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INCLUDED

Promoting Inclusive Employment in the GLAM Sector
through Open Innovation



INCLUDED

Result 4.1 – INCLUDED Living Lab Handbook

Elaborated by VINCO

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1. About the project

“INCLUDED - Promoting Inclusive Employment in the GLAM Sector through Open Innovation“ is an Erasmus+ project which promotes social inclusion and aims at improving the outreach to people with fewer opportunities, especially people with disabilities, in particular people with Autism spectrum disorder (ASD), through a proactive, open innovation approach for inclusive employment in the Galleries, Libraries, Archives, Museums (GLAM) sector.

INCLUDED addresses labour inclusive recruitment in the GLAM sector, as these cultural institutions are considered agents of social change, and thus should set the example of an inclusive society, shape the future of the sector but also guiding societal changes and nurturing social inclusion. People with disabilities are among those first excluded from the labour market and the INCLUDED project seeks to disrupt this trend, through reversing the paradigm in the GLAM sector first.

The INCLUDED transnational consortium: Vinco (Austria), SYNTHESIS CENTER FOR RESEARCH AND EDUCATION LIMITED (Cyprus), Brainplus GmbH (Austria), ACADEMY OF ENTREPRENEURSHIP ASTIKI ETAIREIA (Greece), EURELATIONS GEIE (Italy), Asociacija MINTIES BITĖS (Lithuania).

Visit the INCLUDED project website:

<https://included-project.eu>

1.1 WP 4 –centres in inclusive employment in the GLAM sector

WP4 focusses on designing forward looking centres fostering inclusive employment in the GLAM sector. The first physical outcome of this WP is the INCLUDED Living Labs Handbook which aims at defining basic cornerstones of the living labs approach, how to establish Living Labs, and its practical use for issues related to social inclusion.

In this WP, each partner will establish interdisciplinary Living Labs for inclusive employment in the GLAM sector by conducting online conferences which aim at defining possible ways to support inclusive employment in the GLAM sector at a local and/or regional level.

At first, the objectives and main indicators to be reached will be outlined to ensure that all partners can start implementing their living labs at a local/regional level. Furthermore, the Living Lab approach will be explained to ensure that all partners think and work in a similar way. To underline the importance of Living Labs, some concrete examples will be outlined in the next part of this handbook. Finally, the handbook will present concrete ways to start networking and to establish Living Labs in the partners’ organisational environment.



1.2 Importance of Living Labs for the project

The local and/or regional networks in the form of Living Labs will be crucial to assure the mid- and long-term project's impact and sustainability. Through the establishment of Living Labs for inclusive employment, partner organizations will be able to involve target groups, and ensure that the project's results will impact a wider set of organisations in each country.

So, besides the elaboration of concrete measures and actions related to inclusive employment, these Living Labs will facilitate the dissemination of results, their exploitation and sustainability by making all the project results known and available to institutions that may continue to use them well after the end of the project.

1.3 Main indicators

Number of registered members	min. 20 members per partner
Number of engaged stakeholders in the LL activities	min. 25 stakeholders per partner
Number of sent policy recommendation reports to external partners	min. 30 reports sent per partner



2. Living Labs

Chapter 2 focusses on theoretical aspects related to the concept of Living Labs in general, and their role in social inclusion in specific. Finally, some concrete suggestions and templates for implementing Living Labs at a local level will be presented to foster the process of inclusive employment in the GLAM sector.

2.1 Definition Living Lab

A Living Lab is an **open innovative approach** to research and development that involves real-world environments and users in the co-creation, testing, and validation of new technologies, products, or services to create sustainable impact. Living Labs emerged as a tool to bridge the existing gap between innovative solutions and end-users' real needs. Therefore, Living Labs abandoned the traditional setting of a laboratory and opened themselves up to real-life environments to co-create with end users' valuable innovations that would fit their needs. (healthcarelivinglab.cat, 2022)

In the 1970's, cooperative design with user involvement was implemented in Scandinavia for the first time. In the 1980's, this approach was used all over Europe and IT tools were used for social experiments in real-life settings. Finally, digital initiatives in cities were started to connect citizens, businesses, and policy makers. This concept led to the concept of Living Labs which was published for the first time by the MIT PlaceLab Foundation in 1999. This was the starting point for fostering open innovation in the new millennium. Since then, Living Labs are seen as user-centred open innovation ecosystems with the aim to closely connect end users and innovations for creating valuable solutions. (healthcarelivinglab.cat, 2022)

