

Living Labs Case Studies

Serfenta LAB, The Serfenta Association

Table of contents:

<u>1. An introduction to your organisation</u>	<u>2</u>
<u>2. Why become a RECHARGE NEXT Living Lab?</u>	<u>2</u>
<u>3. Data collection</u>	<u>2</u>
<u>4. Your Living Lab activity</u>	<u>2</u>
<u>5. Output(s) and impact</u>	<u>3</u>
<u>6. Reflection and conclusions</u>	<u>4</u>
<u>7. Appendices</u>	<u>5</u>

1. An introduction to your organisation

- In this introductory paragraph, please include a description of your institution in the context of place, type of institution and number of staff including volunteers. Please describe any past experiences your organisation had with participatory practices prior to starting the RECHARGE NEXT journey.

Serfenta has worked for over 17 years in the field of modern and business approach to basketry craft. The experts who create the organization, Paulina Adamska and Łucja Cieślak (together with business advisor Urszula Szwed) designed their own Business Model “Innovation model of Craft Revitalisation”. It helps to carry out the activities. Their goals include sharing, promoting, and managing knowledge about the intangible heritage of basketry. Serfenta’s activities cover workshops and expert events; talks about the meeting point between cultural anthropology, craft, and market; and bringing the craft experience to everyone. They teach those, who then teach others to spread the knowledge and skills of the basketry. Serfenta is one of three Polish NGOs that is accredited by UNESCO. In 2024 we received Europa Nostra Award for the unique ideas of education in craft, in 2022 the Jeonju International Award for Promoting Intangible Cultural Heritage (JIAPICH), with strong focus on sustainable business. The organization is also a finalist of New European Bauhaus Award 2023 with the “Innovation Model of Craft Revitalisation”.

Serfenta is the Association and an entrepreneurship. As an association, Serfenta was leading many projects through the 17 years of work. In the “Innovation Model of Craft Revitalisation” we propose to connect heritage, tradition and traditional values with modern needs, modern market. Serfenta is the Association after economisation process, so we combine external funds and incomes from selling products and services. We recommend to combine culture and tradition with the market as a part of economical sustainability – so the ideas included in the Recharge Next LL was close to our activities. We hire two person as a full-time job, business advisor and craft instructors as part-time workers, we cooperate with masters of tradition.

Furthermore, we know the value of participation processes - e designed our ICH base in the process of design thinking. The process based on deep understanding of users’ needs. We created, we discovered how to design a new products and new services based on heritage. We created, and we still create new ways for tradition in a modern world.

START

The project of Serfenta LAB, initiated a year ago as part of the application to the Recharge program, aimed to explore how Serfenta’s existing solution – the Innovation Model of Craft Revitalization (IMCR) – could be scaled and shared more widely. Developed by Serfenta, this model had been used as a tool for revitalizing and promoting traditional crafts, and its potential led us to consider broader applications. We wanted to scale our knowledge and experience, but also we cannot collect fund by ourselves for new business and for making progress in this direction. That’s why we were very excited when we discovered the LL and

the possibility of financial support, mentoring. We got the feeling that it's perfect for us and our situation at that moment.

- Please link the final version of your Canvas here.

<https://miro.com/app/board/uXjVI7lhN1w=/>

- Any other relevant background information.

We got the doubt in the beginning that LL is more for cultural institutions, but finally we applied as an NGO and it was a little challenge. After all, we think that NGO's participation opened the whole LL proposition more also for NGOs in the future!

2. Why become a RECHARGE NEXT Living Lab?

- Describe why you wanted to adopt a participatory practice to solve your challenge.

In the moment of application, we got the feeling, that we need some help or advise from someone, who is not involved as much as we in Serfenta in the topic of our everyday work. Taking a look from the distance is a very important information and like a fresh air in the team. Also, we needed to grow a group, a community of supporters, co-workers, other experts to make it more available for all beneficiaries and clients – so our idea was to create a group of experts working with us. LL gave us not only this, but also mentors and the whole international team of LL experts and leaders – it was really precious.

KEY CHALLENGE – SCALING

One of the main findings of this initial phase was the necessity of scaling the model. We realized that the greatest challenge would be designing CRM in a way that allows it to function across diverse contexts, beyond Serfenta's unique ecosystem. Over the following months, we experimented with various approaches and solutions to enable scalability.

