



Theoretical Foundations of the RECHARGE Project

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RECHARGE:

A modulator as Theoretical Underpinning

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Conceptual Modulator

1 Concept: Participation



2 Theory: Participatory Business Model

#3 Practice: Living Labs

Background

Covid-19 pandemic revealed the challenge to integrate the value of culture back to the cultural and heritage organisations.

Cultural heritage is conceived as a **common good**, thus legitimizing the need for the '**widest possible democratic participation**' – FARO Convention 2005.

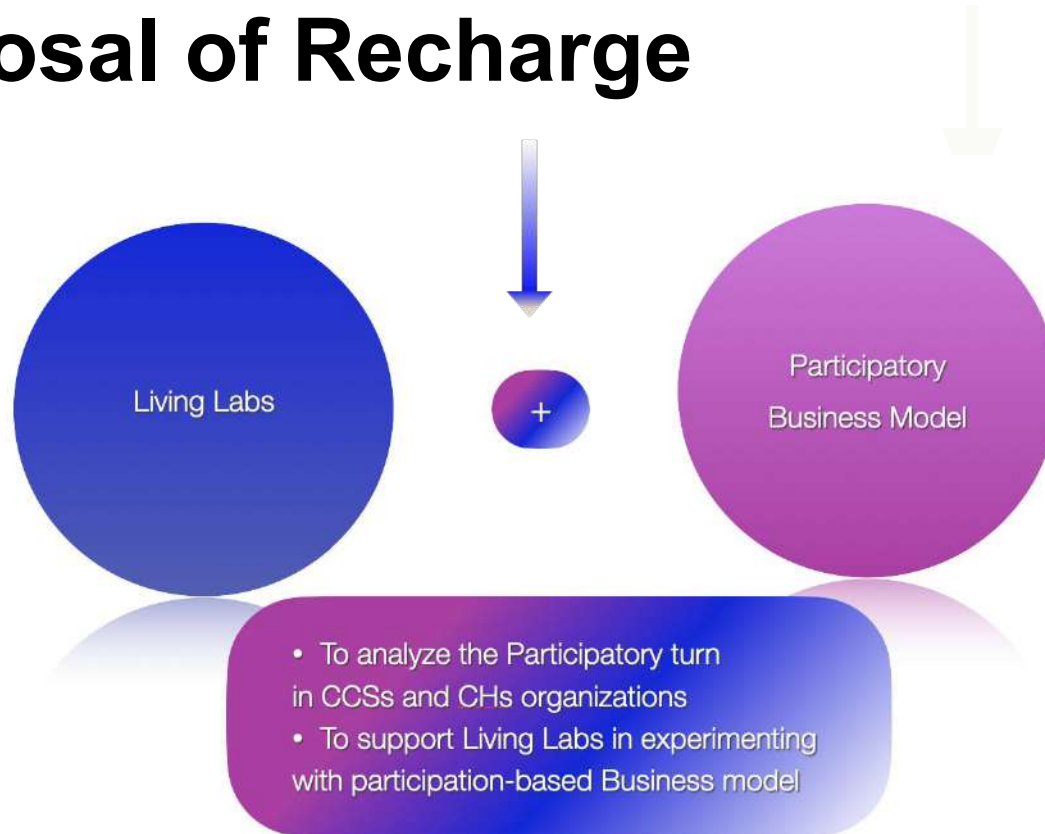
Cultural institutions and organizations are called upon to enhance their **societal role** and engage with a diverse range of stakeholders, as their expectations are driven by increasingly broad **social and public objectives (SDGs)**.

How do we use **participation** as a driving force for **CH business models** for CHIs in Europe?

Recharge Contribution



Proposal of Recharge



Intro to the Consortium

The Coordinator

Erasmus University Rotterdam (The Netherlands)

The Partners

Centrum Cyfrowe Foundation (Poland)

Creativity Lab (Estonia)

European Fashion Heritage Association (Italy)

Hunt Museum (Ireland)

Netherlands Institute for Sound & Vision (The Netherlands)

Platoniq Foundation (Spain)

Textile Museum of Prato (Italy)

University of Valladolid (Spain)

Recharge

We believe that community participation can reinvigorate the cultural heritage sector across Europe. That's why we want to support cultural institutions in diversifying their funding and in developing participative business models to foster their future development in the digital realm and onsite. Let's build a more open, inclusive and collaborative society. Join, participate and drive the change!

