

D.T1.4.5 GUIDELINES FOR SHAREPLACE APPROACH TO CO-DESIGN

Final Guidelines

December 2018





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1. Introduction

The overall goal of SHAREPLACE is to develop an innovative approach to improve the connectivity of local, regional and transnational mobility systems. SHAREPLACE will be open to all types of passenger transport services and target groups. Initial development and testing will be carried out in six pilot regions: Bergamo, Crema (both Italy), Fuschlsee-Mondseeland/FUMO (Austria), Osijek (Croatia), Ulm (Germany) and Zalaegerszeg (Hungary). By implementing living labs (in the following LL) and actively engaging stakeholders, transferable solutions for a more integrated, accessible and harmonised mobility system in six central European regions will be designed.

The main approach for achieving this goal is the implementation of the six living labs, which build on specific strategies for local engagement. Through identifying the relevant stakeholders for each pilot region, an active group of participants will be gathered to collectively plan the aims of the different living labs with co-design workshops. In the following report, one will find further information on the facilitation of co-design workshops and managing co-design solutions for sustainable mobility at local level. In the context of this project, we refer to co-creation: as “any act of collective creativity, i.e. creativity that is shared by two or more people (Sanders & Stappers, 2008, 6)”. Co-design reflects a shared design process, where designers and people, not trained in design, are working together to develop products, tools, processes and services. It combines the collective creativity of divers actors across the whole span of a development process and is thus to be seen as a specific instance of co-creation (Sanders & Stappers, 2008, 6). In the context of this project we refer to co-design as a collective creative process which is facilitated as workshops, with diverse stakeholders who sketch, ideate, experiment, learn and develop concepts together (Mattelmäki & Sleeswijk Visser, 2011).

These guidelines aim to introduce diverse co-design tools and methods as guidelines, to support the respective pilot areas in performing co-design activities within the established living labs. With this approach, we look out to co-create innovative mobility solutions emphasising to address specific local requirements and needs. After a short introduction to the SHAREPLACE approach to co-design in chapter 2, chapter 3 shares hands-on advice for successful facilitation and evaluation of your co-design activities. In the following chapter 4, general tools and guidelines for facilitating co-design activities are introduced to support the development of concepts for implementation at pilot level. The concluding chapter 5 will summarize the co-design activities run at each pilot so far and suggests specific tools suitable for the individual living labs.

2. Co-design and Co-creation

Co-design reflects a shared design process, where designers and people not trained in design are working together to develop products, tools, processes and services (Sanders & Stappers, 2008, 6). Co-design aims to give a voice to the people who ultimately will use an object/service/platform and combines the collective creativity of diverse actors across the whole span of a development process (ibid.). A co-design process comprises several phases with different steps, which are interlinked. The process is started by understanding and framing the problem through sharing and comparing the experiences of the participating stakeholders. On



this basis, diverse alternatives will be explored, by identifying the local resources and capabilities. The aim is to find and develop a shared solution supported by all stakeholders, which can be tested and developed further within an iterated co-design process. One major advantage to be considered while applying the co-design approach: we can benefit from the “wisdom of the crowd”. With a process, which brings together very different sectors such as funders, service users, policy partners and service delivery organisations, possible silos can be broken down and enable an interdisciplinary exchange. However, this also requires a certain sensibility regarding the input given by the participants. At the beginning of the project, and before each co-design session, discuss the boundaries and openness of the process. Ask participants for their permission to use all co-generated content, or does it need to be restricted in some form, as each participant will contribute to the ideas and potential solutions.

As an example, the input of the future user plays an important role in the development of knowledge, ideas and new concepts, because a user can be seen as the expert of his/her life (Sanders & Stappers, 2008). This input has to be acknowledged and valued, while simultaneously ensuring aforementioned open- and/or closeness of the process. Furthermore, through testing first assumptions, plans or ideas with end users the project will benefit from minimising false planning, already prior implementation (Co-Design Toolkit by Wacoss). However, user’s qualification as co-designer depends also on their level of creativity, expertise and passion as well as the researchers support in providing users with appropriate tools for expressing themselves through visualization. Researchers have to change their role from being a translator (between user and designer) to acting as a facilitator referring to leading, guiding and encouraging people to support creativity. (Sanders & Stappers, 2008)

This trend has been observed in research as well as in practice, referred to as (value) co-creation or in research setting also known as co-design and participatory design. Whereas co-design and co-creation are closer linked to a potential business and value creation strategy and participatory design has its origins and ideology deriving from the Scandinavian empowerment discourse, and trade union movement in the 70ties, promoting worker’s rights to have a say in the design of their workspaces. (Sanders & Stappers, 2008; Mattelmäki & Sleeswijk Visser, 2011)

The term co-creation refers to user and stakeholder involvement during the product design and development process. Co-creation is a very broad term and emphasises the collective creativity of stakeholders, designers, researchers and end-users (Sanders & Stappers, 2008). Therefore, one can refer to co-design as a specific case of co-creation (ibid.). In a wider context, co-design is a creative act of designers and non-designers sharing the work during a design process (ibid.).

3. Performing and managing Co-design activities

3.1 The Co-design loop

In this chapter, we look at a general level, how to manage co-design activities as part of the respective Living Labs, to co-create successful mobility solutions. In this phase of your project, the participation of project initiators and identified key stakeholders is essential. At the core of this phase is to co-design specific solutions, most suitable for the local needs. These solutions might be products, services, experiences, events or some other outputs. Within a co-design

process, we have different phases which are broken down into smaller steps. The co-design activity can be seen as a continuous activity with a starting point, a middle and an end, however the end can also become a “new starting”, as it is set within a new context, building on previous learnings. This cyclical approach was developed into a “co-design loop” (see Figure 1) building a conceptual framework (Fuad-Luke, 2009), further explained within the co-design manual of the Finnish city Lahti, which incorporated co-design as part of their city planning strategy (Fuad-Luke et al. 2015). The “co-design loop” comprises three loops or phases with activities, namely the project context (1), the identified problems (2) and potential solutions (3). In general, the process can be started with the ‘context loop’ where in a co-design workshops, invited key-stakeholders define the project context, before moving into the ‘problem loop’ where they collaboratively identify challenges from various perspectives. This is followed by defining a shared design brief for exploring possible solutions. In the so called ‘solution loop’, the co-design process is about envisioning and prototyping possible solutions for the prior identified project challenges. These solutions might not be perfect in the first run, thus the “co-design loop” as a process, can be repeated several times, offering a “new starting”, with a different context. (Fuad-Luke et al. 2015)