- List the objectives you identified for your Living Lab and describe how you have achieved them, using this table:

Objective	How you have achieved the objective
Recognition	New brand, new website hiheritage.com
Scaling	New offer, new website, new solutions,
New directions	new team, renaming of the effect
Financial improvement	New offer ready to work with clients
Opening for the new people, new	Builed team of experts, created a

3. Data collection

- Please add any outstanding data to your KPI documents ([Tailored KPIs](#) and [Shared KPIs](#))

4. Your Living Lab activity

Co-ideation

Actually the biggest co-ideation work was taken when we applied for the Recharge Project, so we are listing the inner meetings, the meetings with our mentors, and also the testing events (2 presentations and Picobello project) - 12 from the beginning of realisation.

The co-ideation phase took 17 weeks in total (4 weeks before applying, (april - may) 4 weeks testing (june) 5 weeks (july - august - september – october)).

A. Inner meetings

Participants: The core of the project: Paulina Adamska, Łucja Cieślar (the Serfenta team) + Urszula Szwed (the business advisor)

1. 18.04.2024 start of promotion in Social Media – the first post about REcharge :-)
(promotion coordinator: Łucja Cieślar)

2. 23.04.2024 The first meeting - planning of work in Recharge LAB

3. 10.05. Working with the Business Model Canvas (MIRO) – changes in the Business Model Canvas

4. 11.06.2024 Presenting solutions designed for Cultural Heritage as an expert in the Masovian Heritage Forum – the III rd edition.

5. 11.06.2024 - Urszula Szwed presenting ideas of the Serfenta LAB during the event Heritage Innovators Day.

6. 20-27.06.2024 working with KPI's (Łucja Cieślar, Urszula Szwed)

7. 24-28.06. PICOBELLO Piloting COLlaborative ways to Better Living Locally project. During the study visit in Spain – Ferrol in Galicia (Paulina Adamska)

8. 27.08.2024 Meeting with preparations to the visit of mentors – MIRO BMC, KPI's, report of the work in the project

9. 10.09.2024 Meeting with the mentors in Cieszyn

10. 23-24.09.2024 Meeting with Recharge in Warsaw

11. 14-18.10.2024 working with a report of work

12. 17.10.2024 a meeting with planning the next steps with the Recharge project and with the next steps connect with the ideas, which started to exist thanks to Recharge project (we are planning the next steps based on the work we made are we still do with Recharge, but we want to add more, and share the effects wider).

B. Meeting with the mentors, 10.09.2024, Cieszyn, Serfenta

participants: Urszula Szwed, Paulina Adamska, Łucja Cieślar, Sander Jurisson, Teele Siig, Anna-Liisa Õispuu (on-line), Ragnar Siil (on-line).

9:30 Meeting in Serfenta

10:00 Meeting with the mentors, talking about KPIs, main activities, reporting from the project realisation

13:00 meeting with Ragnar Siil, common work with the Business Model Canvas, improving our Business Model Canva for Serfenta

14:00 Presentation of Serfenta work for mentors

15:00 Lunch and sightseeing of Cieszyn, visiting craft workshops in Cieszyn

+ 23-24.09.2024 Meeting in Warsaw with the whole ReCharge team.

C. Event/ activities for the audience - presentations and lectures (connected with the 1st KPI) :

11th of June 2024 - Presenting solutions designed for Cultural Heritage, we took a part as an expert in the Masovian Heritage Forum – the III rd edition. Paulina Adamska presented our (awarded by Europa Nostra) Craft Revitalisation Model and our new way of thinking of the heritage nowadays. We have developed our solutions for the basketry craft, but the model can be applied more broadly to other areas of

cultural heritage. Therefore, on its basis, we can design services based on heritage and propose social innovations.

- 11th of June 2024 - As the second activity, Urszula Szwed took a part in the event Heritage Innovators Day (event online). She presented for the audience, her focus was to share the know-how, presenting benefits of craftwork, examples of designed solutions and social innovations, based on Model of Craft Revitalisation by Serfenta.

https://www.youtube.com/watch?v=P-CZ7ZO_0mM

- 24-28th of June - We took a part in PICOBELLO Piloting Collaborative ways to Better Living Locally project. During the study visit in Spain – Ferrol in Galicia. Paulina Adamska presented our new ideas, which we call **SHIL Serfenta Heritage Innovation Lab** and our Business Model. SHIL is a group of experts from a field of culture, business, design, heritage, and crafts. Thanks to our Marshal Office of Silesian Voivodeship we could join this study visit in Spain and meet the new partners from Spain, France, Finland, Latvia, and Greece. Also one of our experts from the community was involved – Lubomira Trojan.

