

Living Labs as Catalysts of Participatory Business Models for Cultural Heritage Institutions: a literature review

Ilaria Rosetti
Trilce Navarrete
Ellen Loots

School of History, Culture, and Communication
Erasmus University Rotterdam



Funded by
the European Union

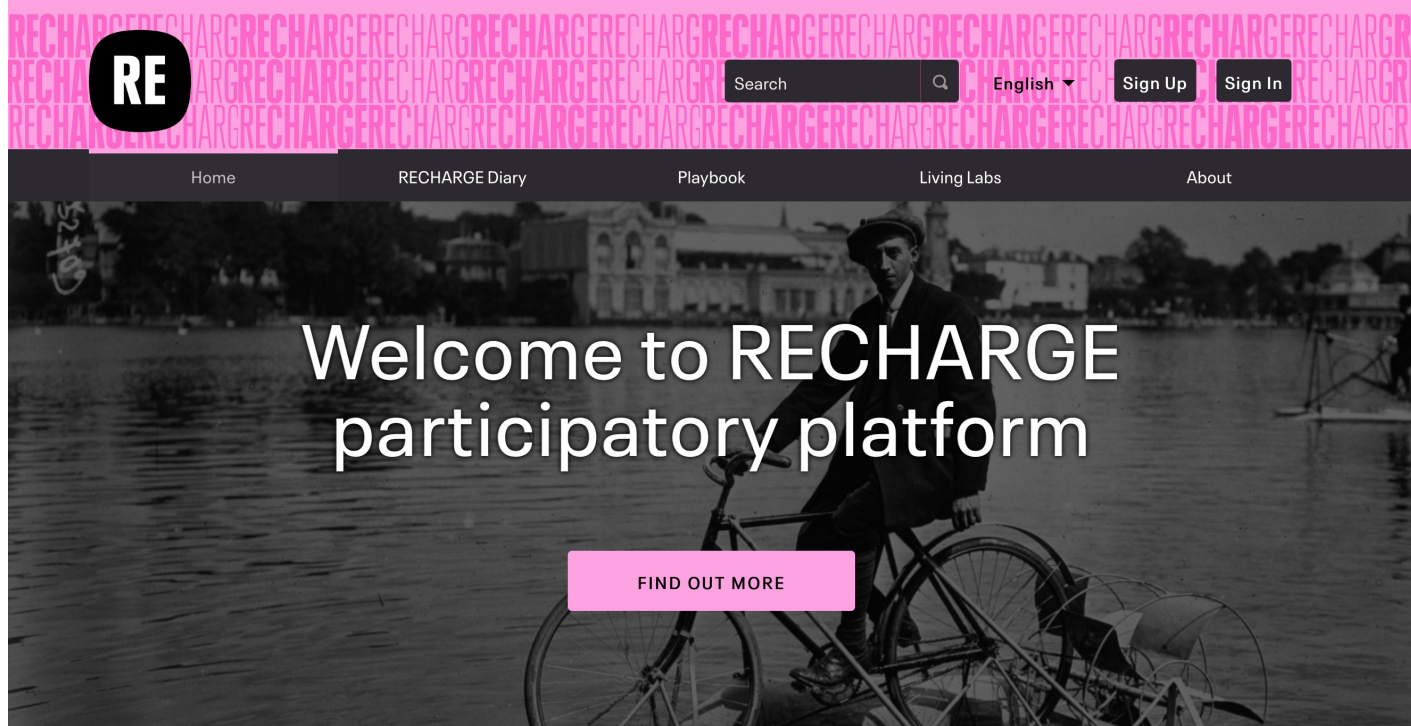
Faro Convention International Conference 2024