**Resilient
European
Cultural
Heritage
As
Resource for
Growth &
Engagement**

**Participatory models to capture value for
all**

Participation

Participation is the **democratic, inclusive, and active engagement** of people in **all aspects** of cultural heritage—identification, preservation, interpretation, and governance—ensuring that heritage remains a **living and evolving part of society** (Faro Convention 2005).

- the notion of the **'heritage community'**
- cultural heritage as a **common good**, and thus legitimizing the need for the **'widest possible democratic participation'** (Faro 2005, p. 5)

> How novel forms of active cultural participation blur the lines between producers and consumers > Co-production > **socio-economic value creation**

Participation & Co-production

‘**Co-production** is a response to the limitations inherent in both market-driven and state-controlled models of public service, which includes museums, offering a **more inclusive and effective solution that integrates diverse stakeholders** such as civil society, local communities and public entities’ (European Commission, 2018).

> This approach aims to enhance **social innovation** by actively engaging citizens and communities in all the aspect of the value chain of CCS and CHs.

Participation & Governance

Besides framing the core activities of museums, the new definition stresses the role of these institutions **in society, their responsibility** in addressing sustainability objectives, and their commitment to being accessible, inclusive, and participatory through professional and ethical practices (ICOM 2022).

- > Shift from state-dependent funding models to multi-stakeholder governance frameworks > PPP (Borin 2015)
- > Challenges in balancing the increase of service provision with resource allocation.
- > How to **capture the value generate** in such a new configuration?

Participation > Value Chain

The concepts of '**Value chain**' & '**Value network**' refers to the chain of relations between a focal organization and its relevant stakeholders.

> The **participatory cultural value chain** of an organisation is the sum of activities that are carried out **in collaboration with participants** to bring a service or a product to the market, from their ideation and development to their delivery and disposal.

> Opening the value chain to new actors can be a powerful way to **spur innovation** (Buur et al. 2013).

What is a business model?

A business model is considered as the logical story of the functioning of an organisation, which defines who its **customers** are, what it is **that they value**, and how the organisation plans on making returns in providing such value (Magretta, 2002, p. 4). It describes the architecture and process by which it **creates, delivers, and captures value**.

What is a social business model?

Social Business Models Canvas have been developed that **include the social and environmental value creation**, delivery, and capturing processes (Cabrita, Pereira, & Omar, 2021; Nair, 2022; Umar, Sasongko, Widyastuti, & Christanti, 2020)