The effect of these presentations is what we imagined when we created the project - we want to help cities, regions and institutions open their local communities to local heritage and crafts, to make it more open and available to everyone. After this presentation we have a visible effect – the interest of other institutions and associations to try to apply our ideas in their work, with our help.

3 organisations has contacted us in the topic of new services for the heritage area:

- the state of Paraná, Brazil. „we would be honoured to learn more about good practices as well as indicators, data and experiences of how your initiatives are developed and ideas of how we can implement it as public sector”

- Warsaw Bauhaus Foundation, <https://warsawbauhaus.org/zespol-fundacji/>, Janków Pomorski

- dr Talaga, Poland, working in the area of intangible cultural heritage in the subject of interest is indeed highly "intangible" and has nothing to do with crafts but with the

heritage - it is about the folk wrestling style from north-eastern Poland (so-called "biady" or "bziady").

So this part of work definitely has the positive effect and create the Serfenta Association as a visible expert on the heritage area. People on the national and international level, now know more about the ideas and our work with the craft/heritage, the recognition and understanding of the organization is changing. The recognition of the Serfenta Association as an innovative and inclusive organisation is enhanced abroad. The main change - from the craft organisation (because people see us this way) to the experts working with innovative ideas for heritage – is in the progress thanks to Recharge.

The summaries:

<https://serfenta.pl/en/model-rewitalizacji-na-mazowieckim-forum-dziedzictwa/>

<https://serfenta.pl/heritage-innovators-day-2024/>

also you can check serfenta recharge at Facebook:

<https://www.facebook.com/photo/?fbid=839387228232893&set=a.379399980898289>

STEP 1 Serfenta Lab

It was necessary to expand the team. The original Serfenta team was too small to even consider scaling. So we hired experts and formed a team that would work together to develop scalable solutions. At this step, we started calling the part of Serfenta responsible for this process **Serfenta Lab**.

STEP 2 SHIL Serfenta Heritage Innovation Lab

As a result of our team's work, we began identifying aspects of Serfenta's operations that could be scalable while remaining attractive on the market. Using the design thinking method, we arrived at the concept of the **Serfenta Heritage Innovation Hub**. This marked a significant departure from Serfenta's original focus on basketry. For the first time, we expanded the scope to include cultural heritage more broadly, and we introduced the idea of innovation.

We realized that what we truly wanted to scale and share with the world, is an innovative approach to craft and heritage. Something important that our idea was not treat tradition as something static, or belonging only in an old-style open-air museum, but rather as a foundation for creating new solutions that meet the needs of contemporary people and the modern world.

We also recognized that the set of design processes that led us to develop our IMCR system could be applied to other crafts and forms of heritage, producing different results. It is this model of working that we want to scale and bring forward. In the first

part of the project we've been testing and planning to scale what we already have, but when we counted the economical possibilities – the result was not optimistic, and we felt that we stuck for a moment.

BREAKING POINT

A major turning point occurred during a mentoring visit in Cieszyn connected with a conversation with the expert Ragnar Sill. A crucial insight emerged: no one wants the “Serfenta model” in its original form. Instead, partners and stakeholders are looking for tools adapted to their own needs and contexts. It was something totally different that what we planned and expected at the beginning! Said in a simple way – we need to co-created and redesigned that again.

After that meeting, we sat down with our community of experts once again to explore how we could further separate the solution we were developing from Serfenta itself—so that others could use it independently. We began identifying specific target groups for this solution and concluded that it would be especially valuable for the public sector—cities and regions in particular.

The intersection of our goals - ensuring that heritage and craft are not merely preserved, but actively contribute to economic development and remain relevant and attractive to contemporary audiences. With this target group led us to the creation of our final concept: **HI! Heritage Impact**. Still base on Serfenta's knowledge, experience, and the core, but finally we can say that's bigger than we thought, expected and planned, more fresh, new and wider.

Co-creation

Schedule of the meetings – work with the realisation of Recharge Project with a community of experts

25.04.2024 The first contact with a group of chosen experts

17-18.05.2024 The first meeting with the community of experts in Brenna - Paulina Adamska, Łucja Cieślár, Karolina Kania, Lubomira Trojan, Joanna Brassset, Maria Garus. The leader and the coordinator of the team is Urszula Szwed.