RECHARGE project

Resilient
European
Cultural Heritage
As Resource for
Growth and
Engagement



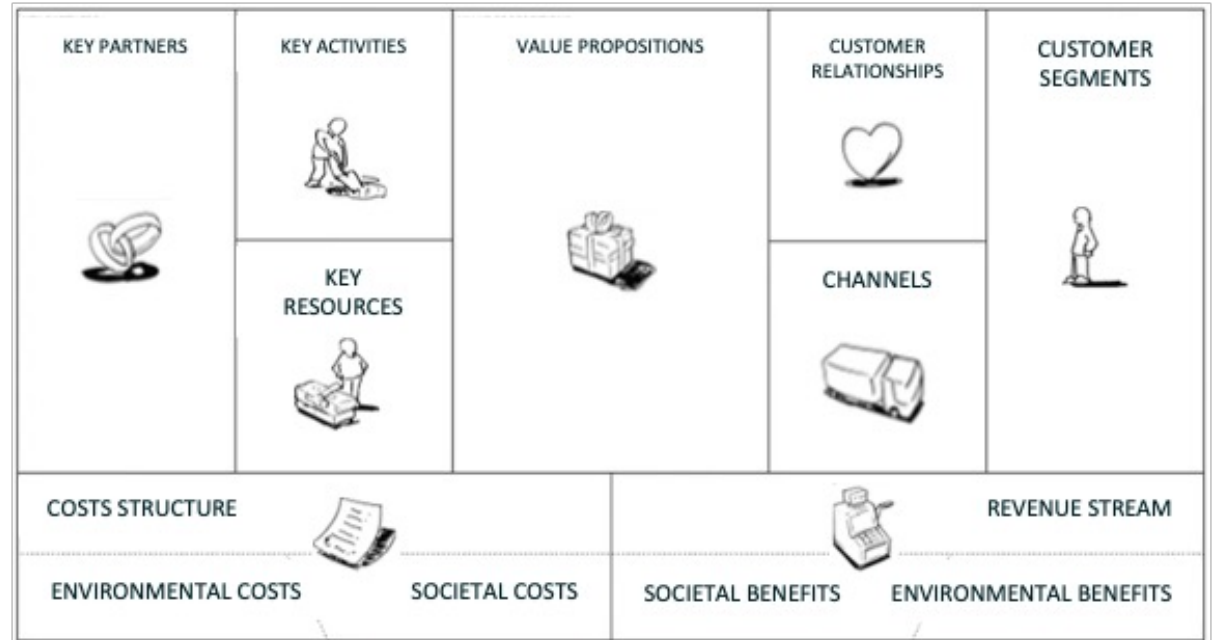
Funded by
the European Union



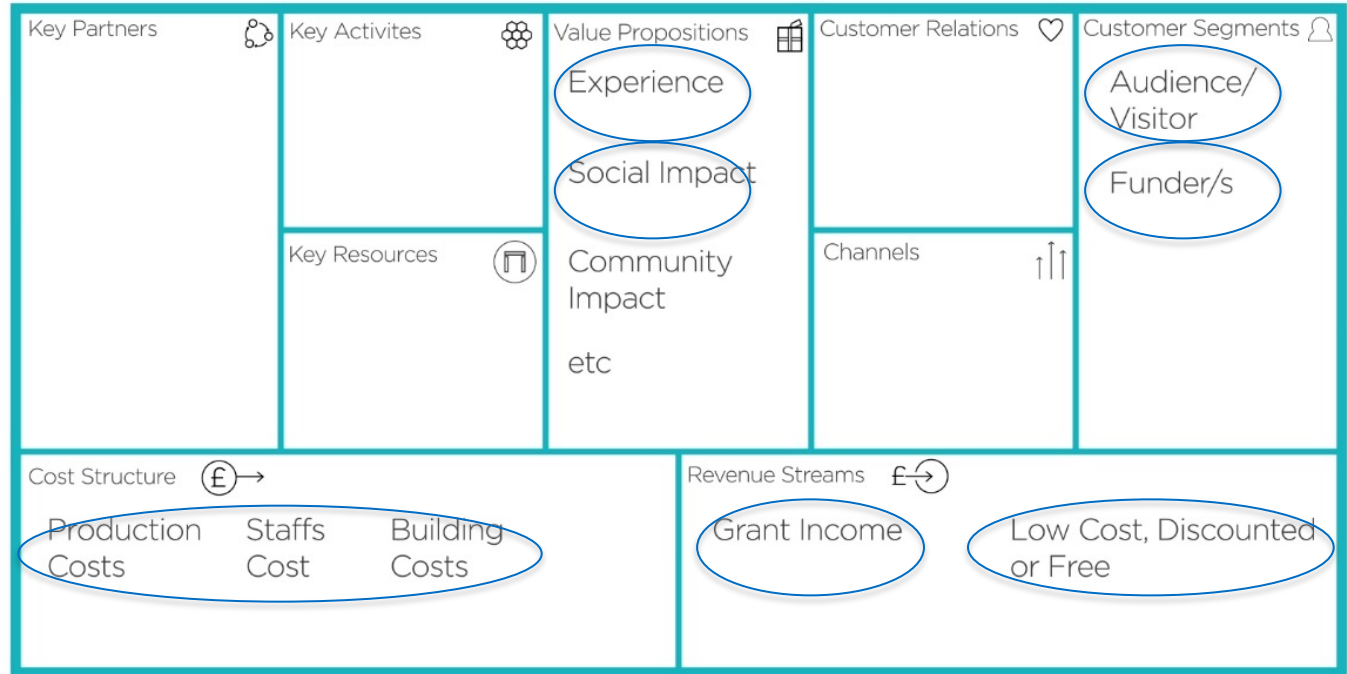
- Capture the value of participation through **participatory business models** for cultural heritage institutions
- Set up **Living Labs** as experimentation ground to co-create PBM, measuring, monitoring, and evaluating participation in iterative learning cycles.