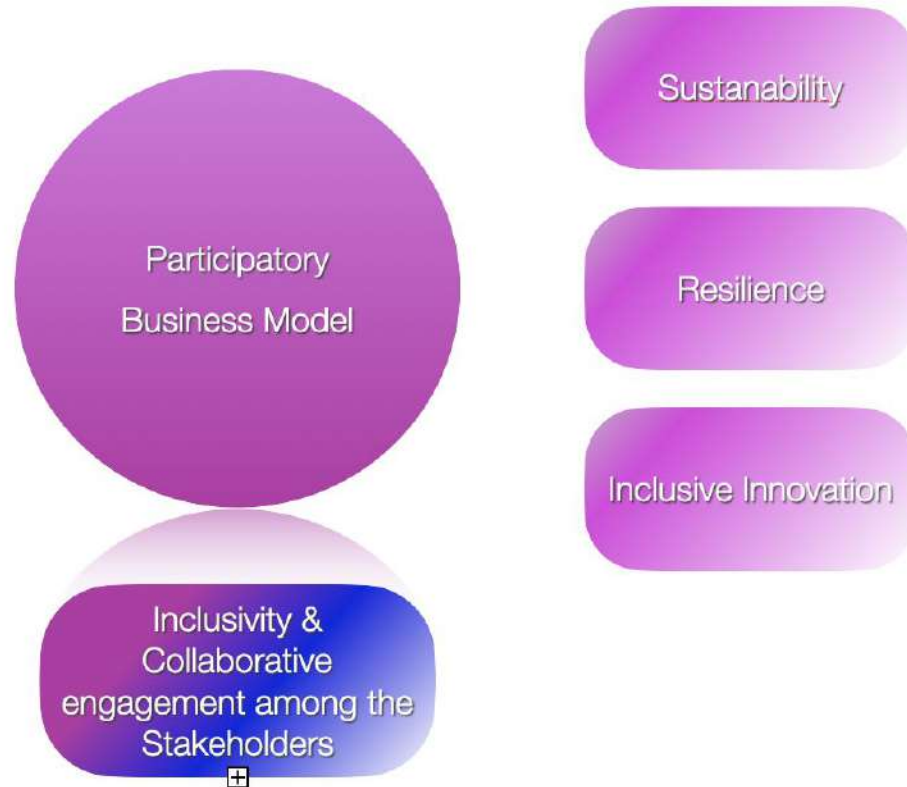
Participatory Business Model

What is a participatory business model?

A Participatory Business Model (PBM) in the present context, is a way in which an organisation **conceives of its value proposition** in such a way that **participation becomes central**, adding a crucial dimension that contributes to the **efficacy and resilience** of CHIs.

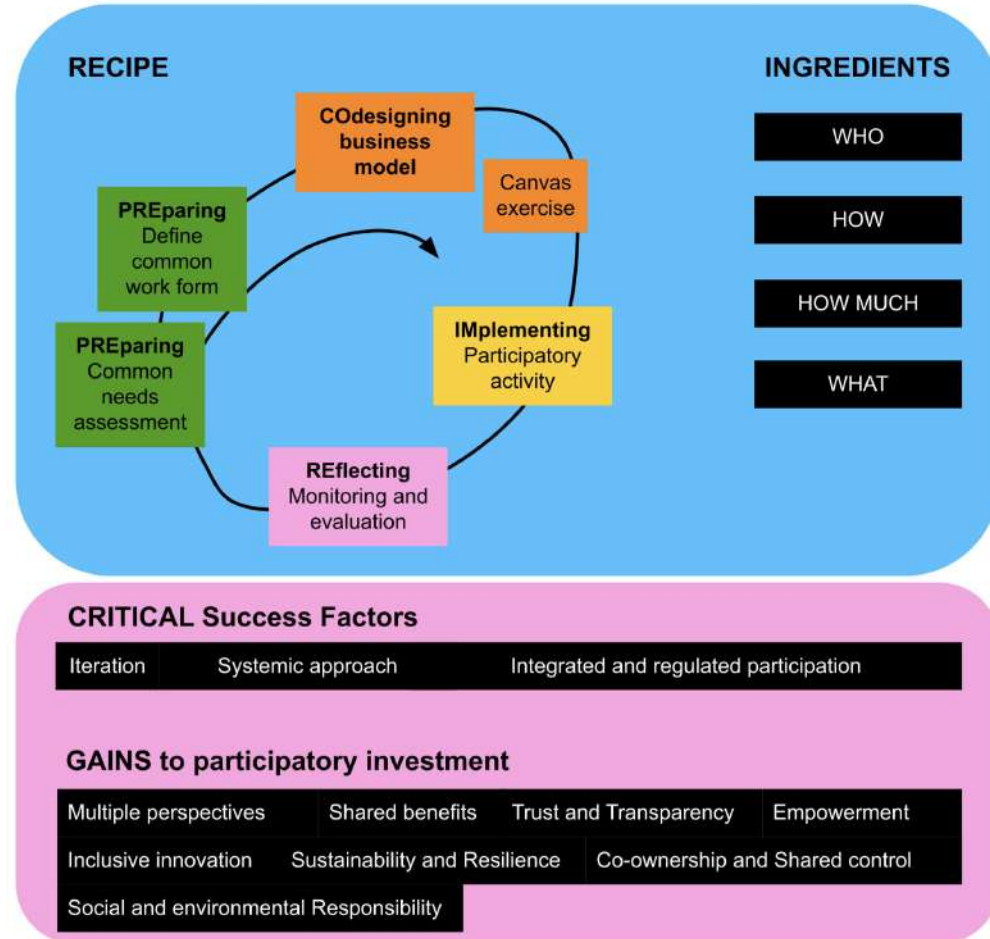
This is an innovative type of business model being piloted in the RECHARGE project!