10.06.2024 Online meeting with the community of experts (coordinator Urszula Szwed)

22.06.2024 Working online in groups with a group of experts: (coordinator: Urszula Szwed)

29.06.2024 solutions for craft experience - Łucja Cieślár, Paulina Adamska, Joanna Brassset (an offline meeting in Ustroń)

9.07.2024 Working online in groups with a group of experts: (coordinator: Urszula Szwed) solutions and possibilities for research as a service – Maria Garus, Lubomira Trojan, Paulina Adamska

9. 07.2024 Working online in groups with a group of experts: (coordinator: Urszula Szwed) solutions for business development and work with business clients (mapping) – Karolina Kania, Urszula Szwed, Łucja Cieślak

E. Working with the community of experts - Serfenta LAB or with the new name for the ideas **SHIL Serfenta Heritage Innovation Lab**, is the most important part in our project. Mapping of possibility scripts for scaling the services of Serfenta Association in the group of external experts as a way to economical improvement. We chose the 5 experts when we applied for the Recharge project, to create a new quality in Serfenta. So we created a group, Serfenta (2 people) + 5.

The base is our experience with services in the basketry craft area and the work of research of people's needs for years, what we want are the new services (the way to commercialisation) for the cultural heritage area. What we use is our Business Model of Craft Revitalisation. The experts have the wide and open view, and together we can improve, share and present our work to the wide audience. And also sell services based on heritage – because this is the on of our goal. We've got a few meetings behind us, and it's a new quality of work in Serfenta. This is not the end of our work, we still have some planned meetings in the project.

SHIL Serfenta Heritage Innovation Lab (Serfenta LAB) is a group of experts from a field of culture, business, design, heritage, and crafts which we create with 7 brilliant women. Together in the RECHARGE project, we have the possibility to design some new solutions together.

The group create: Paulina Adamska, Łucja Cieślak, Karolina Kania, Lubomira Trojan, Joanna Brassat, Maria Garus. The leader and the coordinator of the team is Urszula Szwed.

17-18.05.2024 Meeting with the community of experts - 2 days meeting in Brenna - how to create new solutions for the heritage ideas, the first meeting of the community

Participants: Paulina Adamska, Łucja Cieślak, Karolina Kania, Lubomira Trojan, Joanna Brassat, Maria Garus. The leader and the coordinator of the team is Urszula Szwed.

Gathering:

Day 1, evening: gathering in Brenna, a session of exchanging competition and experience

Day 2, breakfast, Otwarte Karty session (cards – tool for mapping skills and competitions and for the integration of the group), brainstorm for possibilities of work and ideas, mapping of possibilities of scaling

A tool which we used: Otwarte Karty (Open Cards) – choose your own method of building team cooperation. Improves the efficiency and comfort of online and offline work. Check how your team functions. This time, focus on relationships, not processes. Discover what strengthens people's commitment and cooperation in the team, and what blocks them. Build a team that allows you to operate efficiently in new times. Fix, establish, new common rules, develop a model in which people will want to work and engage. (for more about the tool check) <https://otwartekarty.pl/>

10.06.2024 Online meeting with the community of experts: possibilities of cooperation, areas for work in smaller groups (craft experience, research and external funds, business and development). An online work with the experts – filling the form in google, mapping skills and common areas for the future work (documentation of the results in the attachment)

Urszula Szwed, Łucja Cieślar, Paulina Adamska, Joanna Brassset, Lubomira Trojan, Maria Garus, Karolina Kania

https://docs.google.com/forms/d/1XfHcJauh7XbfN_cStDQ5cvslSAHb_4Vd8nfd_gsHaug/viewanalytics?ts=665709dc

https://docs.google.com/spreadsheets/d/1U0cSQ8dHocc_AVu3H9Wr2ZzVC18oe_kORdZlaj_RCMI/edit?usp=sharing

Working online in groups (coordinator: Urszula Szwed)

29.06.2024 solutions for craft experience - Łucja Cieślar, Paulina Adamska, Joanna Brassset

(an offline meeting in Ustroń)

9. 07.2024 solutions and possibilities for research – Maria Garus, Lubomira Trojan, Paulina Adamska

9. 07.2024 solutions for business development and business clients – Karolina Kania, Urszula Szwed, Łucja Cieślar

The summaries:

<https://serfenta.pl/en/we-recharge-serfenta/>

17.10.2024 a meeting with planning the next steps with the Recharge project and with the next steps connect with the ideas, which started to exist thanks to Recharge project (we are planning the next steps based on the work we made are we still do

with Recharge, but we want to add more, and share the effects wider). A workshop with a discussion with a group of persons with similar experiences. Planning the offer and analysing people's needs. Also in this time we got the information that we possessed other funds (Krajowy Program Odbudowy) and we can prepare something bigger, like the website.