What is a Business Model?

A BM is the description of the rationale by which an organization **creates**, **delivers**, and **captures** value and turns it into economic, social and cultural outputs.



Traditional Business Models in Culture



Funded by
the European Union



Business Modelling and Open Innovation in the Cultural and Creative Sector



Funded by
the European Union

ADAPTATION

- **Global** environmental, social, cultural, and economic sustainability **challenges**
- **Sector challenges:** (1) from analogue to digital, (2) changing cultural consumer behaviors, (3) reduction/gaps in financing, (4) changing working methods

OPEN INNOVATION

- **Open up value network** and **rethink relationships**
- Value-(**co**)**creating**, value-(**co**)**delivery**, and value-(**co**)**capturing**

Participatory Heritage Practices

Different inputs, activities, outputs, impact, and degrees of transformation.



Funded by
the European Union

Living Labs

Living Labs are dynamic spaces where **ideas and solutions can be co-created, tested, and iterated** by collaborating stakeholders.

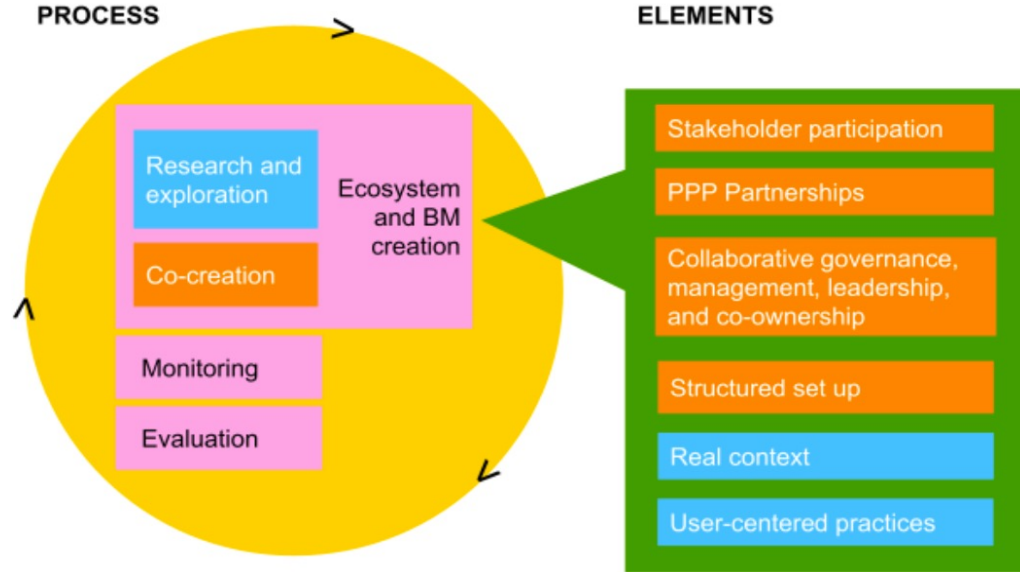
The Living Lab offers methods for cultural heritage institutions, researchers, industry, communities, and government to co-design concrete solutions in **real-life environments**.

Operating as “innovation zones”, Living Labs can bring together **community knowledge with professional expertise for action-based projects**.



Funded by
the European Union

Living Labs



OUTCOMES

(Open) Innovations

Mutual Benefits for society and organisations

Sustainability of practices and transformative change

Can LLs be catalysts of PBMs for CHIs?



Funded by
the European Union

Methodology

STEP 1 SYSTEMATIC LITERATURE REVIEW

- Explicit use of “participatory business model”
- Scopus and Web of Science
- Only 10 peer-reviewed articles, book chapters, and conference proceedings
- Interdisciplinary papers



Definition and Framework

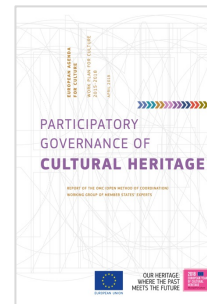
STEP 2 CASE STUDIES REVIEW to test the Participatory Business Model Framework

EU WORKPLAN FOR CULTURE 2015-2018



- Report of the European Expert Network on Culture (EENC) (2015)

- 39 cases



- Report of the Open Method of Coordination (OMC) Working Groups (2018)

- 47 cases



Funded by
the European Union

What is a Participatory Business Model?