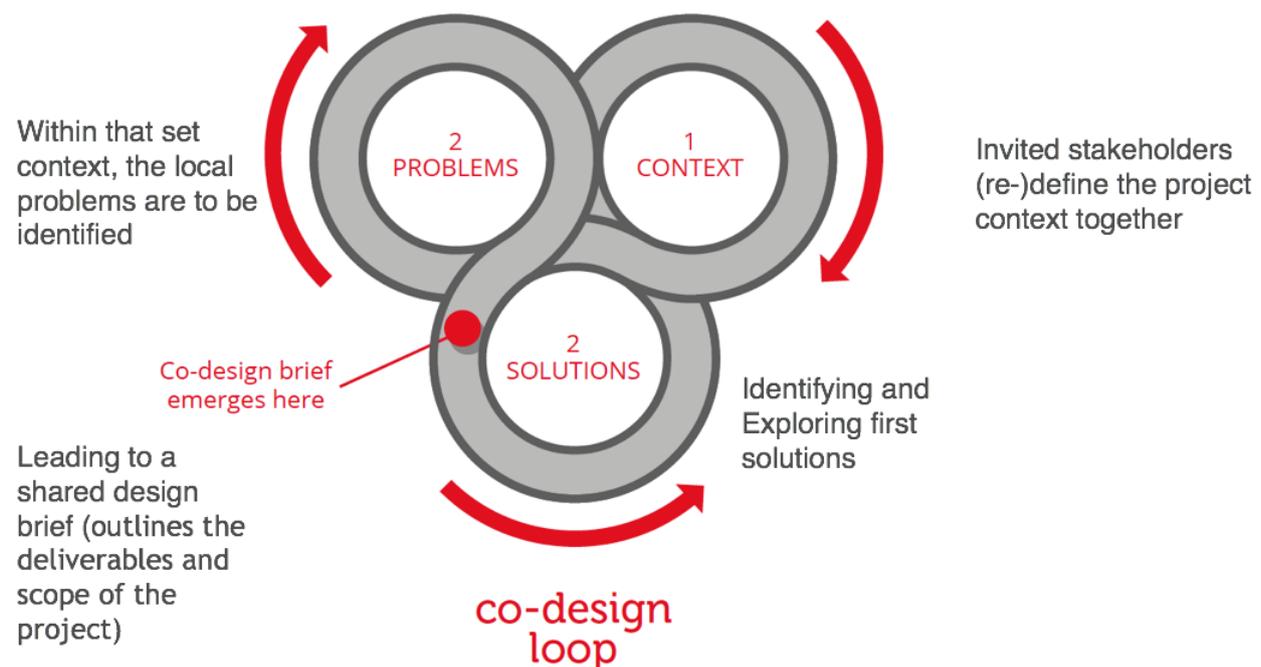


Figure 1: Co-Design Loop introduced by Fuad-Luke (2009)

3.2 Facilitating Co-design activities at pilot level

At the beginning of each co-design workshop, experts/ facilitators should provide the participants with input and information about the project and its context. In addition, the benefits of participating in the workshop and its hypothetical project outcome should be illustrated, to increase extrinsic and intrinsic motivational factors. For example, in the case of *InnoLab* a German Living Lab project, which developed over 3 years’ sustainable mobility solutions for elderly (Meurer et al. 2017), showed that saving resources was seen as important, however did not result in the motivation to change the individual mobility behaviour. Moreover,



its highly important to allow enough time for questions during the co-design workshops, as not all values or visualizations are tangible and intuitive for users (Meurer et al. 2017). For instance, when using abstract data, ensure that supporting visualisations and materials help participants understand and interpret the given information for a better evaluation of the context.

The key to successful co-design facilitation are the group dynamics, which build on the interaction between participants and a skilled facilitator. An experienced facilitator, who can lead group discussions, also ensures that every voice is heard, and gives participants time to reflect upon tasks and methods used. To achieve a spontaneous and flexible atmosphere, tasks and questions should be formulated open. Within co-design workshops, participants are asked to leave their comfort zone and take new perspectives, deal with opposite opinions, which requires the willingness of the participants to deal with the unforeseen. Therefore, an increased degree of flexibility and spontaneity from the accompanying research team is required. (Kirchberger et al., 2017)

3.3 How to run a co-design workshop?

In the following section, we will briefly describe how to host a co-design session, which could also be split into two sessions. The aim is to develop together (involving a great variety of different stakeholders and users) a shared idea for a possible solution or prototype, which can be tested and iterated throughout the living lab.

The successful facilitation of a co-design workshop starts with the facilitator, who should ensure creating a dialogue and empathy between the participating stakeholders. This can be enabled e.g. with specific tools such as “Blind drawing”, “Collage” or a shared “Word circle” to enable a shared language and understanding of participants focus and relation towards the project. In a next step, the group will define the context of the project together. A first scoping should be of course done already by the hosting organization; however, this context should be re-defined and refined with real stakeholders, tapping into the “wisdom of the crowd”. Specific co-design tools for this could be „Affinity Clustering“, “Design Capitalia”, “World Café Brainstorming“, „Mapping Needs and Expectations“. The tools should generally enable a broadening and understanding of the project context including resources and relevant actors. This is followed by an exercise, where all participants will define the main problem, or problem space together, which will be building on the prior work of the facilitating project team. However, with a diverse group of participants the problem space can be looked at from different perspectives, enabling a re-framing with relation to other local challenges and barriers. Once, the main challenges are identified at this stage, you can start co-designing solutions together. These solutions should of course address major problems identified and be set within the defined context. The main outcome of this step is to create concepts and prototypes together, which are supported by your participants.

It is important to develop ideas, while not restricting participants’ imagination. The ideas with greater potential will be developed further, while participants should be encouraged to create 2D, 3D or other experiential responses. Sketching, brainstorming or building models with Lego, play dough or even acting out stories and scenarios can be great methods to explore proposed solutions. These tools and exercises should help the facilitating project team to co-decide with the participants the most promising solutions, which can be taken forward and tested in real-life settings as part of your living lab.



3.4 Shareplace approach to co-design

In SHAREPLACE, we started with a series of 2-4 co-design workshops in the spring of 2018. In order to provide a context specific framework and overview for co-design facilitation and structure of your living labs, as part of SHAREPLACE, please see figure 2 below. An important aspect in co-designing shared solutions is to document the process and input holistically as it illustrates the collective intelligence and can be reconsidered when evaluating the prototypes.

In SHAREPLACE, each pilot is following roughly a similar timeline, however acting out the different activities such as living lab meetings and co-design workshops in their own rhythm, and with their respective groups of stakeholders. Though, a general approach can be identified, comprising several project phases, which are interlinked, and potentially repeated, similar to the “co-design loop” explained above. Furthermore, best practices for co-design in the SHAREPLACE context, are elaborated in the report “D.T1.4.1 - Co-Design for Innovative Mobility”. The report analyses four case studies, which apply co-design and living labs as methodology for developing sustainable mobility solutions. From these case studies, the report derives several best practices for facilitating successful living labs. In the following, an open outline for the SHAREPLACE approach to co-design will be explained and illustrated with figure 2, below.

Phase 1 refers to the starting of the project, where your project-team defined stakeholders, context and did a first identification of the problems, challenges of your pilot area. This phase was followed by the facilitation of 2-3 co-design workshops to identify a shared context and define the main problems with the stakeholders, referred to as Phase 2. One more round of workshops should be hosted during autumn 2018. With the facilitation and analysis of these workshops, we basically run through the aforementioned *Co-Design Loop* at least one time. This should allow each pilot area to have a first idea about their possible solutions, key-actors, stakeholders and essential resources needed for prototyping and implementation (Phase 3). After successfully hosting these first three co-design workshops, your living lab will be established building on a rich participation and engagement of different stakeholders. Next steps towards managing and implementation of the co-designed solution can be taken, including a re-evaluation of the context and the problems after a first round of testing in the real context. This re-evaluation can include another co-design workshop or other forms of gathering feedback, to adjust/ re-design the solution or prototype and re-launch it with the modifications applied (Phase 4).

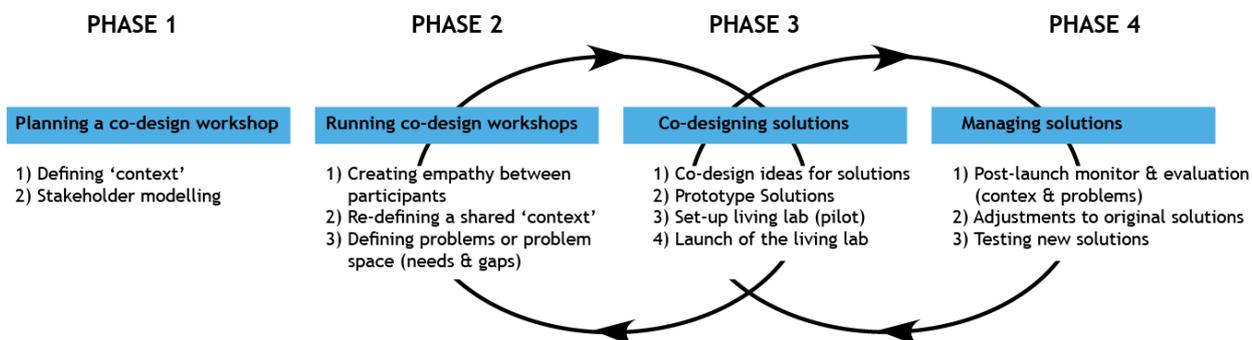


Figure 2: Interrelated Co-Design Approach

4. General Tools for Co-design methods

For the full range of tools, which can be applied in the different phases of the Co-design workshops, please see table 1. A detailed description of these tools are provided in the presentations and exercises resulting from the training activities held in Ulm - D.T1.1.3 and D.T1.4.3.