Living Labs essentially are a platform where researchers, businesses, public bodies, users, and many more collaborate to design, prototype, and evaluate solutions in a real-life context. Living Labs operate as **intermediaries among different stakeholders** and can be established to support innovations in different areas like health and wellbeing, culture, social innovation, social inclusion, education, and many more. (European Network of Living Labs. enoll.org. 4.3.2024)

Therefore, Living Labs are taken to proffer a methodical, technological, and spatial framework that establishes some kind of real-life setting with a strong focus on user-centric research and design. Living Labs should gain pragmatic solutions, adjustments, and compromises which have impact on real life. (Pentzold/Rothe/Bischof, 2023)

In the INCLUDED project, the establishment of Living Labs focusses on **supporting inclusive employment in the GLAM sector** at a local and/or regional level. These interdisciplinary

expert groups should act as forward-looking centres and elaborate joint strategies and measures fostering inclusive employment. **Joint value to all involved actors** is the key to success.

As shown in **figure 1**, the implementation of Living Labs must consider some basic aspects to involve as many stakeholders as possible and to reach the maximum impact possible.

Participation and co-creation of as many involved parties is the most important success factor. In the INCLUDED project, mainly institutions supporting people with different learning or development disorders and public policy makers (e.g. municipalities) will be involved in. Because of data privacy and to avoid stigmatisation, people with disabilities will be contacted but it's not a must for them to join the focus groups. **Orchestration** will be done by the project partners themselves by planning and implementing different formats in **a multi method** setting for co-creation by all group members in plenary and smaller focus group sessions – virtual and in presence. Finally, **active involvement** of all members will be fostered by the group leaders to gain results which have strong impact on inclusive employment in the GLAM sector at a local and/or regional level.

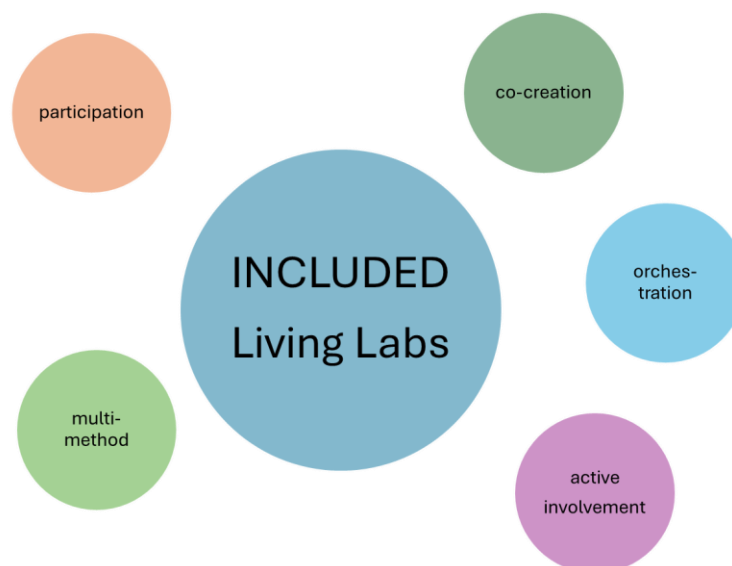


Figure 1. Key aspects in implementing Living Labs (own figure, 2024)

The following sentence summarizes the approach of Living Labs used in the INCLUDED project:

“Living Labs are environments for innovation and development where users are exposed to new ICT solutions in (semi) realistic contexts, as part of medium or long-term studies targeting evaluation of new [...] innovation opportunities.” (Foelstad, 2008)

3. How to establish Living Labs

(ACSELL, n.d.)

In establishing or setting up a Living Lab, some key elements must be considered and can be described as follows:

1. Define the ecosystem

First, the living lab ecosystem must be defined, and possible core partners must be mapped by simple desk research. These core partners have the role to support users and clients of the respective lab. The ecosystem of the living lab can be defined as a user-driven open-innovation cooperation between actors from four groups of core players.