8.11. 2024 „SHIL Serfenta Heritage Innovation LAB – business possibilities for heritage” A discussion and a brainstorm about solutions and possibilities for research as a service. The discussion took place in Cieszyn, Urszula Szwed was leading during the meeting. We talked about the: SHIL Serfenta Heritage Innovation LAB – designing services for heritage, discussion about scaling, vision and mission of the SHIL, discussing business possibilities for heritage. We cocreated SHIL to HI HERITAGE IMPACT and prepared the vision of the website hiheritage.com to present our solutions to the whole world.

It was the meeting after our BREAKING POINT so we redesigned and co – created our previous ideas again.

Prototype & Testing

STEP 3 HI! HERITAGE IMPACT

Hi! Heritage Impact is an expert-driven initiative developed from Serfenta's experience, offering a personalized approach to craft and heritage revitalization. Unlike the original model, HI! does not present a one-size-fits-all solution, but instead designs custom frameworks for specific organizations and communities. It maintains IMCR's foundations while functioning independently and adaptively.

THEN AND NOW Testing Phase and continuation of work

To support the launch of HI!, a dedicated website was developed to present the new concept. The project is now in a testing phase – we have received the first inquiries and are conducting pilot projects to refine the final form of the service offering.

For the prototype and to present our ideas we collected funds from other grant – Krajowy Program odbudowy, which leded us to make a website

<https://hiheritage.com/>

The project were leaded simultaneously from the October to December of 2024.

The grand opening and the announcement of the page HI Heritage Impact – is planned for the beginning of March.

<https://hiheritage.com/>

Linkedin: <https://tiny.pl/q46smt38>

4.01.2025 Co creation workshop in Cieszyn (in situ) – Business Model Canvas, building new solutions. Refreshing of BMC, building the offer for the website, planning the scaling of the project and creating a plan to gather the feedback from the audience.

Urszula Szwed, Łucja Cieślak, Paulina Adamska, Joanna Brassset, Lubomira Trojan, Maria Garus, Karolina Kania

The summary after the meeting:

<https://serfenta.pl/en/good-cooperation-recharge-serfenta/>

24.02.2025 “How to scale the results and solutions in the Recharge project”
Discussing gathered feedback from clients, how to scale new solutions for the heritage ideas, how to present the effects of the project, how to communicate with the audience and potential clients.

Urszula Szwed, Łucja Cieślak, Paulina Adamska, Joanna Brassset, Karolina Kania

Evaluation

18.03.2025 “The first summary of the Recharge Next LL project – experiences, challenges, progress, timeline, and the future.”

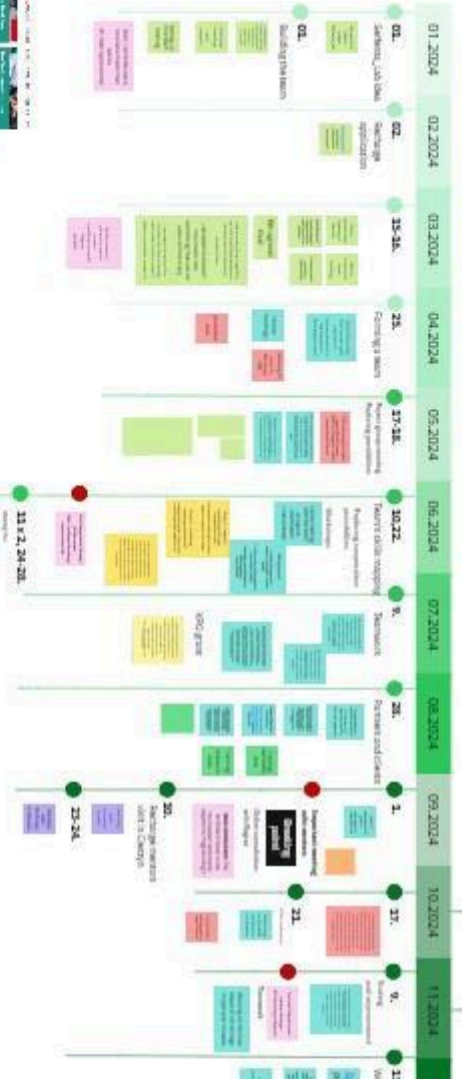
Urszula Szwed, Łucja Cieślak, Paulina Adamska, Joanna Brassset, Lubomira Trojan, Karolina Kania, Maria Garus

The summary of the Recharge Next LL project – experiences, challenges, progress, timeline, and the future.