The tools presented are partly adapted from the Co-design Manual by Fuad-Luke, A.; Salokannel, R.; Keinänen, K. (2015) "Return on giving - Best mindset and practices for co-designing" which is available online.

Table 1: Tools for Co-design workshops

Intro	Context (1)	Problem (2)	Solutions (3)
Blind Drawing	Affinity Cluster	Mind-Mapping	World Café
Word Circle	Design Capitalia	Brainstorming	Role Play
Collage	Context in/out	Sustainability Map	Business Model Canvas
			Service Mapping

5. Co-design at local level

5.1 Bergamo

The pilot in Bergamo is progressing well, so far trainings, co-design workshops and living lab meetings have been held at different locations around the campus, applying selected co-design methods, proposed in the Ulm training in March 2018. Methods included: Design Capitalia, Mind map, Stakeholder mapping, Brainstorming, Affinity Cluster.



Identified challenges were:

- Lack of participation, particularly in the locations of Bergamo Alta and Bergamo Bassa;
- Misunderstanding of the projects aim.
- The goal of the project, which is the development of innovative solutions, complementary and integrated to the current Public Transport System, seems to be not well understood by the students involved
- Behavioural change needed is difficult to be understood from the target group of reference.

These challenges could be addressed e.g. by fostering participation through clearly illustrating and communicating the individual benefits of participating in the workshops e.g. through potential decision-making powers. Furthermore, its important to communicate clearly the aim of the project with visual materials in different types of media (see D.T1.3.4. Report on Raising Awareness and Targeted Actions). This could include online and offline methods such as social media channels, press conferences, articles in local newspaper as well as visiting student cafes/ bars and provide them with accessible information materials: easy to understand language, illustrative / graphical materials.

5.2 Crema

Crema has hosted to date three living lab meetings with different foci, including also co-design workshops and trainings. The project is struggling in attracting a broader range of stakeholders, which are not only users. This could be addressed e.g. with clearly defining the project context, and possibly applying the context mapping or stakeholder mapping tool with the core project team, to identify additional stakeholders which could be individually addressed and invited for further workshop- and meeting participation.

5.3 Fumo

In the pilot region FUMO, two main groups were classified on the basis of the interest groups former identified in the FUMO master plan:

- 1) Group of local users and existing and future mobility providers (bike-sharing, car-sharing, ride-sharing services, public transport providers)
- 2) Group of service providers identified as mobility targets (accommodation establishments, destinations, commercial service providers, etc.)

The identified groups can be approached individually and purposefully and invited to special workshops. The experiences in the FUMO region show that the workshops are very well received by the representatives of the individual groups.

The contact is made via e-mail, telephone, newsletter, etc. In addition, further information about the benefits will be provided by newsletters of the LEADER region.

The experiences have shown that the participants in the workshops get a connection and clear ideas about the intended development of the service hub. With this development, the existing mobility offer is presented very openly and the need of further developments becomes obvious.

5.4 Osijek

The pilot project in Osijek has very well identified their different stakeholders and grouped them, according to two criteria:



- a) the role in local mobility (user, service provider, future service provider),
- b) data they can provide on local mobility (existing services, mobility flow)

With this strategy, they are able to individually address them, and invite them for specific meeting or workshop sessions. This is a very good approach; however, they also address the challenge of reliability of stakeholder participation in workshops. Even though invites were sent out early, and followed-up, participation seemed a challenge, requiring additional incentives. These could be e.g. reaching out to the stakeholders on their preferred medium of communication (e-mail, phone, newsletter ...) and in addition communicate the individual benefits very clearly, stating that they can learn about latest developments, participate in decision making and not have to contribute financially.

5.5 Ulm

The Ulm pilot has organised also several meetings and workshops to enable a co-design driven approach. By including a diversity of stakeholders such as students, universities, representatives of the municipality and surrounding areas, as well as bigger companies in the Donautal, the stakeholder mapping seemed successful. As a challenge was however identified the finding of a shared goal and outcome, which benefits everyone involved. This is one of the major tasks and can potentially be best addressed with a specific co-design workshop dedicated on ideating and prototyping possible solutions. Tools such as brainstorming in a world café format, collective service mapping or prototyping scenarios with role play could enable more open discussions to collectively choose the most suitable solution.

5.6 Zalaegerszeg

The pilot has also organised several meetings and workshops, including a site-visit with some of the stakeholders, which is a great way to better illustrate the main project aims, and their potential benefits when participating. This approach visualises the abstract information provided in the meetings and workshops. Similar to the other pilots, they are struggling with continues engagement and participation from their stakeholders. As mentioned above, early invitations, wide media coverage, online and offline help to raise awareness about the project and the challenges it aims to address. With communicating this to a wider audience, the individual benefits can be underlined, when inviting participants e.g. through personalised e-mails, newsletters, facebook-site, phone calls or face-to-face meetings and project-presentations at local events. Clearly communicating the project aims and benefits via different formats, while simultaneously ensuring good and easy to access workshop locations, suitable time-formats and small incentives for the participants should be considered for the future planning.

6. Concluding Remarks

All pilots are progressing with their trainings, meetings and co-design workshops. The proposed methods and approaches above, should support them with new ideas for addressing their individual challenges. However, it was clearly identified that a lack of participation or diversity of participants at the meetings and workshops is a shared challenge amongst all pilot projects. This problem can be addressed by different means, such as ensuring a personalised communication, illustrating individual benefits when participating and the overall project. Furthermore, does a widely-spread marketing and communication strategy support a wider reach. Clearly identifying stakeholder groups, and then addressing them with the right medium of communication, whether this is by phone, email or personal meetings is key. In addition,



the stakeholders need to feel valued, that their voice and input is heard, and that they feel certain gain (information, contacts, influencing local decisions ...) from contributing their time and ideas to the project.

References

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Mattelmäki, T. & Sleeswijk Visser, F. (2011). “Lost in Co-X - Interpretations of Co-design and Co-creation”, Proceedings of IASDR 2011, the 4th World Conference on Design Research, 31 Oct. - 4 Nov. Delft, Neatherlands, Edited by. Roozenburg N.F.M. , Chen L.L. & Stappers P.J.

Sanders, Elizabeth B.-N., and Pieter Jan Stappers. (2008). “Co-Creation and the New Landscapes of Design.” *CoDesign* 4.1. 5-18.

7. Annex

In the following section the collected templates are found for reference in the same alphabetical order as above: Bergamo, Crema, (FUMO), Osijek, Ulm, Zalagerszeg



TEMPLATE

for information gathering on co-design tools and methods.

BERGAMO

2ND DRAFT

OCTOBER 2018





1. Introduction

This template aims to gather information on the process of implementing the living labs at pilot level, in particular on the co-design approach. Co-design combines the collective creativity of diverse actors across the whole span of a development process (Sanders & Stappers, 2008). In the context of this project we refer to co-design as a collective creative process which is facilitated as workshops, with different stakeholders who sketch, ideate, experiment, learn and develop concepts together (Mattelmäki & Sleswijk Visser, 2011). In the following sections of this template, we kindly ask you to fill out further details on your process of involving respective stakeholders, their participation and potential challenges with the co-design method and approach. Based on your feedback gathered within this template, we aim to design individual guidelines for your respective projects, to best support a successful development and implementation of the living labs at pilot level.