Participatory Business Models are experimental approaches to co-value creation, co-value delivery, and co-value capturing that include a broad spectrum of stakeholders.

They reflect the process that makes the operations by businesses, organizations, and institutions more ***desiderable, feasible, and financially viable***, by leveraging their stakeholders networks.

Through such an engaged contribution, participatory business models devise ***sustainable solutions that strenghten the resilience*** of the businesses, organizations, institutions and their networks.

By approaching participatory approaches to business model-making, PBMs present three main characteristics:

Co-innovate to remain relevant and unique
Develop Solutions with various degrees of co-ownership
Innovate from inclusive needs-based cooperation



Funded by
the European Union

Results

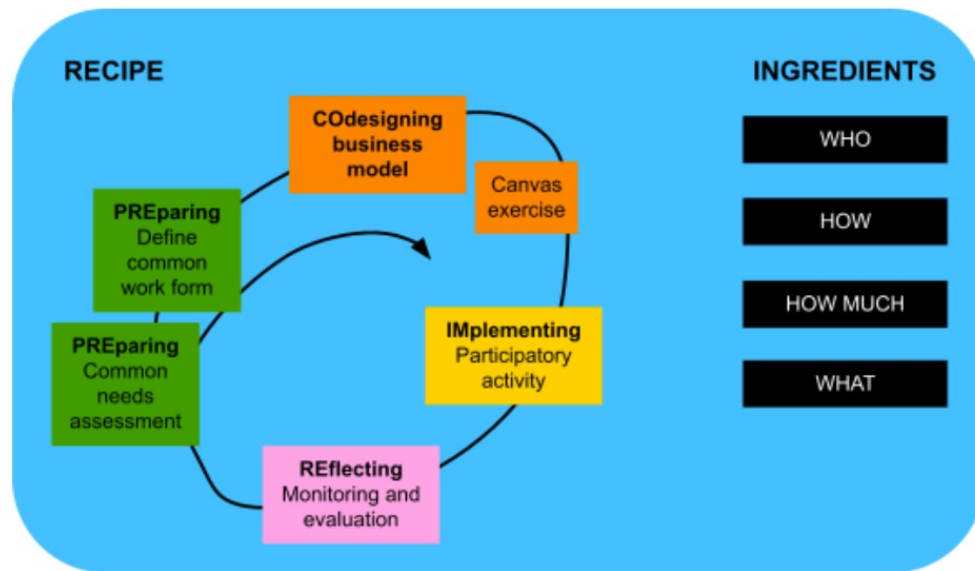
- 28 characteristics
- 4 steps process
- Critical success factors
- Gains to participatory investment

CHARACTERISTICS	(Lennon, Dunphy, and Sanvicente, 2019)	(Gulksen, Poiksen, and Baur, 2014)	(Baur, Ankenbrand, Mitchell, 2013)	(Quinonez Zuniga, Laverde, and Luz, 2019)	(Chica Páez and Ruiz-Roquefi, 2022)	(Kritika and Palli, 2013)	(Marques, Borges, Sousa, and Pinho, 2011)	(Manuel-Sinde, 2021)	(Pettersen and Kumsvik, 2021)	(Suteu and Peroni, 2016)	INCIDENCE COUNT
Multiple perspectives	x	x	x			x	x		x		6
Inclusive participatory business model making	x	x		x			x			x	5
Process-oriented		x	x	x	x		x				5
Shared benefits					x	x		x	x		4
Participation in decision-making/deliberation					x		x	x		x	4
Participatory methods and tools		x	x				x			x	4
Co-ownership and shared control					x			x	x		3
Cross-sectional engagement	x		x	x							3
Sustainability of practices and resilience		x						x		x	3
Inclusive innovation		x	x						x		3
Adaptation of language		x		x						x	3
Monitoring and evaluation				x		x					3
Mediation and facilitation								x	x	x	3
Participatory action research and planning	x			x							2
Integrated approach	x	x									2
Co-creation and co-design	x								x		2
Co-management and co-governance						x		x			2
Needs-based				x			x				2
Systemic approach				x			x				2
Cooperation and collaboration					x			x			2
Co-financing					x						1
Iterative engagement	x										1
Partnerships							x				1
Stakeholders management							x				1
Trust and transparency								x			1
Regulated participation								x			1
Social and environmental responsibility								x			1
Empowerment										x	1



