Simple and active approach to finding out what were the strengths and weaknesses of the campaign.

Figure 18. Pilot Appraisal session set-up example

Technical Details

Format: Method
Timeframe for completion:1h
Group size: all
Facilitation level: Low
Required materials: Template and dots (physical or online).

[17] https://gonano-project.eu/wp-content/uploads/2018/05/citizen-sensing-a-toolkit.pdf

Procedure:

1) Start with a discussion. Set up a safe environment to talk about positive experiences and frustrations with the pilot. Record everything.
2) Using flashcards, write down the titles and a short description of the stages of the campaign.
3) With sticker dots, vote on the activities that were enjoyable and useful in one colour, and the activities that were frustrating or less useful in another colour.
4) At this point, dive into discussions on specifics. Disregard the more negatively rated activities, as well as suggest activities that were perhaps missing from the previous campaign. This step is a great lead into the process of planning a new pilot.[18]

More information about this tool and related templates is available:

1. On UNaLab ENoLL web page: https://unalab.enoll.org/pilot-appraisal/
2. On Citizen Sensing Toolkit: https://gonano-project.eu/wp-content/uploads/2018/05/citizen-sensing-a-toolkit.pdf

Method 2. Walt Disney Method

The Walt Disney method is a creativity technique that people use to look at a problem or situation from three different perspectives (Dreamer, Realist, and Critic). The method is named after film producer and animation pioneer Walt Disney, who used this method in his work. (Figure 19)

Benefits: If there are only similar characters in a team, this method helps to take a different view and break out of the old ways of thinking. Deadlocked thinking structures are solved. Can be used in a group or individually.

Figure 19. Walt Disney Method's visualisation

Technical Details
Format: Method **Timeframe for completion:** 1-2h **Group size:** 1-10 **Facilitation level:** Advanced **Required materials:** Template (physical or online).

Source: Designed by the Authors according to Walt Disney Method

[18] https://gonano-project.eu/wp-content/uploads/2018/05/citizen-sensing-a-toolkit.pdf

Procedure:

1. The team first adopts the role of the dreamer, generating ideas and visions without worrying about limitations.
2. Next, they become the realist, evaluating the ideas by considering what needs to be done, required resources, and feasibility. Answering questions like: What needs to be done or said? What is needed for the implementation (material, people, resources, knowledge, techniques, etc.)? What do you feel about this idea? Which basics are already available? Can the approach be tested?
3. Finally, the team takes on the role of the critic, constructively analysing the realist's conclusions, identifying improvements, and assessing risks. Answering questions like: What could be improved? What are the opportunities and risks? What was overlooked? How do I think about the proposal?
4. The process continues, cycling through these roles until the critic has no further significant questions, signalling that the idea is fully refined. This method can be applied in a simple, pragmatic discussion, with additional participants contributing within the three roles.

More information about this tool and related templates is available:

1. On UNaLab ENoLL web page: https://unalab.enoll.org/walt-disney-method/
2. On Design Methods Finder web page: https://www.designmethodsfinder.com/methods/walt-disney-method
3. On Miro: https://miro.com/miroverse/disney-brainstorming-method/

7. STEP. Dissemination

Dissemination refers to the drawing of lessons from the experiences in the LL in order to apply them in future contexts and in cases of other Distance Lab partners. Dissemination takes place during the whole process, including the development, learning from interim experiences, evaluation results, etc.

Lessons include all experiences and findings of the LL process, including those, what works and what doesn't work. Lessons should be processed and documented. For this process, different forms, such as publications on websites, blogs, and videos can be used.

Lessons also should be analysed to understand why some actions and activities succeeded or failed in the specific situations of the LL. These learnings can be further used for improvements and necessary adjustments.

Methods and tools used

Methods and tools used for dissemination depend on the target group addressed by LL and should follow the general communication and dissemination rules. The online communication tools to be considered are listed below in the Table 2 and can be categorised for different purposes:

- R- Research,

- TB- Team building,
    - Ideation
- D- Development
- AE- Assessment/Evaluation
- V- Validation

Table 2: Communication tools list and description Communication Tools

Name	**Link**	**Purpose**	**Description (how they are used)**
Skype & Skype for Business	*https://www.skype.com/en/*	R, TM, I, D, AE, V	Microsoft tool. Includes chat, video conferencing, etc. Instant Messaging and VoIP.
Slack	*https://slack.com/*	TM, I, D	Business Communication Platform. Offer groups and topics. Also, VoIP.
Meetup	*https://www.meetup.com/*	R, TM, I, D, V	Service hosting in-person events for groups and individuals having similar interests.
Zoom	*https://zoom.us/*	TM, I, D, AE	Video conferencing service communication platform.
GoToMeeting	*https://www.gotomeeting.com/*	TM, I, D, AE	Video conferencing service communication platform.
WEBEX	*https://www.webex.com/*	TM, I, D, AE	Video conferencing service communication platform.
Whatsapp	*https://www.whatsapp.com/*	TB, D	Encrypted personal & group Communication instant messaging & VoIP platform, owned by Facebook.
Utox	*https://utox.org/*	TB, D	Open-source peer to peer instant messaging platform.
Telegram	*https://telegram.org/*	TB, D	Instant messaging and voice over IP service platform.
Circuit	https://unify.com/en/solutions/team-collaboration/circuit	TB, D, AE	Cloud-based digital workspace.
Podio	*https://podio.com/site/en*	TB, D, AE	Cloud-based digital workspace.
Google Hangouts	*https://hangouts.google.com/*	TB, D, AE	Video conferencing service communication platform by Google.
Facebook messenger	*https://www.messenger.com/*	TB, D, AE	Instant messaging and voice over IP service from Facebook.
Facebook workplace	*https://www.facebook.com/workplace*	TB, D, AE	Business platform offering channels, instant message, etc.
Discord	*https://discord.com/*	R, TB, I	Business Communication Platform. Offer groups and topics. Also, VoIP.
Signal	*https://signal.org/en/*	TB, D, AE	Encrypted messaging service.