This summary meeting reviewed the stages of the Recharge Next LL project. It highlighted the team's experiences with the Living Lab methodology, discussed emerging challenges, outlined the progress made with the project timeline. We also addressed possibilities of the potential promotional movements and economic activities of our team of Hi! Heritage Impact experts. The division of tasks in the area of coordination, promotion, and establishing relationships with partners was agreed upon. Hi! decided to conduct information activities on a large scale to inform as many recipients as possible about its existence.

[Presenting our activities on timeline:](#)

Timeline Serfentia



24.04.2025 The evaluation and the summary of the Recharge project, plans of possessing clients, sharing tasks for the future.

Urszula Szwed, Łucja Cieślak, Paulina Adamska, Joanna Brassat, Lubomira Trojan, Maria Garus, Karolina Kania

This final evaluation and summary meeting marked the conclusion of the Recharge project. It involved an assessment of the project's overall outcomes and impact, a review of strategies for engaging clients with the developed results, and a discussion of the distribution of remaining tasks and responsibilities for the project's finalization and dissemination of findings. We have decided to consider the next possibility for the Serfenta Association connected with applying for the external funds for developing Hi! Heritage Impact project from the same grant like we did in 2024 - KPO, National Recovery Plan. The final decision will be taken in June 2025.

- [How did you identify your stakeholders? Do you think the living Lab methodology assisted you in developing meaningful relationships with stakeholders? Describe how you maintain these relationships.](#)

Our stakeholders come from:

public sector:

- cities, regions,
- lower and higher level public administration,
- universities in Poland and abroad
- public cultural institutions
- urban organisations
- touristic sector

private sector:

- business: companies, corporations
- non-governmental organizations: associations, foundations
- communities of active citizens
- private cultural institutions and companies who needs to uncover or built connections with values
- touristic sector

We identify them by our previous partner and business relationships (through the channels of the Serfenta Association and the team of Hi! Heritage Impact experts connections). For example, the Serfenta has been running many different international projects for many years. We have also been invited to participate in conferences, panels, workshops, study visits with lectures as an experts. Our contacts reach institutions at various levels. Similarly, the experts invited to

co-create the Hi! team are women with extensive international contacts reaching both the business world and the world of science. Not only Serfenta, we all work internationally, so the impact is huge.

Examples:

State of Parana, Brasil – contact through Silesian Marschall Office in Katowice. Government representatives interested in cooperation that would support the local cultural heritage resources of indigenous communities in Brazil and develop them towards a socially sustainable business.

Silesian University – important substantive Partner from our region, Silesia, Poland. Source of international contacts from the science society and many orders for our local activities.

International portal MadineEurope dedicated to the crafts is looking for alternative, commercial solutions for its business.

The living Lab methodology assisted us in developing meaningful relationships with our Stakeholders very much. Living Lab of RECHARGE project emphasis on co-creation, real-world application, knowledge sharing, building sustainable models, and iterative feedback. It provided a structured and supportive environment for the whole Serfenta Team and later Hi! Heritage Impact, so we could develop meaningful and impactful relationships with our Stakeholders, researchers, industry partners, the local community in Cieszyn, and potentially government entities – all crucial for the success and long-term sustainability of our future initiatives.

We maintain relationships with our Stakeholders by maintaining contact in the form of emails, phone calls, business and partner meetings, occasional wishes and gifts. In the case of events or activities to which we can invite, our partners have priority. We are present in our social media channels, especially LinkedIn:

LinkedIn: <https://tiny.pl/q46smt38>

where each of our experts team is active, stays in touch with the Stakeholders and business Partners.

- **Describe any unforeseen challenges that have occurred in your living Lab activities. How did you solve these?**

Improving and growing the idea – the work with a group of experts gave the unexpected scale of results, which was surprising even for us, but it was actually great for the project.