2. Stakeholder involvement

Identification of stakeholders

Please describe briefly the method(s) applied to identify the main stakeholders for your living lab?

- Groupworks held in the Living Labs' context, which were organized inside the three university locations of the University of Bergamo;
- Application of the Design Capitalia methodology, learned during the meeting in Ulm;
- Application of Stakeholders' mapping tools: Mind map, Stakeholders map, Brainstorming, Affinity Cluster.



3. Participation

3.1. Methods for encouraging participation

Please describe briefly the actions taken or methods applied to foster stakeholder participation. (For example using local communication channels incl. different types of media, collectively defining shared goals ...)

- Creation of mailing lists and constant communication with involved stakeholders regarding the dates of meetings and creation of a shared folder with all engaged actors in order to store the documentation of all meetings;
- Shared planning of meetings' activities with all involved stakeholders;
- Technical meeting with Redmint to illustrate to citizens and stakeholders aims and goals of the Shareplace project;
- Creation of the Facebook page and a section on the Municipality's website, both dedicated to the project.

3.2. Types of participation

Could you please describe with a few words the level of engagement/commitment and/ or participation and contribution of your stakeholders.

- Participation in Workshops and meetings (Who and how many times)

Three Living Lab meetings have been organized in the university campuses of Dalmine, Bergamo Bassa and Bergamo Alta. In the first stage of meetings, as well as in the third one, involved the participation of public and private transport operators (ATB, TEB, Autoservizi LOCATELLI), students and university staff, public institutions representatives (Dalmine and Bergamo) and different Associations and Societies operating on the territory (Agenzia per il Trasporto Pubblico Locale del Bacino di Bergamo, Tenaris, Pastorale Diocesiana)

The second stage involved only students and technical staff of the university in order to highlight problems of their mobility, with the draft of a general framework of issues for a subsequent confrontation with involved actors.

- Sharing information about the living lab to others (Who and How)

NO

- Committing time on a regular basis beyond workshop participation (Who and How much)
 - Constant activity of the Mobility Manager of the University of Bergamo, Prof. Ronzoni, aimed at the preparation of meetings and organizing students and technical/administrative staff engagement tools.
 - Participative activity of involved stakeholders, aimed at the shared planning of meetings.



- Supporting the project with own resources (Time, Money, Information...)
 - The University of Bergamo, thanks to its Mobility Manager, Prof. Ronzoni, supported and keeps on supporting the project, investing time, resources and contributing to the stakeholders engagement campaign;
 - The Councillor of Dalmine, participating in 2 out of 3 meetings organized in the University location, proved to be very interested in the project, especially regarding the definition of mobility issues emerged with the confrontation between students and stakeholders. In addition, such information will serve as basis for the development of innovative solutions shared between the Municipal Administration of Dalmine, involved stakeholders and the Municipal Administration of Bergamo.

- Participating in defining shared goals (Who and How)
 - Service providers (LOCATELLI, ATB , TEB, SAB), by defining a mobility problems framework, coming up with new solutions in line with future developments of the mobility sector of the territory;
 - University students and administrative-technical staff, as reference target group throughout the project;
 - The two Councillors of the Municipalities of Dalmine and Bergamo, by providing political and technical guidelines, necessary to evaluate/confront the proposed solutions, comparing them with the real territorial needs, as well as eventually highlighting practical and bureaucratic issues of their implementation.

- Supporting shared goals with self-initiated activities (Who and How)

NO

- Others please specify:

NO

4. Locations

What location(s) did you choose, for hosting the living lab meetings and co-design workshops? What was your impression regarding the locations, did these impact e.g. the number of participants, the atmosphere etc.?

Talking about the location choice for the nine Living Lab meetings (three for each university campus), the most relevant places have been chosen, which were conference rooms.

The selection of such places strongly influenced the meeting features.



On one hand, in the location of Dalmine, in fact, the participation to the meetings was medium-high also thanks to the involvement of students who are more sensitive to the topic and thanks to the schedule, which was planned to fit with the timetables of university lectures. On the other hand, in the campuses of Bergamo Alta and Bergamo Bassa, the participation was low, due to the students' lower sensibility to the topic.

5. Meetings & Workshops

Please list the meetings and workshops held so far, including the main focus/ aim, duration and methods used.

Type	Focus / Aim	Duration	Date	Nb. Participants
Training	Training of methodologies on stakeholder involvement - dissemination of knowledge learned in the meeting in Ulm with the involved stakeholders	1 hour	April 2018	5-40 stakeholders
Training	Training on Co-Design principles - dissemination of knowledge learned in the meeting in Ulm with the involved stakeholders	1 hour	May/June 2018	5-20 stakeholders
1° stage	First stage of Living Lab meetings organized in the three campuses - definition of the context and map of the involved stakeholders	2 hours	April 2018	5-40 stakeholders
2° stage	Second stage of Living Lab meetings organized in the three campuses - framework of the problems	2 hours	May/June 2018	5-20 stakeholders
3° stage	Third stage of Living Lab meetings organized in the three campuses - design of innovative solutions	2 hours	July 2018	5-20 stakeholders

6. Challenges

In reference to aforementioned factors (stakeholder participation, workshop tools, methods and locations etc.) influencing your living lab activities, what were the main challenges when putting the co-design approach into practice? E.g. lack of participants, low engagement, misunderstanding of methods, tools and approaches, challenges in hosting and facilitation ...

- Lack of participation, particularly in the locations of Bergamo Alta and Bergamo Bassa;
- Misunderstanding of the projects aim.
The goal of the project, which is the development of innovative solutions, complementary and integrated to the current Public Transport System, seems to be not well understood by the students involved
- Behavioural change needed is difficult to be understood from the target group of reference.



7. Lessons Learnt

*Considering the prior described challenges, what were the main lessons learnt during the process?
What helped you the most, to overcome these challenges in the future?*

- Organizing something “special” in the Living Lab’s activities in order to increase participation;
- Promote marketing operations to encourage students to participate;
- Foster participation;
- Major involvement of the political part.



TEMPLATE

for information gathering on co-design tools and methods.

CREMA

2ND DRAFT

OCTOBER 2018





1. Introduction

This template aims to gather information on the process of implementing the living labs at pilot level, in particular on the co-design approach. Co-design combines the collective creativity of diverse actors across the whole span of a development process (Sanders & Stappers, 2008). In the context of this project we refer to co-design as a collective creative process which is facilitated as workshops, with different stakeholders who sketch, ideate, experiment, learn and develop concepts together (Mattelmäki & Sleswijk Visser, 2011). In the following sections of this template, we kindly ask you to fill out further details on your process of involving respective stakeholders, their participation and potential challenges with the co-design method and approach. Based on your feedback gathered within this template, we aim to design individual guidelines for your respective projects, to best support a successful development and implementation of the living labs at pilot level.

2. Stakeholder involvement

Identification of stakeholders

Please describe briefly the method(s) applied to identify the main stakeholders for your living lab?

Our external stakeholders are mainly the users, institutions and our drivers.

We organized LL in order to manage, in a first phase, the institutional ones and non institutional separate.

In the first LL on 20th April (needs and expectations) were involved only users of mobility services;

In the second LL on 31st May (co-design) were involved the institutional stakeholders (authorities, PT operators, technicians);

In the third LL on 22nd September (co-design) both categories of the previous LL were merged in order to share results and competence.



3. Participation

3.1. Methods for encouraging participation

Please describe briefly the actions taken or methods applied to foster stakeholder participation. (For example using local communication channels incl. different types of media, collectively defining shared goals ...)

We created a personalized invitation that we sent to the users. We are the service provider for PT so users are also our costumers.

The methods for encouraging participation were:

Digitally by means of our social networks, our internal web site and our institutional web site.

Not digitally with our internal newsletter.

We have also engaged our on demand PT customers calling and involving them personally thanks to our call center operators.