Source: iPRODUCE, D2.4. Report on Co-creation and Open Innovation Methods for social manufacturing: https://iproduce-project.eu/resources-results/d2-4-report-on-co-creation-and-open-innovation-methods-for-social-manufacturing/

Attitude

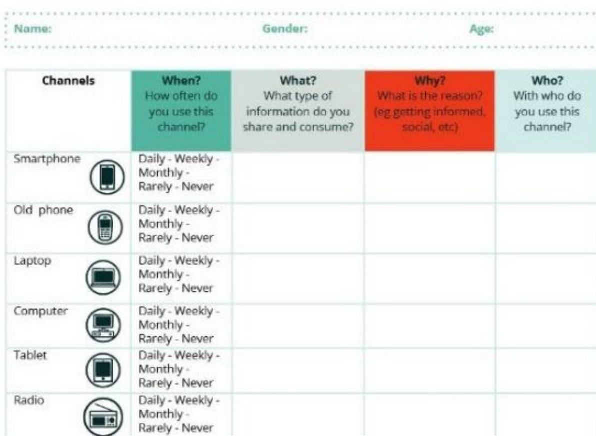
To ensure a proper dissemination it is extremely important to cultivate a project culture, where giving and receiving feedback occurs naturally. Sharing challenges and doubts is being a norm but also showing recognition and telling the others when they inspire us.

Method 1. Communication Map

The tool provides a visual overview of the communication channels used by a specific target group. It also informs about the type of information they are being exposed to and what their preferences are for channels and format. (Figure 20)

Benefits: It includes a list of channels, assessing their frequency of use, the social context in which they are used, and the type of information shared on each of them.

Figure 20. Communication Map Template example



Name: Gender: Age:

Channels	When? How often do you use this channel?	What? What type of information do you share and consume?	Why? What is the reason? (eg getting informed, social, etc)	Who? With who do you use this channel?
Smartphone	Daily - Weekly - Monthly - Rarely - Never			
Old phone	Daily - Weekly - Monthly - Rarely - Never			
Laptop	Daily - Weekly - Monthly - Rarely - Never			
Computer	Daily - Weekly - Monthly - Rarely - Never			
Tablet	Daily - Weekly - Monthly - Rarely - Never			
Radio	Daily - Weekly - Monthly - Rarely - Never			

Technical Details

Format: Template
Timeframe for completion: 1h
Group size: all
Facilitation level: Medium
Required materials: Template (physical or online).

Source: Butterfly works, link: https://toolbox.butterflyworks.org/tools/communication-map

Procedure[19]**:**

1. Decide on how to use this tool, it can be filled out by participants on their own, or in an interview setting. In the first case, explain the whole tool and let people fill it out on their own. In the second case, place the map in front of the interviewee and fill it out together.
2. Let the participants follow the instructions on the worksheet. Start with a simple drawing of themselves in the inner circle and add their name, gender and age.
3. Place the icons of the different communication channels and tools in the circles according to how often they use them: every day, every week, every month. Or outside the circles if they are never used.
4. For the channels and tools that are most used, describe more details:
    - When do you use this?

[19] https://toolbox.butterflyworks.org/tools/communication-map

- What do you use this for?
- Who do you use it with?
- How do you use it?

More information about this tool and related templates is available:

1. On UNaLab ENoLL web page: https://unalab.enoll.org/communication-map/
2. On Toolbox web page: https://toolbox.butterflyworks.org/tools/communication-map

Method 2. Social media

While it may seem obvious, this is a more direct and less filtered media that can be used to communicate daily activities and life in your lab, it is possible to share the account with the participants, or even to ask them to share with you a picture of their work or a quote every other month.

8. STEP. Replication

Replication leads to taking over LL concepts by other Distance Lab partners or other LL developers. If this is the case, then all steps from 0 to 7 must be repeated.

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6. Design a better business. 5 bold steps, link: https://www.designabetterbusiness.tools/tools/5-bold-steps-canvas
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28. UNaLab. ENoLL. I Like, I Wish, What if, link: https://unalab.enoll.org/i-like-i-wish-what-if/
29. UNaLab. ENoLL. Mindmap, link: https://unalab.enoll.org/mindmap/
30. UNaLab. ENoLL. Onboarding Kit, link: https://unalab.enoll.org/onboarding-kit/
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