During our work we discovered that for such a big plans we need to collect more money and we applied for another funds, because only ReCharge funds can't cover our plans. We applied for the Krajowy Program Odbudowy funds and the effect of this is the website hiheritage.com. We cannot make the page with the funds only from this project, but we decided, that what we do is so important, that we want to give more energy to this.

We didn't expect and planned that the Recharge project will take so much time from the administration – documents, meeting, new tasks. It was hard in a few moments to cover all needs of Recharge, because we are an NGO in many activities and with the entrepreneurship direction.

Many changes in the inside of the project – our idea evolved many times during the process, it was very creative. But finally the effect is spectacular for us, we feel satisfied!

Details: a lot of technical problems with the page creators – programmers. Why the cooperation with IT workers is always so hard? (the question without the answer). But we patiently solved it, but it took time and the final effect was later than we expected. Even if we actually built the page very fast!

From one side, that flexibility and opening for changes was so great in this project. From the second side it was a challenge, because it was also changes inside the project – more tasks, more meetings, changes in the pattern of BMC, more documents and additional task. But we understand that the whole process was living like Living Labs so we tried to do our best to fill all forms, canvas, tables etc to improve the final effect for us all.

5. Output(s) and impact

- Describe your Living Labs' output(s) here. E.g. Services, products, visitor experiences, exhibitions etc. Please upload photographs and videos [here](#) naming them like this: "HUNT_Cocreation_17.06.23"

Summary and Results

The main objective of the Recharge Next LL project was to find a way to make IMCR accessible to a broader audience. This goal was successfully achieved – though in a surprising and transformative way. The process led to a significant shift in direction: from an internal Serfenta model to a universal, expert-driven tool HI! Heritage Impact ready to be implemented in various contexts. We are sure, that the good and deep research which we did during the project is the clue to build a solution needed on the market. With an offer like this we can create a huge impact in the society, because our proposition is based on existed resources, values, heritages, in which our clients

are already connected. So it is about using what is already existing, but with a new ways of using, presenting, sharing, growing.

New Offer of HI! Heritage Impact, created during project (services in the heritage area):

We design heritage-based solutions:

- Compliant with the New European Bauhaus and the European Green Deal.
- Fostering the development of cities and regions.
- Aimed at attracting both new inhabitants and tourists.
- Building the identity of a place.

01 Research processes

Mapping and identifying heritage resources which may serve as a basis for development projects; recognising users' needs; mapping the resources and potential of regions, organisations, users, and local communities.

02 Solution design

Creating tangible innovative solutions, adapted to the needs of cities and regions, following the policies of the New European Bauhaus.

03 Workshops

Coordinating participation processes focused on resource mapping and creating a database for future innovative transformation solutions.

04 Data research for strategies

Using heritage as a key element in:

- development of cities and regions,
- development of organisations,
- development of tourism,
- marketing.

05 Innovative service design

Designing unique heritage-based solutions that enhance the appeal and competitive edge of organisations, cities, and regions.

06 Customised recommendations

Creating recommendations for organisations, regions, institutions, and communities, based on their available potential and resources, to help them find the right development direction in the given context.

07 Designing commercial solutions

Based on cultural heritage and traditional values, offering financial profit.

08 Heritage analysis and evaluation

Helping to understand the role of heritage in today's world and recommending possible ways of making good use of heritage resource.

- [Please write a brief description of the value that your Living Lab created for your organisation and community.](#)

In HI HERITAGE IMPACT we coordinate and support processes in which heritage plays a key role in building sustainable, attractive, and economically viable cities and regions.

Active use of heritage empowers local communities, fosters the development of new economic initiatives, and fuels tourism. Heritage drives innovation, growth, and a sense of belonging. Thanks to heritage, people, organisations, towns, cities, and regions become more powerful, attractive, and aware of their worth.

We work at the meeting point of heritage, design, and market strategies. We design solutions that propel the development of modern cities and regions.

We can lead to discover the development potential of organisations, towns, cities, or regions.

- We approach heritage with respect, recognizing it as a valuable resource for development
- We share interdisciplinary expertise and years of experience
- We create solutions that appeal to modern audiences, address their needs, and deliver tangible benefits
- We work collaboratively through workshops, engaging local communities and diverse stakeholders
- We support transformation processes towards a Green Economy
- We operate in alignment with existing strategies, tailoring actions to local needs and opportunities

- We create spaces for dialogue, fostering meaningful connections between culture and business
 - We inspire action and empower communities to implement change
 - We prioritize sustainable development, considering long-term social, cultural, and environmental benefits
- Living Lab self-assessment and level of satisfaction on its achievements.

