

Living Labs Methodology at the Crossroad between Theory and Practice

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Prologues

The notion that **concept formation** is preliminary to **measurement** (Brady and Collier, 2010; Sartori, 1970) seems almost common sense: why on earth would we jump to measurement without having thought about the concepts? (...)

Put differently, the preference for either **conceptual analysis** or **measurement** may be the result of the **maturity of the field**. (Becker, 1998)

Agenda

1 Living Labs

2 Participatory Business Model

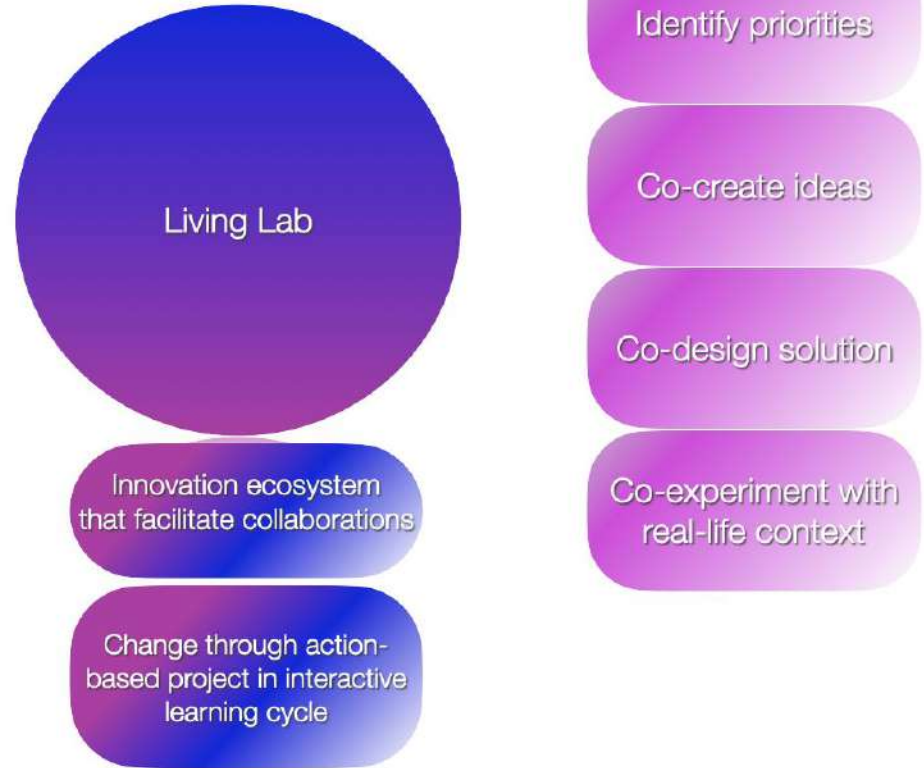
3 Participatory Practices

4 Multi-dimensional Outputs

5 Key Learning & Emerging Challenges

Conclusion

1 Living Labs



Living Labs working definition:

- dynamic spaces where ideas and solutions can be co-created, tested, and interacted by collaborating stakeholders” (Rosetti, Navarrete, and Loots, 2023, p.4).
- operate as ‘innovation zones’ where know-how from different sources can merge for action-based projects.

Living Labs characteristics:

- user-centred practices
- multi-stakeholder participation
- collaborative approach (for governance, management, leadership, and co-ownership)

Question: are these labs effectively supporting to advance participatory practices and foster long-term cultural - and socially driven - initiatives? What are their multilevel and multidimensional outputs?