- Public actors (i.e. public authorities, health care providers, health funds, etc.)
- Private actors (i.e. economic actors, private health care providers, insurance companies, large networks/cooperations, etc.)
- Knowledge institutions (i.e. universities, expert centers, etc.)
- End users/people (i.e. citizens, health professionals, care staff, etc.)

2. Co-creation of a strategic plan with stakeholders

Once the preparative work has defined the ecosystem and the preconditions to establish the living lab, it is important to co-create a strong strategic plan with concrete stakeholders. This step defines the concept and the framework of the living lab itself. This includes the following aspects: the establishment of a mission statement, the description of strategic and operational objectives, the spearheads, scope and focus of the living lab and its future core activities. Infrastructure and location must be considered in the development of the living lab!

During this phase, it's recommended to implement the following task at the early beginning:

3.1 Preparation

(oPEN Lab, 2023)

When setting up a Living Lab, it is essential to think about: *who*, *why*, *how*, and *what* of your structure.

- **Who:** consider different roles within the Living Lab's internal team. Interdisciplinary collaboration is proven to foster innovations. The Living Lab team could include such roles as a Living Lab Manager, Project Manager, Pilot Manager, Panel Manager, Human Interaction specialist, and Communication Specialist.

- Why: create a common vision and mission for your Living Lab, thinking about its values, goals and objectives.
- How: covers rules, processes, methods and tools used to develop solutions. Numerous tools have been developed to facilitate the co-design process, many of which are listed in the next chapters.
- What: aims to define different fields, projects and activities of the Living Labs. For INCLUDED, the fields could be for example, special education, education in general, public administration, cultural institutions, associations for people with disabilities, etc.

In the INCLUDED Living Labs, the aim is to support inclusive employment in the GLAM sector at a local and/or regional level.

Criteria for selection of stakeholders:

a. **Added value experience:** The stakeholder should have relevant experience and be able to contribute to the improvement of current circumstances and the resolution of social inclusion obstacles, as well as offer value in the local, regional, and national context.

b. **Co-creation know how:** It is recommended that stakeholders involved have know-how experience, in how training and activities can be collaboratively created, developed, and implemented to foster a shared sense of agency, empowerment, and ownership over decisions and actions.

c. **Commitment:** Commitment to the project scope and objectives set in the Living Labs. The stakeholder should help guarantee that the needs expressed by the target groups are recognised and satisfied, that resources are allocated effectively, and that target groups are actively involved in the co-design and execution of foreseen activities.

d. Communication **effectiveness and feasibility:** The stakeholders establish a standard for effective communication that is feasible and beneficial to people and communities and are the most efficient means of resolving a particular issue the Living Labs will address.

e. **Social inclusion and diversity issues:** The stakeholders involved need to demonstrate how diversity and social inclusion issues are handled, as well as how their target groups served were able to enhance their quality of life through the stakeholder institution's approach.



1. Find contacts

After a first brainstorming, you need to do intensive web research to define all needed contacts at a local and regional level which fit to the named target groups.

There are three different types of contacts and while you may begin with those contacts closest to you, eventually you will include all three types of contacts in the network:

- **Hot contact:** A person/organization you know well and with whom you have a direct connection.
- **Warm contact:** A person/organization with whom you have a connection, but you may not know them personally.
- **Cold contact:** A person/organization with whom you have no connection.

Stakeholder mapping plays a crucial role in this phase and the result of this step is a list of possible stakeholders/participants to be contacted

2. Choose your contact method (use prepared survey forms!)

- Mailing
- Phone calls
- Online meetings
- Face to face meetings
- Attending events related to the project's topics

3. Preparing the digital dialogue webinars

- Plan basic topics to be discussed in the webinars.
- Define concrete questions for involving the LL members.
- Prepare a short presentation to introduce yourself and the project.
- If needed, ask external specialists for their input.

4. Conducting the webinars

- Explain the project and its objectives in a few words.
- Underline the need of interdisciplinary collaboration.
- Highlight the benefits of being a part of a Living Lab and its impact on inclusive employment.



- Try to jointly define follow-up measures and set concrete follow-up measures.
- Document the webinar with screenshots.

5. Follow-up

- Follow up with every stakeholder you reach.
- When you meet someone for the first time, you have 48 hours to follow-up with them before they will completely forget you.
- Contact them to thank them for their collaboration and express how pleased you are to have them in your network.
- Keep in touch periodically to update them on the progress of the project, but do not overdo it.