We also contacted Public Relations Office of Municipality of Crema in order to spread communication about our projet LL.

3.2. Types of participation

Could you please describe with a few words the level of engagement/commitment and/ or participation and contribution of your stakeholders.

- Participation in Workshops and meetings (Who and how many times)

LL1: only users.

LL2: institutions.

LL3: mix with users and institutions

- Sharing information about the living lab to others (Who and How)

Public relations Office of Municipality of Crema by means of emails with official invitation to LL that they sent to their contacts. Students produced video about PT in Crema and mentioned Shareplace Project.

- Commiting time on a regular basis beyond workshop participation (Who and How much)

Not yet.

- Supporting the project with own resources (Time, Money, Information...)

Municipality supports us with public spaces and press office.



- Participating in defining shared goals (Who and How)

All the stakeholders are involved in defining shared goals.

- Supporting shared goals with self-initiated activities (Who and How)

The contact point will be the Crema 2020 project focused reshaping the main multimodal node in the city (rail station, bikesharing, bus terminal, main car parking)

- Others please specify:

4. Locations

What location(s) did you choose, for hosting the living lab meetings and co-design workshops? What was your impression regarding the locations, did these impact e.g. the number of participants, the atmosphere etc.?

First LL 20th April: was organized in a coffee shop in order to create an informal atmosphere.

Second LL on 31st May: in a conference room in municipality of Crema in order to give to the event a more institutional mood.

Third LL on 22nd September: in a conference room in a Museum in order to merge the both groups in a proper location for a big event. The location was chosen in order to allow the participation of disabled people with special needs and special wheelchairs.

All the locations were easy to be reached and to access. The atmosphere was properly in each event so that groups worked without problems.

5. Meetings & Workshops

Please list the meetings and workshops held so far, including the main focus/ aim, duration and methods used.

Type	Focus / Aim	Duration	Date	Nb. Participants
LL	Needs and expectations	3,5 / 4 hours	20 th April	20
LL	Mapping of PT services and gaps	3.5 hours	31 st May	10
LL	Co-design	3.5 hours	22 nd September	40



6. Challenges

In reference to aforementioned factors (stakeholder participation, workshop tools, methods and locations etc.) influencing your living lab activities, what were the main challenges when putting the co-design approach into practice? E.g. lack of participants, low engagement, misunderstanding of methods, tools and approaches, challenges in hosting and facilitation ...

The recruitment phase was the most difficult due to a lack of knowledge of the project.

The challenge is to involve a broader range of stakeholders including the NON users.

7. Lessons Learnt

Considering the prior described challenges, what were the main lessons learnt during the process? What helped you the most, to overcome these challenges in the future?

The first lesson learnt is that is important to share information about the project and focus the aims of LL and co-design. Maybe also some reward for participation could stimulate engagement. The catchy location and the correct day of the week can be an advantage to stimulate participants.



TEMPLATE

for information gathering on co-design tools and methods.



1. Introduction

This template aims to gather information on the process of implementing the living labs at pilot level, in particular on the co-design approach. Co-design combines the collective creativity of diverse actors across the whole span of a development process (Sanders & Stappers, 2008). In the context of this project we refer to co-design as a collective creative process which is facilitated as workshops, with different stakeholders who sketch, ideate, experiment, learn and develop concepts together (Mattelmäki & Sleswijk Visser, 2011). In the following sections of this template, we kindly ask you to fill out further details on your process of involving respective stakeholders, their participation and potential challenges with the co-design method and approach. Based on your feedback gathered within this template, we aim to design individual guidelines for your respective projects, to best support a successful development and implementation of the living labs at pilot level.

2. Stakeholder involvement

Identification of stakeholders

Please describe briefly the method(s) applied to identify the main stakeholders for your living lab?

After the 1st living lab in the 2nd project period which was a kind of a initial meeting to present the Shareplace project to the communities representatives on 4th of June 2018 our 2nd living lab took place at Salzburg. MPR organized the meeting with its collaborator Walter Weber (responsible for programming and design) for introducing the invited stakeholders the needs of the service hub, the design principles and approach.

Representatives of Austria Tech, the Salzburger Lokalbahnen, the Swiss based company Fairtiq - public transport and mobile experts who developed the FAIRTIQ Mobile App in close collaboration with partners from the public transport sector -, and the Vienna based company Upstream, who network partner offers and develop digital mobility solutions with different public and private customers, took part at the 2nd living lab.

Shareplace project and its needs has to be discussed intensively with the public building department directors of all FUMO communities. So a meeting with all these representatives was organized by MPR and took place at 27th of November 2018 at Koppl/ Salzburg. All communities of the FUMO region were represented.

Additional to that MPR presented the Shareplace project during the “Internationale Verkehrstage Salzburg 2018” as an own topic focus with a special program organized by MPR.

All these activities support the communication with the different stakeholders and define next necessary steps for developing the service hub.



3. Participation

3.1. Methods for encouraging participation

Please describe briefly the actions taken or methods applied to foster stakeholder participation. (For example using local communication channels incl. different types of media, collectively defining shared goals ...)

MPR invited all the stakeholders personally by mail or telephone and keeps them updated about the development of the Shareplace project. MPR also communicates the needs, the status quo and activities continuously.

Methods for encouraging participation:

The experiences in the FUMO region show that it is very important to get in personal contact. So MPR searches for direct contact to the responsible stakeholder and keeps them updated. In this period MPR reached representatives of public transport providers, developer of digital transport solutions and representatives of the region and communities who are responsible for traffic shaping.

Regarding to the Shareplace schedule it was necessary to connect the developer of digital transport solutions and the representatives of the local transport services. The 2nd living lab at 4th of June, 2018, brought them together. It was a very intensive and fruitful meeting to all.

In advance of the “Internationale Verkehrstage Salzburg 2018” MPR contacts the organisers and convinced them to schedule a special Shareplace event during the Verkehrstage. This event was a unique platform to promote and to inform a public and a professional audience about the Shareplace project. It was organized as an inter-modal tour through the FUMO region. So every participant got a very practical impression of the idea of the Shareplace project.



3.2. Types of participation

Could you please describe with a few words the level of engagement/commitment and/ or participation and contribution of your stakeholders.

- Participation in Workshops and meetings (Who and how many times)
 - 1st living lab/ Mondsee: different local and regional responsables of the FUMO communities and the leader region FUMO organisation
 - 2nd living lab/ Salzburg: developer of digital transport solutions, representatives of the local transport services, Austria Tech
 - MPR - Shareplace event at “Internationale Verkehrstage Salzburg 2018” (October 2018): public audience (user), representatives of public and private transport services (institutions), local and regional representatives (politics)
- Sharing information about the living lab to others (Who and How)
 - During the “Internationale Verkehrstage Salzburg 2018” the project was presented by MPR. MPR also introduces the results of the 1st and 2nd living lab in order to communicate the conditions and needs to realize the Shareplace project.
- Committing time on a regular basis beyond workshop participation (Who and How much)
 - All the participants declare themselves ready to support the project with information and data - as far as available and possible.
- Supporting the project with own resources (Time, Money, Information...)
 - The organisation of leader region FUMO as well as the local transport services supports MPR with information and a high willingness to advance the project. They are always available with time and respond to requests for information quickly.
- Participating in defining shared goals (Who and How)
 - All the stakeholders are involved in defining shared goals and to give input regarding their own needs in the local area.
- Supporting shared goals with self-initiated activities (Who and How)
 - The leader FUMO region has the task to develop actively an inter-modal traffic (project FUMOBIL). The innovation lies in the fact that in future the residents and tourists will be offered an attractive and environmentally friendly mobility with less motorized individual traffic based on internal combustion engines (mIV).
- Others please specify: /



4. Locations

What location(s) did you choose, for hosting the living lab meetings and co-design workshops? What was your impression regarding the locations, did these impact e.g. the number of participants, the atmosphere etc.?