Limerick, Ireland

Beautiful, vibrant, friendly
Population 100,000
32 different nationalities



Serious social challenges



Limerick City
The Most Underprivileged City in Ireland

Hunt Museum

- 18th century Georgian Palatine Custom House
- Gardens lead down to the Shannon
- Between King's Island & Limerick's main shopping street.
- Hunt Museum in a Garden



Hunt Museum Living Lab

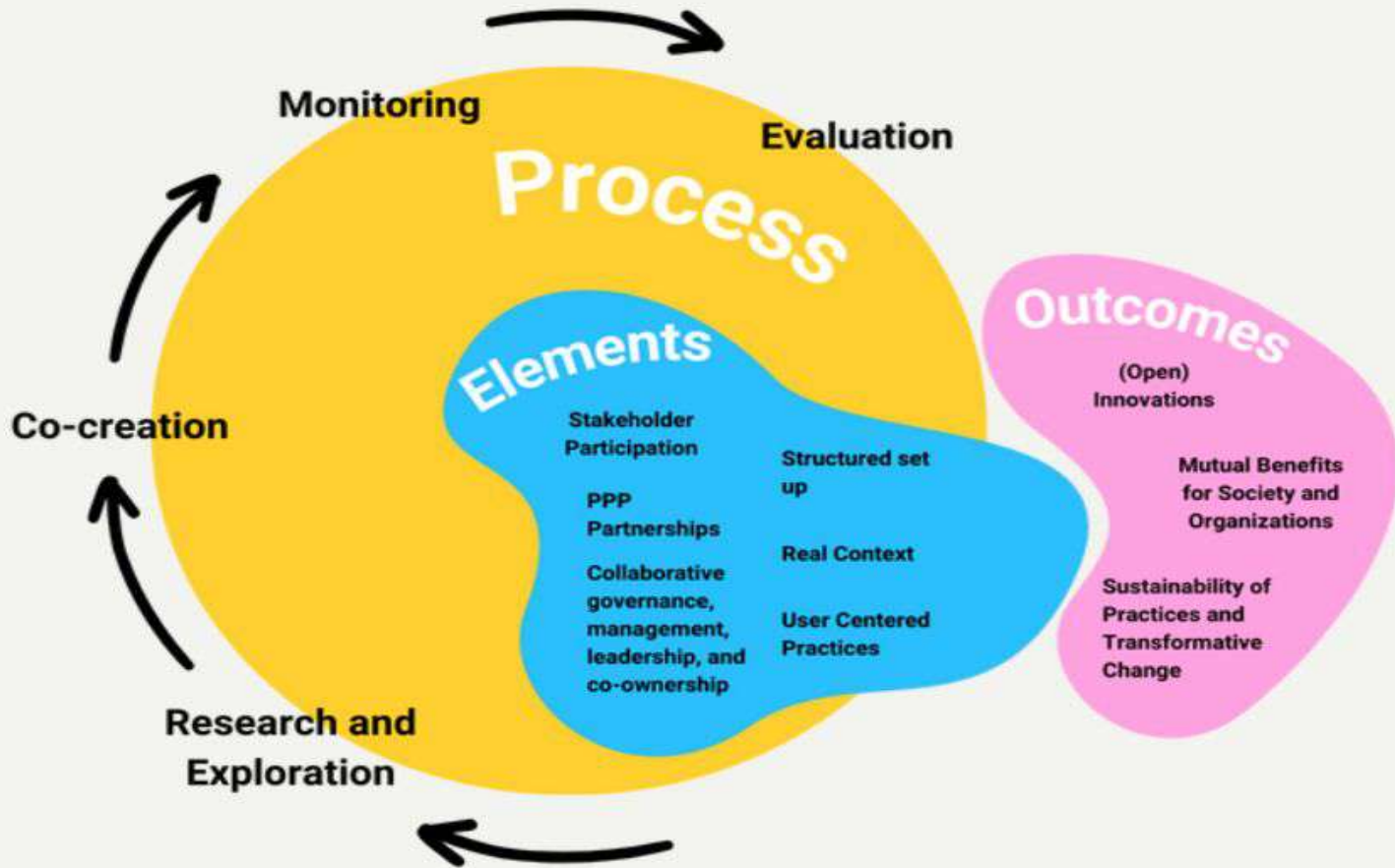
Testing the Participatory Business Model:

‘CSR CULTURAL HERITAGE COMMUNITY MODEL.’

Companies use their corporate social responsibility (CSR) or environmental, social, and governance (ESG) programs to benefit both CHIs and communities.

Tested with ‘Weaving Willow’ with the social value proposition: ‘Weaving Willow’ generates mutual cultural and social value through museums and companies working together.