3.2 Co-creation in Living Labs

The co-creative process in the INCLUDED Living Labs can refer to co-design for processes, mindsets and principles. It foresees:

- sharing power
- prioritising relationships
- using participatory means
- building capability

Along the 4 principles aforementioned, the idea is to co-design, co-plan, co-discover, co-deliver, co-evaluate and therefore co-produce (McKercher, K. A. (2020)).

The conceptual and methodological underpinnings, as well as the project's objectives and activities, will be explicitly and directly shared with the stakeholders involved through the use of the resources and outputs developed in the WP2 and WP3. This will ensure a cohesive approach to the co-creation process of the purpose-built research activities. This will guarantee that every participant uses the same theoretical and methodological framework for all specifically designed pilot projects.

Resources for co-creation:

Toolkit for co-creation <https://unalab.enoll.org/>

Social & Creative MED Community Toolkit <https://taliamed.enoll.org/>

Toolbox for Co-creation Journeys <https://siscodeproject.eu/wp-content/uploads/2019/09/toolkit-27092019-1.pdf>



3.3 Roles in managing Living Labs

(oPEN Lab, 2023)

Setting up a new Living Lab like in the project INCLUDED demands defining some roles. Of course, it's possible to merge roles, especially when the Living Lab is small and at an early stage like in the INCLUDED project.

Living Lab Manager

Manages everyday activities of the Living Lab, develops projects by ensuring the Living Lab is maintained and used effectively and sustainably by intended users, and creates value for the stakeholders. Is the initiator and the keeper of the Living Lab strategy.

Project Manager

Responsible for the management of the entire Living Lab. In charge of the planning, procurement and execution of the project, with a defined scope, start and end date. This person is usually employed by the Living Lab and could potentially cover other internal roles.

Panel Manager

Recruits and interacts with a panel of citizens, users and other actors involved in test & evaluation activities. They are responsible for identifying the users to be involved in the process and interacting with them (together with the Human Interaction Specialist). They plan and coordinate interaction with the panel and communication manager between stakeholders and activities in pilots, and is responsible for stakeholder management, citizen engagement/outreach and co-creation.

Pilot Manager

Facilitates the implementation and test of the innovation being developed in the Living Lab, as well as plans, coordinates, and implements real world experimentations centred on users and coordinates the interaction between other roles (innovators, users, problem owners and project manager). They also coordinate interactions between other external roles (innovators, users, problem owners, etc).



Human Interaction Specialist or Researcher

In charge of analysing results from different user-centred human interaction methods, planning the innovation process, designing concepts and principles, need-finds studies, tests and evaluations, as well as testing the solution in the real-world context prior to the implementation.

Communication Specialist

In charge of communication of Living Lab activities, for example, in social networks or through the Living Lab website. Manage internal and external communication, prepares and executes strategic communication plans. The goal is to provide an effective flow of information between the Living Lab and different stakeholder groups.

3.4 Actors in Living Labs

(oPEN Lab, 2023)

In Living Labs, multiple stakeholders cooperate in interdisciplinary teams to detect and define innovative solutions. Therefore, members in Living Labs can be divided into several groups which are as follows:

Utilizers

These are the “customers” of the respective Living Lab and will use it for co-creating innovative solutions.

Enablers

These persons are essential for providing resources like people in public administration or municipalities. They are crucial for sustaining the activities of a Living Lab.

Providers

Providers could be small companies or educational bodies which provide infrastructure or services to be used in the Living Lab’s activities.

Researchers

This should be the biggest group represented in INCLUDED Living Labs because they generate and structure knowledge of the Living Lab. They will mainly be staff of educational or cultural institutions or associations which are active in labour market services or in the support of people with disabilities.

Finally, interdisciplinary co-creation mainly depends on heterogeneous working groups which jointly work on detecting potential for **supporting inclusive employment in the GLAM sector**.

3.5 Problem solving

(oPEN Lab, 2023)

The first step in any Living Lab project is to understand the problem or challenge. This is done through empathising with users, integrating stakeholders and defining barriers. The type of method or tool to use will depend on the challenge.

In the INCLUDED Living Labs, the problem is the underrepresentation of people with learning and/or development disorders, mainly in the ASD-spectrum, in the GLAM sector.