Objectives of the Participatory Business Models



Participatory Business Modeling in CHs

- Four interactive phases: Preparing; Co-designing the PBM; Implementing & Reflecting.
 - FIXED recipe
 - VARIABLE ingredients
-
- Focus on iteration
 - CRITICAL success factors: **regulated, re-iterated & re-assessed**



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.

PBMs should present **three key characteristics**:

- Co-Innovate to remain Relevance and Unique
- Varied Degrees of Co-Ownership in Solution Development
- Innovation Driven by Inclusive Needs-Based Cooperation

> with the aim to **broaden an organisation's impact** (beyond the economic one).

Recharge working definition

The process of experimenting PBMs

CSR CULTURAL HERITAGE COMMUNITY MODEL

COLLABORATIVE E-COMMERCE MODEL

REVENUE SHARING INNOVATION MODEL

COMMUNITY CROWDSOURCING MODEL

ON-DEMAND SERVICE MODEL

PARTICIPATORY DISTRIBUTION MODEL

OPEN-SOURCE SERVICE MODEL

ASSET AND RESOURCE SHARING MODEL

EXTRA: HYBRID MODEL

The 3 final Participatory business models

Participatory Resource Pooling Model

Participatory Platform Model

Participatory Ownership Model

Further on this aspect

Tomorrow, 04/06, Workshop: Designing Participatory Cultural Business Models, by Ragnar Siil [Creativity Lab]

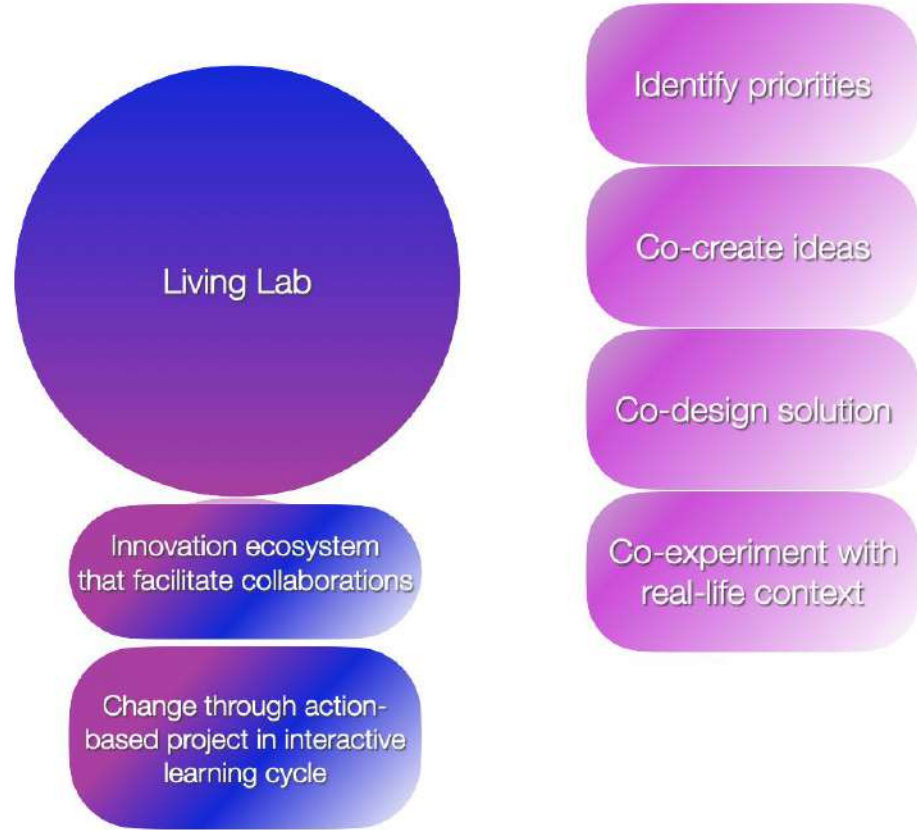
Living Labs

Living Labs are practice-driven experimentation environments 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-identify priorities and 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**.