Living Labs



3 Participatory Business Model

*Participatory business models are experimental approaches to **value-creation, value-capturing, and value-delivery** that include a broad spectrum of stakeholders. They reflect the process that make businesses, organisations, and institutions' operations **desirable, feasible, and financially viable**. It is by leveraging their value networks through engaged contribution that solutions gain sustainability and organisations involved gain resilience.*

Participatory business models have four main characteristics:

- (i) Seek to **innovate to reach competitiveness**;*
- (ii) Make innovations emerge from **engaging in inclusive needs-based cooperation**;*
- (iii) Develop solutions with various degrees of **co-ownership involvement** from the network;*
- (iv) Apply a **participatory design approach** to business model-making and development.*

Participatory Business Modeling

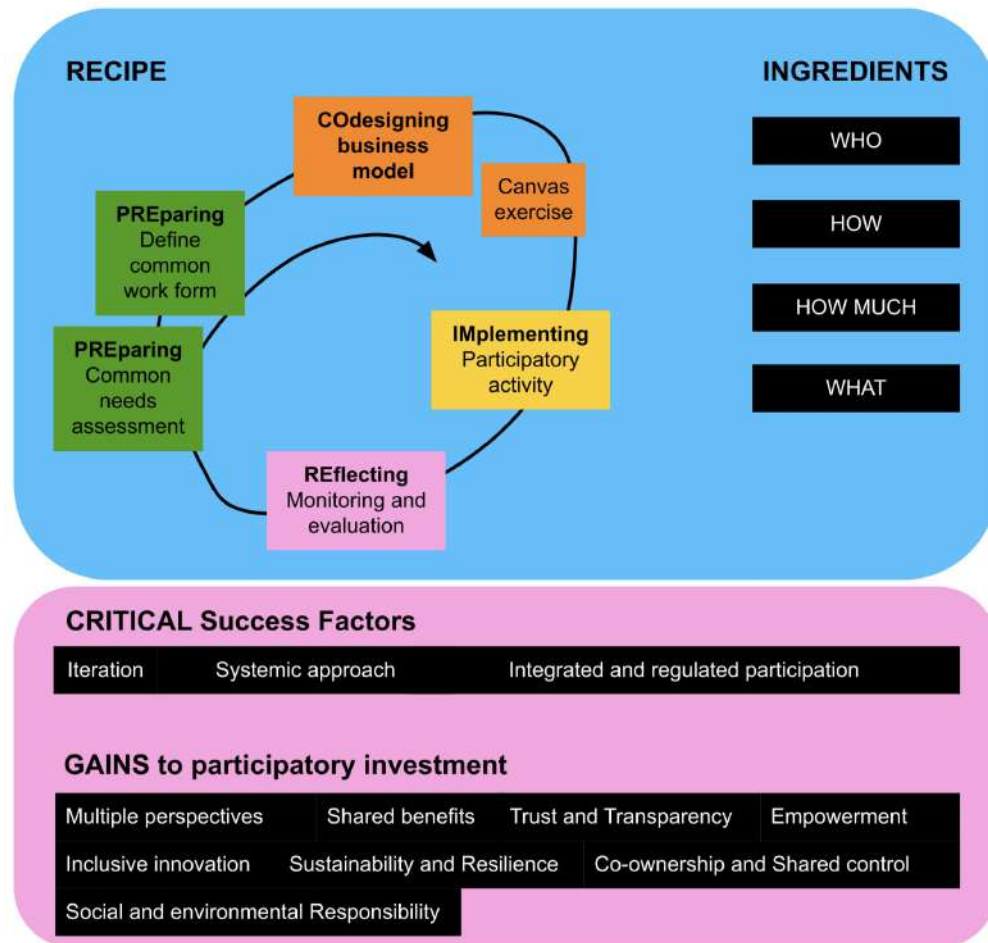
Cooking metaphor

FIXED recipe

VARIABLE ingredients

CRITICAL success factors:

- **Iteration & Regulated participation**
- Iteration through **co-assessment and adaptation.**



Hunt Museum

How did the process of iteration & regulated participation has work at Hunt Museum?