Problem Tree

The so-called “Problem Tree Technique” is a common model in problem analysis, and it allows a structured and especially comprehensive mapping of problems by considering different aspects which cause problems and lead to different consequences.

The steps to follow using a Problem Tree are:

- First, it is important to define a problem and put it in the centre of the tree – the trunk represents the main problem.
- Then, add different causes of the chosen problem in the roots’ space, thinking of political, social, technical and other possible types of causes.
- In the leaves and branches put the effects or consequences of the problem.
- After the first tree is finished, it is possible to choose one of the lines (cause – problem – consequence) and create smaller trees based on the chosen line.

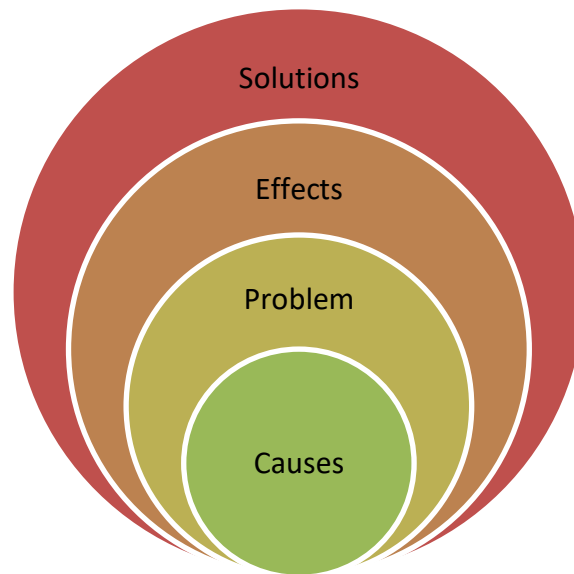


Figure 2: Problem Tree Model (own figure; see oPEN Lab, 2023)

3.6. Defining Barriers

(oPEN Lab, 2023)

Before starting co-design and developing ideas for solutions in the problem-solving process, it's important to define barriers and how to cope with them.

Barriers can be:

- Political
- Economic
- Social
- Technological
- Ecological
- Legal

At the community level, the drivers and barriers for participation and action can be better understood using the barriers tool to ideate on how to remove barriers and facilitate positive practices or add barriers to reduce negative practices.

The template on the following page should support you in detecting existing barriers in your INCLUDED Living Lab.



Barrier mapping

Political	Economic	Social
Technological	Ecological	Legal

Table 1: Barrier Mapping

4. Running Living Labs

After finishing all the preparative tasks, it's time to start with first co-design sessions of participatory workshops with the group members.

4.1 Co-Design Sessions

Here are some tips for running co-design sessions:

- Before your session, don't forget to check all digital devices especially for hybrid events including sound set up and supporting software such as mentimeter and miro.
- Think of materials for facilitation, prepare a check list and verify if everything is ready.
- Prepare a list of participants, assign key roles in the workshop, inform participants in case they need to prepare anything.
- Prepare an agenda and share it with the participants before the session.
- Ensure diversity in proposed activities and that the quadruple helix is represented.
- Check all supporting materials (post its, pencils, papers, flip charts) before your session.
- Co-designing means creating together > ensure that you have more time for collaborative activities than for a conference type "one-to-many".
- Plan different types of sessions: one-to-many (e.g. short introduction, explaining the rules, presentation of session results), individually (e.g. brain storm), in small groups (e.g. ideas building and classification, stakeholders mapping).
- Think of ice-breakers to start your session (you can use existing or create for your own relevant for your specific session).

4.2 Participatory Workshops

It's also possible to organise participatory workshops. To mobilise, co-design solutions, engage and empower different actors, Living Labs should have an idea on how to organise and manage a participatory workshop.

Here are some tips what to think of:

- Finding balance between informational and practical parts.
- Helping people feel comfortable, creating a friendly environment.
- Encouraging people to share information, ideas, concerns, knowledge.
- Supporting active learning.
- Helping people to communicate effectively.



- Managing group dynamics.
- Keeping the workshop practical and relevant.
- Inviting participants to take responsibility for the learning and sharing process.

Participatory workshops' facilitators ensure that everyone gets an equal opportunity to participate. Through active listening and good questioning, they should demonstrate that each person's contribution is valuable. Facilitators help participants to develop communication skills by promoting discussions and exchanges. It's important to think in terms of "before-during-after" when organising a workshop.