1st living lab at 23rd of April, 2018: took place in Mondsee (Salzburg/ Austria), Schlosshotel Mondsee; the location and its surrounding represent the leader region FUMO; the place creates a good working atmosphere and gives an impression of the “proving ground”. The location was easy to reach and the participants have had the opportunity to join the hotel for the night.

2nd living lab at 4th of June, 2018: took place at the Salzburger Lokalbahnen near to the main station Salzburg; in a comfortable conference room we generate an intensive working atmosphere. Cause of the central location there were no problems to reach it.

5. Meetings & Workshops

Please list the meetings and workshops held so far, including the main focus/ aim, duration and methods used.

Type	Focus / Aim	Duration	Date	Nb. Participants
LL	Local engagement Analysis of mobility need and expectations	4 hours	23 th April	16
LL	Design principles and Approach (also training)	4 hours	04 th June	9
Part of conference “Internationale Verkehrstage Salzburg 2018”	http://forum-mobil.at/wp-content/uploads/2018/10/2018_10_11_SVT_Programm.pdf (see program below)	5.5 hours	17 th October	ca. 60

MITTWOCH, 17. OKTOBER 2018

Exkursion ins Salzkammergut

Modul 5 – Touristischer Innovationsschub im traditionellen Salzkammergut

Exkursion + Präsentationen

8.15 Uhr
8.30 Uhr

Treffpunkt vor dem Schloss Mirabell

Abfahrt Sonderbusfahrt: Dr. Richard Doppelstockbus

Intermodale Erlebnisfahrt in die FuMo (Fuschlsee-Mondsee)-Region + Testfahrt mit autonom fahrendem „Digibus“ Austria (Projekt von Salzburg Research/Karl Rehrl)
„Erlebnisreiseleiter“: Günther Penetzdorfer, Projektleiter Shareplace Plattform für die FuMo-Region + András Ekés / Mobilissimus (H)

In der FuMo-Region wurde die Verkehrssituation genau analysiert und ein Masterplan für künftige Entwicklungen entworfen, um die dzt. 97 % Individual-Autoverkehr zu reduzieren. Kern einer neuen „Intermodalen Mobilität“ sind Implementierungen verschiedener öffentlicher Verkehrssysteme nach den Grundsätzen einfacher Erkenn- und Bedienbarkeit (Integraler Taktfahrplan, automatisiertes Fahren, ...)



Mit dem Projekt Shareplace (www.interreg-central.eu/shareplace), wird ein wesentlicher Teil des Masterplanes in Form einer intermodalen Plattform umgesetzt.

10.30 Uhr

Sonderfahrt Wolfgangsee Schifffahrt ab Anlegestelle St. Gilgen

Begrüßung: Horst Ebner/Vorstand Salzburg AG

Gespräche + Diskussion mit Bürgermeistern der FuMo-Region

Franz Eisl / Bgm. St. Wolfgang, Hans Wieser / TV St. Wolfgang, Rupert Reischl / Bgm. Koppl, Gerald Stöckl/Up-Stream – technische Kommunikationsplattform, Gian-Mattia Schucan/ Fairtiq, Günther Penetzdorfer / Projekt Shareplace

Moderation: Michael Mair

12.00 Uhr

Programm – zwei Alternativen:

a) Fahrt mit der Schafbergbahn – neue leistungsstarke Diesellok/Fa. Stadler
oder

b) Rundgang durch St. Wolfgang

Geführt von Franz Eisl / Bgm. St. Wolfgang + Hans Wieser / TV St. Wolfgang

13.00 Uhr

Abfahrt Wolfgangsee Schiff „Salzburg“ – mit kulinarischem Ausklang

ca. 14.00 Uhr

Rückfahrt mit dem Bus nach Salzburg von Gschwendt

ca. 15.00 Uhr

Ende der 16. Internationalen Salzburger Verkehrstage



6. Challenges

In reference to aforementioned factors (stakeholder participation, workshop tools, methods and locations etc.) influencing your living lab activities, what were the main challenges when putting the co-design approach into practice? E.g. lack of participants, low engagement, misunderstanding of methods, tools and approaches, challenges in hosting and facilitation ...

Because of MPRs already established experiences and connections to local and regional stakeholders there were no serious problems to solve for getting in contact and to win them as participants. Because of the obvious problematic traffic situation in the mentioned region the willingness to engage is high. The most important topic and thus a challenge was to communicate the Shareplace project to the different groups (users, customers, developer of digital traffic solutions, tourist office instructors, regional and local representatives). It was not a homogeneous group so MPR had to develop to every group an unique access for finding out there needs and possibilities, to increase their engagement and for preventing misunderstandings.

7. Lessons Learnt

Considering the prior described challenges, what were the main lessons learnt during the process? What helped you the most, to overcome these challenges in future?

One lesson learnt is to communicate all development steps regularly and to keep the involved groups informed about the status quo of the project. Meanwhile there was built up a large community in the region what also means to give them the feeling to be part of it. The stakeholders involvement is a very important essential. To come in contact and to keep personal contact is indispensable. By inviting responsables to the living labs, they have to be given a sense of commitment. MPRs experiences in the region more over 10 years supports the confidence but also the Shareplace projects structuring and practicability makes it easier to put the co-design approaches into practice. To have a nice and sympathique working space, which is easy to reach, and to find enough time to discuss, to define and to solve problems are basics to get on well.



TEMPLATE

for information gathering on co-design tools and methods.

OSIJEK

2ND DRAFT

OCTOBER 2018





1. Introduction

This template aims to gather information on the process of implementing the living labs at pilot level, in particular on the co-design approach. Co-design combines the collective creativity of diverse actors across the whole span of a development process (Sanders & Stappers, 2008). In the context of this project we refer to co-design as a collective creative process which is facilitated as workshops, with different stakeholders who sketch, ideate, experiment, learn and develop concepts together (Mattelmäki & Sleswijk Visser, 2011). In the following sections of this template, we kindly ask you to fill out further details on your process of involving respective stakeholders, their participation and potential challenges with the co-design method and approach. Based on your feedback gathered within this template, we aim to design individual guidelines for your respective projects, to best support a successful development and implementation of the living labs at pilot level.

2. Stakeholder involvement

Identification of stakeholders

Please describe briefly the method(s) applied to identify the main stakeholders for your living lab?

Stakeholders were defined as private persons, associations or organisations which can affect the project, the project can affect them, and which can assess how the project and certain decisions affect them specifically.

Stakeholders were identified according to two criteria:

- a) the role in local mobility (user, service provider, future service provider),
- b) data they can provide on local mobility (existing services, mobility flow)

The stakeholders that were initially identified as the key ones included:

- Local and regional authorities (City of Osijek and Osijek - Baranja County, Chamber of Economy)
- Local public transport operator (GPP Osijek)
- Regional bus transport operators (Panturist, APP Požega (Arriva), Čazmatrans Nova)
- Local Taxi Service operators (Osijek Taxi)
- Regional railway passenger transport operator (HŽPP)
- Civil associations representing: retired citizens, university students, handicapped persons and persons with reduced mobility, environmentally aware citizens (Bike my Day, Zeleni Osijek, Udruga umirovljenika, Savez organizacija invalida OBŽ, Studentski zbor Sveučilišta u Osijeku)
- Most significant (in terms of generated trips) local employers (Saponia Osijek, Kandit)
- Most significant (in terms of generated trips) public service providers (Hospital, University).



3. Participation

3.1. Methods for encouraging participation

Please describe briefly the actions taken or methods applied to foster stakeholder participation. (For example using local communication channels incl. different types of media, collectively defining shared goals ...)

Stakeholders were encouraged to participate during all the workshops. Within the first workshop, each stakeholder was given room and time to express their concerns regarding their participation, recognize the benefits and define a shared vision and goals of the project. A survey was given in order to determine what the motivation of each stakeholder was, their familiarity with the project's concepts. The survey was also used to determine a preferred way of contact for each stakeholder to make sure we can easily follow-up and continue communication. Following the first workshop, stakeholders were contacted with materials and conclusions of the workshop. They were also asked to provide data and information relevant to the project from their organizations.