PARTICIPATORY BUSINESS MODEL CANVAS FOR CULTURAL HERITAGE INSTITUTIONS

THE HUNT MUSEUM

RECHARGE

KEY PARTNERS AND STAKEHOLDERS



KEY ACTIVITIES



SOCIAL VALUE PROPOSITION

CSR working for Culture & Community to bring Sustainable Cultural Heritage to Everyone

RELATIONSHIPS



USERS/CUSTOMERS/BENEFICIARIES



LEVELS OF PARTICIPATION



KEY RESOURCES



MARKET CHANNELS



COST STRUCTURE



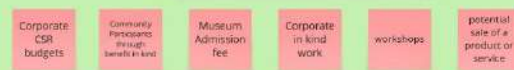
SOCIAL COSTS



ENVIRONMENTAL COSTS



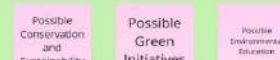
REVENUE STREAMS



SOCIAL BENEFITS

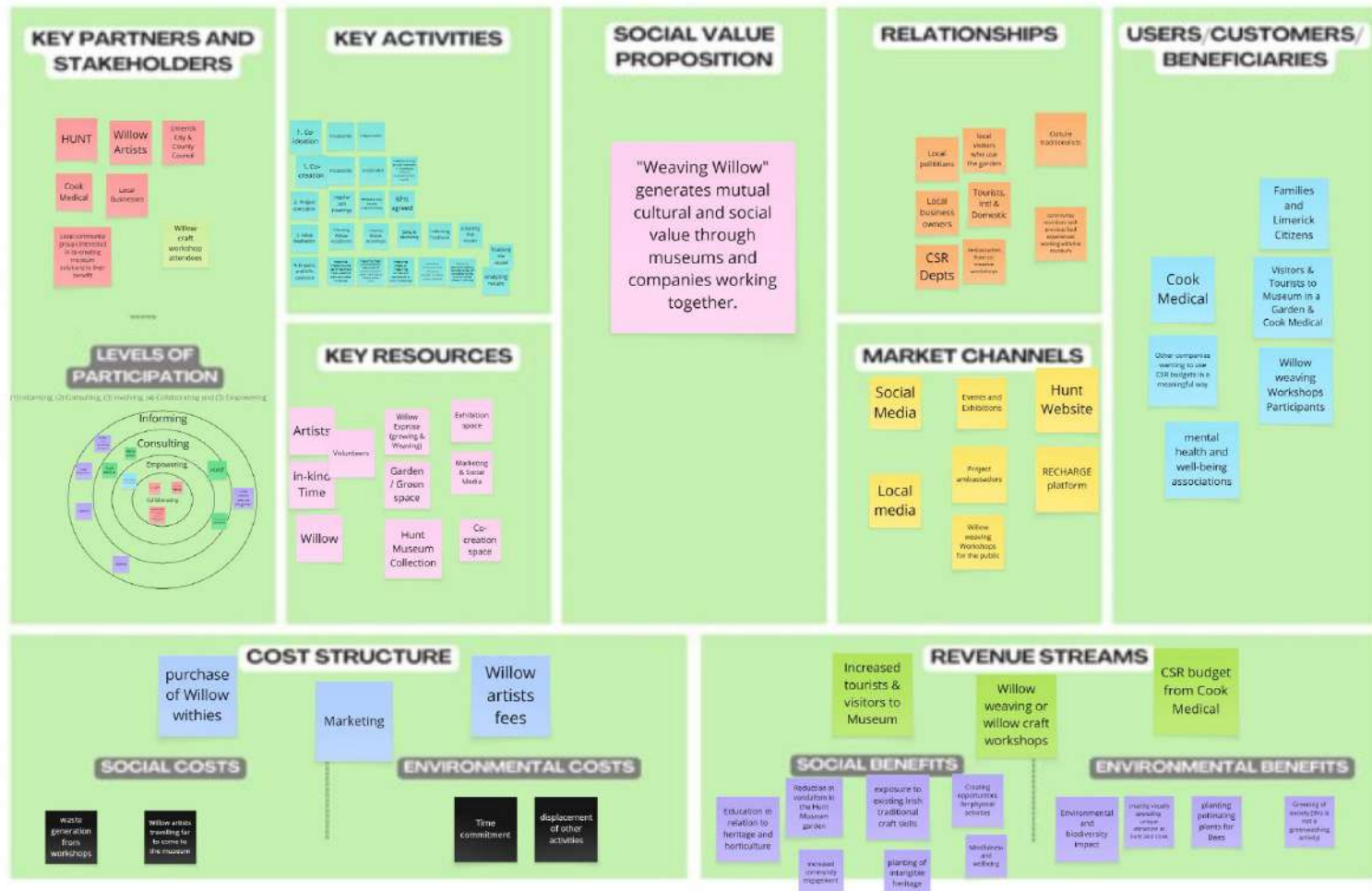


ENVIRONMENTAL BENEFITS

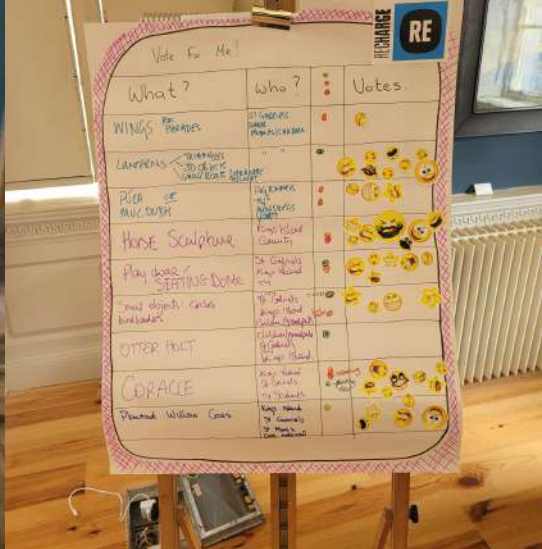


THE HUNT MUSEUM

RECHARGE



3 Participatory Practices





RECHARGE



RECHARGE





Big Reduction in Anti-Social Behaviour



RECHARGE

4 Multi-dimensional Outputs

- Social
- Educational
- Content Presentation
- Financial/Economic

Benefits of the Hunt Museum Living Lab are:

- To the City : Safer Space, Communities more involved, more attractive place to live, new skills acquired
- To the Museum : Safer space, objects escaping the walls, stronger community ties, longer term working relationships with companies, Cultural Heritage is placed at the heart of city change.
- To Companies: auditable CSR hours, better employee satisfaction
- To Communities: better living and social environments within cities, well being, health and education.

5 Key Learning & Emerging Challenges from Hunt Museum Living Lab