Questions to ask yourself are the following:

- What is the main goal of the workshop (choose relevant tools)?
- Who will be involved? How many people will participate? What groups of stakeholders need to be engaged?
- Where will the workshop take place?
- How long should it take?
- How many facilitators needed? What are their roles?
- Who else could participate, co-organise, facilitate?
- What methods and tools will be used for participatory activities?
- How much will it cost and how it will be paid?
- What will be the programme? How will it start? How it should be communicated to participants?
- What are the best communication channels according to the public?
- What languages will be used?
- How the logistics will be managed and by whom? Are extra support staff needed?
- What should be sent to participants before the workshop? After the workshop?
- What materials (visual, audio etc) will be needed during the workshop?
- What technical equipment is needed?
- What could be the workshop outputs (written text, posts, audio, video, etc)? Who will be responsible for these outputs, how they will be communicated and with whom?
- What will be a follow-up after the workshop?

By considering all these aspects, running INCLUDED Living Labs will be fun and fruitful for all participants. Finally, inclusive employment in your local/regional community will benefit of all your joint efforts.



5 Living Labs in Social Inclusion

The following examples should give the needed insights of how Living Labs in the field of social inclusion and inclusive entrepreneurship can work, especially in the framework of European projects

5.1 SYNCLUSIVE

SYNCLUSIVE is a research and innovation project testing and studying an innovative, integral, and interdisciplinary systems' approach to stimulate inclusion of vulnerable groups in the labour market. The project is carried out by sixteen research, academic and stakeholder organizations and SMEs across Europe. It uses Living Labs as a central research approach.

Four Living Labs have been implemented:

Amersfoort - Netherlands

The labour market region Amersfoort has a high, but stable, number of unemployed people. At the same time, many employers in the Amersfoort region are finding it increasingly difficult to find capable staff.

The main vulnerable groups involved in the Living Lab are young unemployed for over a year, with little or no work experience, often migrant background, disabilities, or chronic health.

The Living Lab is designed and implemented by TNO, Municipality of Amersfoort and Tilburg University.

Sofia - Bulgaria

Women aged 55 and older face several challenges in their access to the labour market. These women have amongst other things a low level of digital skills (29% vs. 58% EU, DESI 2020) and the lowest adult learning participation rates in the EU (2% vs. 11% EU, EU Labour Force Survey).

Women 55+ are the main vulnerable group to be involved in Sofia Living Lab.

The Living Lab is designed and implemented by Sofia Development Association and ARC Fund.



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Kokkola - Finland

Inclusion of more low-skilled people to the labour force is important to ensure sustainable economic well-being in an aging and tight labour market. The share of people with long-term unemployment has increased and remained high (Statistics Finland, 2019; OECD 2020), but a significant part of this group would like to return to work and is able to do so.

The main vulnerable groups involved in the Living Lab are long-term unemployed (over a year) or individuals with repeated unemployment periods.

The Living Lab is designed and implemented by FIOH and city of Kokkola.

Portugal

Many young people are prevented from finding sustainable work by a lack of access to appropriate information, advice, connections, support, or because of discrimination. The number of unemployed young people is high (18 – 24 years: 13%). Young people from disadvantaged backgrounds and particular ethnic minorities are disproportionately likely to be unemployed.

The Living Lab will focus on unemployed young people (younger than 30) who have difficulties in entering the labour market and who have lack of technical and behavioural competencies to be employable.

The Living Lab is designed and implemented by ISCTE, REDO, PACT, IEFP, TermCerto and LAO.

Source: <https://synclusivoproject.eu> (4.3.2024)



5.2 P-Will

The **main objective** of the Platform Work Inclusion Living Lab (P-WILL) is to build a pan-European interdisciplinary and transdisciplinary multistakeholder network including policymakers, industry leaders, civil society organisations, designers, researchers, and the main initiatives happening at the international level, to foster the upsurge of alternative scenarios in the frame of platform work.

P-WILL promotes the PE intersectional gender perspective and inclusion through increased well-being, economic justice, and rights for the traditionally excluded collectives (TEC) while aligning the PE with The EU Pillar of Social Rights and SDGs.