Living Labs

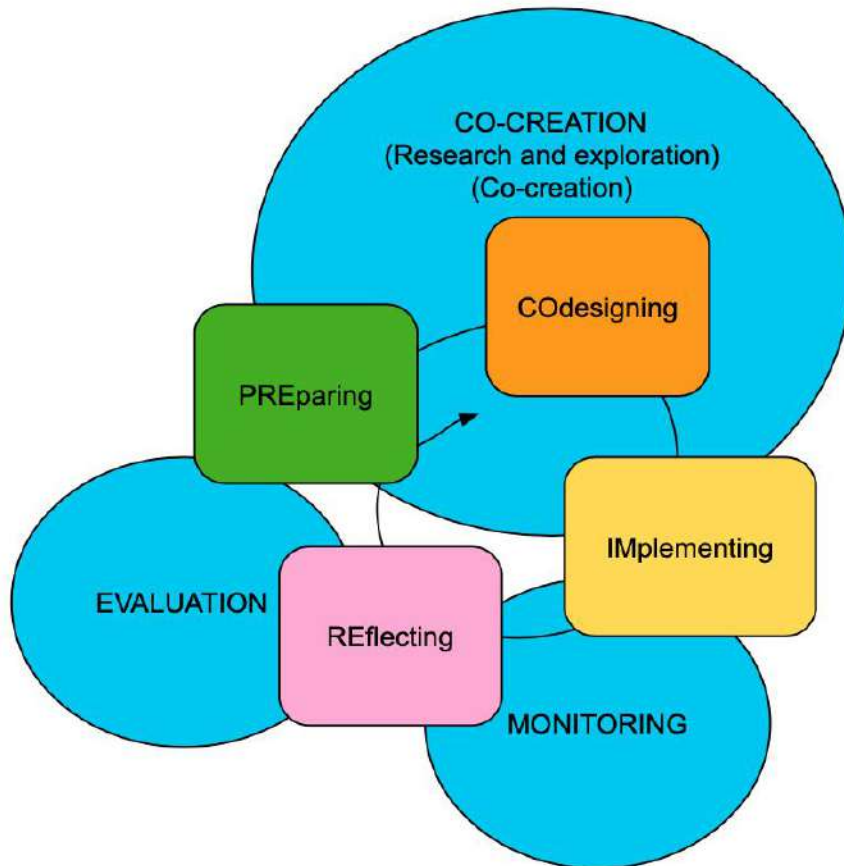


Living Labs

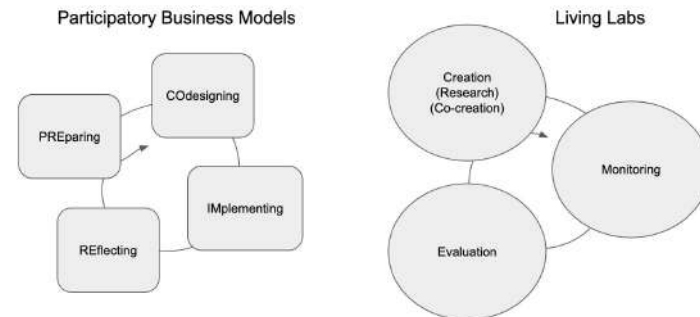
Living Labs working definition:

- 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 Modeling

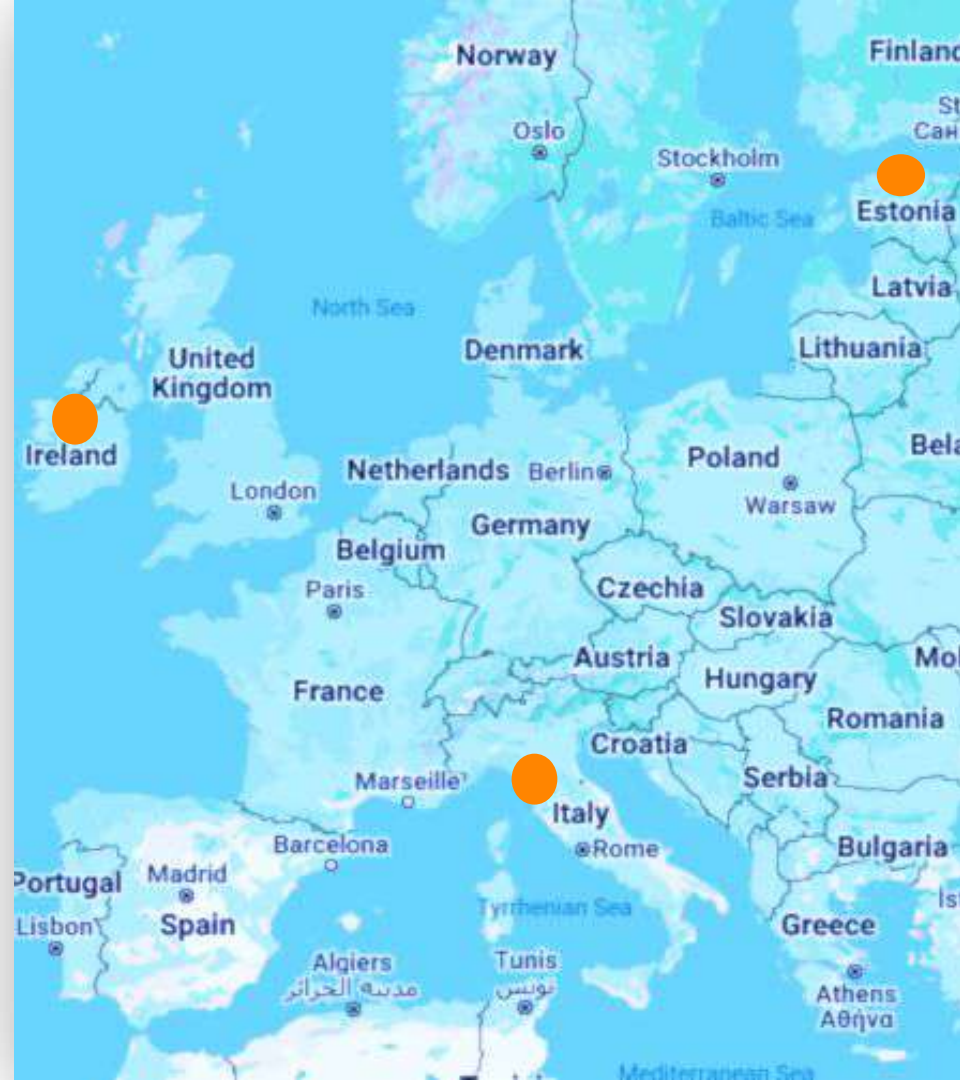


- Overlapping processes
- Bridging steps
- Controlled environment
- Co-ownership
- Experiment of a new framework
- Established methodology
- Critical points of attention



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
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- 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



Further aspect on this

**Tomorrow, 04/06, session: Living Labs Methodology at the Crossroad
between Theory and Practice with Úna Hussey [The Hunt Museum] and
Carlotta Scioldo [The Erasmus University]**

Conclusion

- Analytical Modulator: Participation, PBMs & Living Labs inform the practice!
- Analytically understand the shifting paradigm and offering tools to facilitate such a **systemic transition**.
- Adopting a new definition of museum (ICOM 2022) that stresses the role of these institutions **in society, their responsibility** in addressing sustainability objectives, and their commitment to being accessible, inclusive, and participatory.
- Identify the key elements that make **Participatory Business Model operative**.
- Proposing a cooking metaphor & sharing the awareness that '*there is no one size fits all*'.
- Offering tools to implement the model in the field!

RECHARGE

Resilient European Heritage As Resource for Growth & Engagement

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