- Ensuring the corporate decision maker is engaged from the beginning of the process reduces significant bottlenecks
- Communication and follow up is needed with all the initial co-ideators particularly potential future stakeholders
- Always remember that building relationships takes time and investment on behalf of the museum
- Finding better mechanisms to involve community in co-ideation.
- Finding understanding in the mutual value creation from the beginning increases enthusiasm in participation

RECHARGE

Living Labs

- **The Hunt Museum, Limerick, Ireland:** CSR Cultural Community Model.
- **Prato Textile Museum, Italy:** Collaborative E-Commerce Model
- **Estonian Maritime Museum, Estonia:** Revenue Sharing Innovation Model
- **KOME, Budapest, Hungary:** Community Crowdsourcing Model
- **MAO, Ljubljana, Slovenia:** Hybrid Model -*Participatory Distribution Model, Asset and Resource Sharing Model, and On-Demand Service Model.*
- **MART, Rovereto, Italy:** Revenue Sharing Innovation Model
- **Serfenta Association, Cieszyn, Poland:** On-Demand Service Model
- **Hilversum Public Library and Hilversum Heritage House, Netherlands:** Hybrid Model -*Community Crowdsourcing, Participatory Distribution, and Asset and Resource Sharing Model*
- **Pinacoteca e Museo Civico di Palazzo Minucci Solaini, Volterra, Italy:** The Participatory Distribution Model



RECHARGE

Resilient European Heritage As Resource for Growth & Engagement

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