Objectives	Result description	Achievement level (scale of 1-5)	Sustainability level (1-5)	Internal Impact level (organization) (1-5)	External Impact level (community) (1-5)
Objective 1: The recognition of the Serfenta Association as an innovative and inclusive organisation is enhanced abroad. The main change - from the crafter's organisation (because people saw us this way) to the experts working with innovative ideas for heritage		5	5	5	5
Objective 2: Mapping of possibility scripts for scaling the	A new offer with new services presented on the webpage	5	5	5	5

services of Serfenta Association in the community of external experts as a way to economical improvement	hiheritageimpact.com				
Objective 3: Sharing the idea of the CHANGE in heritage, searching the new solutions in the heritage idea	Presentations during projects, the offer on websites, LinkedIn profile	5	5	5	5

Achievement Level: Where 1 is Poor: The objective was not met. The outcomes fell significantly short of expectations, with minimal or no progress made.
And 5 is Excellent: The objective was fully met or exceeded. All expected outcomes were achieved with high quality and effectiveness.

Sustainability: where 1 is Low: The result has minimal potential to continue. It is unlikely to be sustained or evolved beyond the first iteration without substantial changes or support.
And 5 is Very High: The result has very high potential to continue. It is likely to be sustained and adapted for future iterations with little to no additional support required.

Internal Impact : where 1 is Low: The result had minimal or no impact. It did not significantly affect the system of the organization, its procedures, activities and approaches.
And 5 is Very High: The result had a transformative impact on the organization. It profoundly affected the system of the organization, its procedures, activities and approaches.

External Impact : where 1 is Low: The result had minimal or no impact. It did not significantly affect the intended community..
And 5 is Very High: The result had a transformative impact. It profoundly affected the intended community, creating significant positive change.

6. Reflection and conclusions

Please describe the added value of participatory practices according to your Living Lab experience

Please summarise your Key Findings

Inputs for future directions and new cycles (what will you do differently? What was the main lesson learned that you will not do again!?)

Our problem in Serfenta is that we cannot design and do a small project. We tried to be realistic and not overgrow it at the beginning of this project, because the budget was not so big, but finally... we grow it, and we did something huge. But actually one of our main goals was to scale our experiences, so the goal is done. But we did much more work than we thought at the beginning, we also possessed another grant to support ideas from this grant. It is like a snowball! Why it is so difficult? Because we work in a small team every day, and that is a huge challenge to lead a micro company, an association, to make an economical sustainability and also to realise all additional tasks. So for the next time... I don't know what to do. That's about us as a person, but we will try again to be more realistic!

Also next time I am going to ask leaders for the schedule, in which it will be: all tasks, documents and deadlines, to know how much impact and time we need to give for the coordination and administration of the project. It is better to be aware from the beginning what is needed.

Describe how you see the Long-term sustainability of your project and possibilities for scaling Up

After the whole process of Recharge Next LL we have:

- a community of experts connected with HI Heritage Impact
- research of people's needs connected with our work
- values which we can deliver to the market – for cities, regions, communities, organisations
- a new services, product and solutions for the new group of clients
- an offer of Hi Heritage Impact ready for implementation to the market and to sell
- a webpage with all new ideas gathered and presented in a modern way

Selling this effect is the way to build our financial stabilisation and to grow as an organisation and entrepreneurship. We can continue our work with a strong background.

What recommendations would you give another similar organisation for potential replication of the Living Lab methodology?

Always dream big, but plan your schedule realistically.

Think about your economical sustainability and cooperate with the market, that's really important nowadays in the cultural heritage area. We need to be independent and strong. Heritage is full of values, which we all needs in a modern world and in our lives.

Listen to people's needs, ask and note the answers, it will connect you with a real world, and it helps you evaluate your work.

7. Appendices

- Please upload the signed Informed Consent Forms [here](#), labelling them as follow: "HUNT_ICF_Cocreation_17.06.23"
- Please upload the Participant Lists [here](#), labelling them as follow: "HUNT_PL_Cocreation_17.06.23"
- Supplementary data sources

Name of the document	Content	Link

- Supplementary Materials