The **aims of P-WILL** are:

- To discuss and critique current elements of the discourse on platform work, incorporating an intersectional feminist approach and proposing a richer and inclusive definition of the phenomenon.
- To favour an interdisciplinary social and technical approach to PE.
- To develop a deeper understanding of the impact of the expansion of the PE connected to COVID-19 on traditionally excluded collectives.
- To foster transdisciplinary PE action-oriented evidence-based outcomes closing the gap between society, science, industry and policymaking through co-creation of novel, bottom-up ideas to challenge and improve policymaking institutions recommendations, alternative platform design models and technical design guidelines.
- To establish grounds for further research development heeding The European Pillar of Social Rights and SDGs, strengthening European research and innovation capacities.

P-WILL is organized around five **Working Groups**:

- WG1 Platform work inclusive holistic framework exploration
- WG2 Organisational and platform work models
- WG3 Digital technologies and data models
- WG4 Mobilisation, regulation and policy strategies
- WG5 Transdisciplinarity outcomes and impact evaluation

Source: <https://pwill.eu> (4.3.2024)



6 Templates for INCLUDED Living Labs

Possible questions to be used in INCLUDED Living Labs

What is the actual situation regarding inclusive employment in your organisation?

What changes can be made towards inclusive recruitment strategies? How could GLAM institutions promote a culture of inclusion and respect for people with disabilities?

How can organisations supporting people with disabilities work with GLAM institutions to create more inclusive employment processes? What role can employment services play in this effort?

What key policy changes do you believe are necessary at the local or national level to promote inclusive employment in the GLAM sector? How can organisations supporting people with disabilities in partnership with GLAM institutions support these changes?

What are organisational or legal barriers which affect inclusive employment in the GLAM sector?

Generating ideas in INCLUDED Living Labs

For these exercises please keep in mind:

- Quantity is more important than quality:
Try to generate as many ideas as possible. This means that you must not stop too early.
- Time and Pressure:
Under pressure many ideas are generated (and not questioned right away). Many good ideas are derived from the further development of ideas which would normally have been dismissed if closer looked at.
- There is one rule:
No criticism, no comments (about the ideas of other group members). The group, but also the moderator should strictly stick to this rule!

Methods for generating ideas

- **Photo Impulse** To develop creativity through associations To find new ideas through pictures instead of words.

Preparation: Camera



Duration: 20 – 30 min.

Implementation:

- The members take pictures with the camera inside their organisations on the chosen topic (related to the question).
- The pictures are presented in the group.

Try to find relations between the question and the pictures. Everybody says what comes to their minds.

- **Mentimeter:** www.menti.com

Different possible settings for collecting statements/ideas in group sessions like word-clouds, ratings and many more. Results are shown directly on the screen and can be further discussed in the Living Lab session.

- **Brain Writing (6-3-5-Method)**

Goals: To generate creative ideas through association (similar to Brainstorming)

All participants are integrated in the process by rotation in the creative phase.

Preparation and implementation: Each group member gets an equally sized sheet of paper. The paper is then divided into three columns (vertically) and six rows (horizontally). The problem is defined together

6-3-5 Methode Problemstellung:				
Nr.	Name	Idee 1	Idee 2	Idee 3
1				
2				
3				
4				
5				
6				

Duration: 3 min. per turn – total of ~ 20 min.



Implementation:

Creative Phase:

- Each person individually writes down one idea per box in the first row.
- The sheet is handed on (clockwise).
- The neighbour reads his or predecessors ideas and writes down his or her ideas, which build up on the ideas already written down, in the next row.
- The sheets are handed on until everybody again has his or her own sheet
Note: repeated five times in 6-3-5.
6 persons have handed on 3 ideas 5 times
- Maintain a relaxed atmosphere.
- No discussion or criticism is allowed during the writing phase!
- An abundance of ideas is wanted

Selection phase:

- Now we have a total of 108 proposals
The ideas and proposed solutions are now combined in thematic emphases and tested for utility and practicability.

Implementation variation:

- Assemble groups of four to seven
- Each member gets three sheets of paper
- Each member writes own idea on the top of each sheet
- Hand on clockwise
- Each member reads the ideas of his or her predecessor and writes an idea below, which builds on the already mentioned idea
- The three sheets are handed on until everybody again has his or her original sheets.



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Resources

European Network of Living Labs. <https://enoll.org> (4.3.2024)

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