The same stakeholders were invited to the next workshop and additional reminder was sent to them a week before. Interactive games and tasks to encourage discussion and give opportunity to each stakeholder to express their opinion and ideas about the project. For all three workshops, all identified stakeholders were repeatedly invited, regardless of their level of participation.

3.2. Types of participation

Could you please describe with a few words the level of engagement/commitment and/ or participation and contribution of your stakeholders.

- Participation in Workshops and meetings (Who and how many times)
 - The first workshop was characterised by a good response of the transport operators, regional and local authorities but also by an insufficient number of civil organisations and the overall absence of big employers.
 - Big employers were missing in all three workshops.
 - The same is with the representatives of taxi operators and regional bus transport operators, who did not recognise their interest in the participation process. Regional bus transport operators initially showed interest, but since then their motivation has changed.
 - Very high engagement level from City of Osijek and GPP, students and faculty of Civil engineering, and an environmental association Zeleni Osijek have shown a high level of engagement by attending all the workshops, sharing the information and helping with data collection.



- Sharing information about the living lab to others (Who and How)
 - Each stakeholder received a summary of the workshops and was asked to share these materials with their colleagues. An open invitation was given to other representatives of their organisations.
 - An online survey was set up to collect public opinion and experiences regarding public transportation and the stakeholders were also asked to share the survey on their websites and social media. GPP, City of Osijek and Zeleni Osijek contributed most to this activity.
- Committing time on a regular basis beyond workshop participation (Who and How much)
 - Stakeholders were approached beyond the workshop participation to share the public survey and provide data from their organisations regarding transportation. To this, only GPP and the City replied in full, with moderate replies from taxi services.
 - GPP, together with City of Osijek worked beyond the workshop for project promotion, event organisation and data collection.
- Supporting the project with own resources (Time, Money, Information...)
 - Participants in the workshops generally provided their time in the full duration of each workshop and actively participated in the planned activities. Some (such as the representatives of regional bus transport operators, hospital and the county took part in some activities of the first workshop). It should be well noted that GPP contributed with their data, helped with the organisation of the workshops and promotion of the project.
 - The Chamber of Economy was a supportive stakeholder in the sense that they provided the space for the second workshop whereas the Faculty of engineering and architecture provided space for first workshop.
- Participating in defining shared goals (Who and How)
 - During the first workshop, stakeholders participated in an activity which produced a shared vision of the project. They expressed their understanding of the importance of their input for future development of the City of Osijek
 - These inputs were further put to use in the second workshop where the stakeholders (primarily representatives of the Faculty of Engineering and Architecture, Faculty of Electrical Engineering, Computer Science and Information Technology, student association, Zeleni Osijek, GPP and HŽPP) discussed the common problems of transportation in the city and defined shared goals to improve the situation.
- Supporting shared goals with self-initiated activities (Who and How)
 - GPP has actively participated in the project by providing their ideas, data and time to the partners.
- Others please specify:

4. Locations

What location(s) did you choose, for hosting the living lab meetings and co-design workshops? What was your impression regarding the locations, did these impact e.g. the number of participants, the atmosphere etc.?



The first workshop was held at a new building of the Faculty of Engineering and Architecture in Osijek. The building is very modern and the classroom has a spacious and light layout. There was enough supply of whiteboards, papers and markers, and the educational environment supported the planned format of the workshop.

Second workshop was held at the Chamber of economy, at one of their conference rooms. The room is large, but quite dark with massive furniture which created a gloomy atmosphere. Moreover, the tables can't be moved to allow direct group work. This resulted in a big roundtable and it affected the dynamics of the workshop.

Third workshop was at a location provided by the City of Osijek. The conference room was light and spacious, with enough coffee for everyone. The stakeholders were organized in a roundtable. The room provided enough space to use flipcharts and allow individual work.

At each location, coffee break was organised at each location with coffee and snacks in order to minimize scattering of the stakeholders.

5. Meetings & Workshops

Please list the meetings and workshops held so far, including the main focus/ aim, duration and methods used.

Type	Focus / Aim	Duration	Date	Nb. Participants
Living lab 1	<p>The objectives were to:</p> <ul style="list-style-type: none"> establish cooperation, assess stakeholders' interest and expectations, define scope of their contribution and potential benefits, and identify optimal communication modes between stakeholders. <p>Activities were organised as interactive group work including a survey for each individual stakeholder.</p>	4 h	April 23 rd , 2018	10-15
Living lab 2	<p>The objectives were to:</p> <ul style="list-style-type: none"> describe the existing local mobility system from the perspective of all stakeholders involved, openly discuss identified weaknesses jointly draft possible solutions and identify potential risks explore possibilities of innovation enable further collaboration <p>Activities were organised as interactive group work where stakeholders used data for the online survey to try to identify the main problems and possible solutions in transportation. These were then prioritised and a group discussion was enabled.</p>	3h 45 min	May 21 st , 2018	10-15
Living lab 3	<p>The objective was to draft innovative solutions for the three problem areas identified in the previous workshops:</p> <ul style="list-style-type: none"> connections between less densely populated areas and the City of Osijek, 	2 h	September 24 th 2018	10-15



	<ul style="list-style-type: none"> • lack of integration between different mobility modes • lack of mobility services adjusted to the needs of 17.000 university students <p>Stakeholders were shown videos and real-life examples of some innovative solutions from Europe. Then they were asked to fill out a survey about their ideal solution for the city. These were collected and grouped into three potential solutions. A discussion was encouraged to find the best of the three.</p>			
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6. Challenges

In reference to aforementioned factors (stakeholder participation, workshop tools, methods and locations etc.) influencing your living lab activities, what were the main challenges when putting the co-design approach into practice? E.g. lack of participants, low engagement, misunderstanding of methods, tools and approaches, challenges in hosting and facilitation ...

Primary challenge was the stakeholder engagement. Collecting preferred means of communication resulted in minimal success. For each workshop, invitations were sent 2 to 4 weeks before the training with reminders via e-mail/telephone. However, these have failed to generate interest of all key stakeholders as some of them didn't even respond and some did not show up even after confirming their participation. Responses for data collection were also modest, with GPP contributing most of their time and data to the project.

At first, the stakeholders had hard time recognizing their contribution to the project and the notion that their input is unimportant in the whole decision-making process. These were also stakeholders who felt the project wouldn't change anything because the public authorities are not interested. At the beginning of the workshops, a lot of questions were regarding stakeholders' financial contribution to the project. A lot of them had the idea that in order to participate, they'd need to donate to the project.

7. Lessons Learnt

Considering the prior described challenges, what were the main lessons learnt during the process? What helped you the most, to overcome these challenges in the future?

Stakeholder engagement is a continuous challenge. An invitation 2-4 weeks before the training with reminders via e-mail/telephone failed in generating interest off all key stakeholders as some of them didn't respond. Perhaps a more personal contact would produce better results (e.g. face-to-face meeting). However, we find that the collected information on the stakeholders' preferred way of communication was a successful idea which helped with communication with some of the stakeholders. The survey in the first workshop gave us insight into prior experience and knowledge of co-design/living labs concept, which was used to design future co-design activities within SHAREPLACE.



As far as contribution goes, having a hands-on workshop was a good way to stimulate a discussion between different stakeholders and to induce their creativity and imagination. Also, smaller groups (3-4) worked fine in producing a good discussion where all participants had enough time to share their thoughts and ideas. On the other hand, group work did require strong facilitation as the participants often lost focus and needed encouragement to open to other group members.

To make sure each group produces inclusive results, we find that it is beneficial to have a good distribution of participants based on their organizations.

Some of the older participants were not equally willing to use less conventional work methods and some assessed it as a waste of time. This was overcome by better explaining the goal of the task and offering a modified way of working for that individual.