Funded by
the European Union

Participatory Business Model (Making) Framework



CRITICAL Success Factors

Iteration Systemic approach Integrated and regulated participation

GAINS to participatory investment

Multiple perspectives	Shared benefits	Trust and Transparency	Empowerment
Inclusive innovation	Sustainability and Resilience	Co-ownership and Shared control	
Social and environmental Responsibility			



Funded by
the European Union

Testing the Participatory Business Model Framework

PARTICIPATORY BUSINESS MODELS vs PBM-MAKING:

- “Creative People and Places” (UK)

PROCESS BOTTLENECKS:

- COdesigning
- REflecting

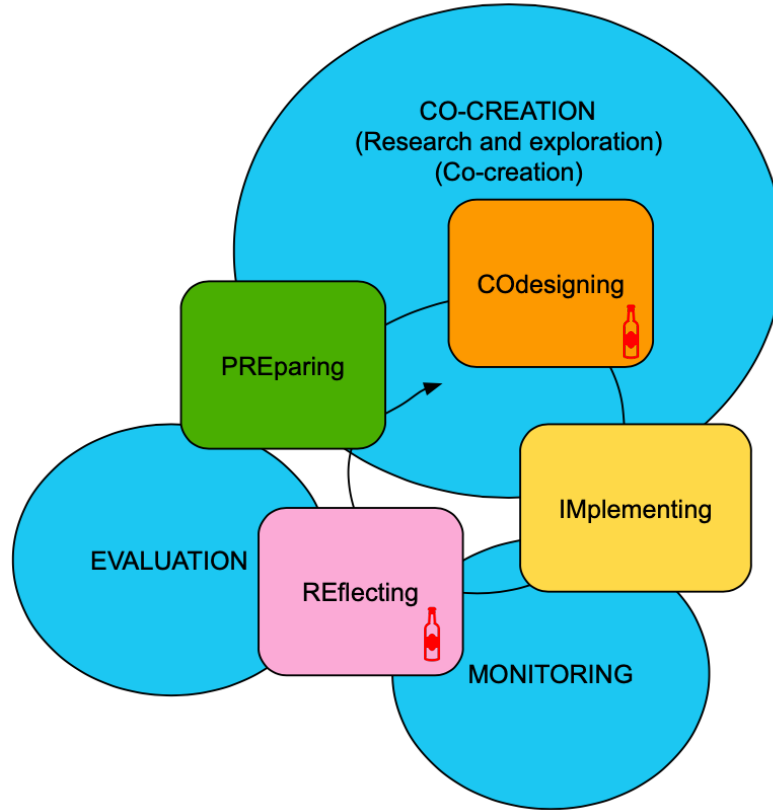
MAIN CHALLENGES:

- Engage in dialogue, debate, reflection, and change with all stakeholders
- Moving beyond the *making for* or *making with* approach and facilitating the activation of stakeholders through PPP partnerships.



Funded by
the European Union

Living Labs as Catalysts of Participatory Cultural Business Models (?)



- Overlapping processes
- Bridging steps
- Controlled environment
- Co-ownership
- Experiment of a new framework
- Established methodology
- Critical points of attention



Conclusions and Future Research

- PBM-making in culture is an underresearched topic
- (1) timely co-creating with all stakeholders, (2) closing the participation loop, and (3) iterating it sustainably and durably to foster real change emerges as the main challenges
- Adopting LLs as catalysts of PBM and PBM-making for CHI shows potential for experimenting co-creation processes – on a theoretical ground
- Future research can test the models in practice, with particular attention to COdesigning and REflecting processes (RECHARGE LLs)



Funded by
the European Union

RE

Search



Sign Up

Sign In

Home

RECHARGE Next

RECHARGE Diary

RECHARGE Events

RECHARGE Playbook

Living Labs

About

Recharge Next Open Call

Transformative Participatory Cultural Business Models for Cultural Heritage Institutions.

Call for Proposals for the new generation of RECHARGE Living Labs.

APPLY TO
RECHARGE
NEXT

FOLLOW US: <https://recharge-culture.eu>

CHECK OUR CALL RECHARGE NEXT and SPREAD THE WORD:
<https://recharge-culture.eu/processes/RechargeNext>

GET IN CONTACT: rosetti@eshcc.eur.nl

RE



Funded by
the European Union