It can certainly be concluded that the layout and atmosphere of the chosen workshop locations significantly impacted the atmosphere and mood of participants.





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TEMPLATE

for information gathering on co-design tools and methods.

PILOT: CITY OF ULM

OCTOBER 2018





1. Introduction

This template aims to gather information on the process of implementing the living labs at pilot level, in particular on the co-design approach. Co-design combines the collective creativity of diverse actors across the whole span of a development process (Sanders & Stappers, 2008). In the context of this project we refer to co-design as a collective creative process which is facilitated as workshops, with different stakeholders who sketch, ideate, experiment, learn and develop concepts together (Mattelmäki & Sleswijk Visser, 2011). In the following sections of this template, we kindly ask you to fill out further details on your process of involving respective stakeholders, their participation and potential challenges with the co-design method and approach. Based on your feedback gathered within this template, we aim to design individual guidelines for your respective projects, to best support a successful development and implementation of the living labs at pilot level.

2. Stakeholder involvement

Identification of stakeholders

Please describe briefly the method(s) applied to identify the main stakeholders for your living lab?

Stakeholder Mapping with the project team.



3. Participation

3.1. Methods for encouraging participation

Please describe briefly the actions taken or methods applied to foster stakeholder participation. (For example using local communication channels incl. different types of media, collectively defining shared goals ...)

- Personal visits and presentations at local companies in the Donautal
- Meetings with the public mobility provider SWU

3.2. Types of participation

Could you please describe with a few words the level of engagement/commitment and/ or participation and contribution of your stakeholders.

- Participation in Workshops and meetings (Who and how many times)

Potential user groups: students - 1 workshop; Local companies from the Donautal - 1 workshop

Regional experts on sustainable mobility: HNU, Landkreis Neu-Ulm - 1 training; SWU - 1 meeting

- Sharing information about the living lab to others (Who and How)

Presentations, meetings and co-design workshops with above mentioned stakeholders.

- Committing time on a regular basis beyond workshop participation (Who and How much)
 - Not yet.



- Europabüro Ulm

5. Meetings & Workshops

Please list the meetings and workshops held so far, including the main focus/ aim, duration and methods used.

Type	Focus / Aim	Duration	Date	Nb. Participants
Co-design WS	Students input and ideas on ridesharing	3 h	14.05.2018	13
Co-design WS	Companies Donautal	3h	13.06.2018	10
Meetings	SWU, Transport	2h	05.07.2018	6
	SWU, Telenet	2h	04.09.2018	
Training	Mobility Experts, Co-design methods training	3 h	25.04.2018	5



6. Challenges

In reference to aforementioned factors (stakeholder participation, workshop tools, methods and locations etc.) influencing your living lab activities, what were the main challenges when putting the co-design approach into practice? E.g. lack of participants, low engagement, misunderstanding of methods, tools and approaches, challenges in hosting and facilitation ...

Finding a shared solution, while very different stakeholders have different personal ambitions for the region.

7. Lessons Learnt

Considering the prior described challenges, what were the main lessons learnt during the process? What helped you the most, to overcome these challenges in the future?

Communication needs to be addressed appropriately to the target group (e.g. students vs. employees)

Open mind-set for discussing problems and concerns of each participating actor.



TEMPLATE

for information gathering on co-design tools and methods.

ZALAGERSZEG

2ND DRAFT

OCTOBER 2018





1. Introduction

This template aims to gather information on the process of implementing the living labs at pilot level, in particular on the co-design approach. Co-design combines the collective creativity of diverse actors across the whole span of a development process (Sanders & Stappers, 2008). In the context of this project we refer to co-design as a collective creative process which is facilitated as workshops, with different stakeholders who sketch, ideate, experiment, learn and develop concepts together (Mattelmäki & Sleswijk Visser, 2011). In the following sections of this template, we kindly ask you to fill out further details on your process of involving respective stakeholders, their participation and potential challenges with the co-design method and approach. Based on your feedback gathered within this template, we aim to design individual guidelines for your respective projects, to best support a successful development and implementation of the living labs at pilot level.

2. Stakeholder involvement

Identification of stakeholders

Please describe briefly the method(s) applied to identify the main stakeholders for your living lab?

The engagement process and involvement of all relevant stakeholders have been conducted on two levels.

The detailed mapping and identification phase of potential stakeholders was done in January/February 2018 in form of internal project meetings and teleconferences by ZMJV and Mobilissimus. The mapping process based on previous experiences on involvement processes of mobility planning (SUMP, Integrated Settlement Development Plan of ZMJV). The stakeholder mapping has been finalized due to the experiences of the internal training in Ulm (22-23 May 2018). Two main interest groups have been identified by the provided mapping methods:

- a professional background including transport providers and technical experts (e.g.: ÉNYKK Zrt., Oszkár Telekocsi)
- a supporting/decision-making background including the political and operative basis (e.g. colleagues of the Municipality of Zalaegerszeg)

We also identified at both pilot elements (DRT, carpooling) level so called key stakeholders who are facilitators for further stakeholder engagement and involvement of potential end users. As a result of the discussion with the key stakeholders on the first living labs, the main target groups have been identified both in the DRT and carpooling pilot element by collecting the ideas on a flipchart. Related to the DRT system concerned living lab, the key stakeholders (representatives of the sub-municipalities and NGOs) identified the target groups separated in the three areas. On the carpooling living lab, the key stakeholders (the representatives of the companies) identified the target groups separated for each company.



3. Participation

3.1. Methods for encouraging participation

Please describe briefly the actions taken or methods applied to foster stakeholder participation. (For example using local communication channels incl. different types of media, collectively defining shared goals ...)

DRT 1. living lab:

- engaging the representatives of the sub-municipalities of the designated DRT areas with common problem identification, getting to know the current transportation habits
- the participants helped to identify and segment the potential users, target groups
- the participants agreed to help in the communication with the local residents

DRT 2. living lab:

- enhancing an active contribution of the key stakeholders in terms of designing: participants have been asked to provide suggestions to the route planning of the service: getting real designing elements by discussion of the suggested routes of the three areas, collecting opinions and new suggestions to redefine the planned routes. - as a 'life' proof for Co-design loop concept.

DRT 3. living lab:

- the site visit for pre-testing purposes was announced well, leaflets were placed to mailboxes, hanged on local buildings of the areas, the local representatives were informed via emails and calls
 - the local representatives of the areas helped informing and inviting the local inhabitants about the upcoming event and fostered their participation
 - on the site visit with PP7, PP8 and the local representatives, the participants discussed and tested the three routes and the accessibility of the roads by minibuses (e.g.: at some parts it would significantly improve the traffic to make the road one-way while it is quite narrow, etc.)
 - on the site visits the inhabitants gave suggestions about the routing and the location of the stops
-

Carpooling 1. living lab:

- firstly engaging the representatives of the companies who showed interest towards the project with common problem identification from the companies' point of view
- involved key stakeholders helped to identify and segment the potential target groups, end users
- identification of the possible barriers and the main challenges in the project: the approach of people and finding incentives for them, raising awareness and mobility or environment consciousness as motivation is less attractive for people in the Hungarian working environment;

Carpooling 2. living lab:

- gathering the problems together with the representatives of the participating companies that could set back the implementation of the project
- collecting together the possible incentives together for each company



Carpooling 3. living lab:

- focus group discussion (with some employees of the companies) with previously sent guidance for the interview such as mode choice, willingness of use, potential incentives, etc.

At both (DRT and the carpooling) pilot levels online and offline questionnaires have been compiled in order to common problem identification and gathering inputs from the target groups for designing of the planned services.

3.2. Types of participation

Could you please describe with a few words the level of engagement/commitment and/ or participation and contribution of your stakeholders.

- Participation in Workshops and meetings (Who and how many times)

DRT pilot element were arranged as follows:

- 3 living labs
- 4 professional meetings
 - 2 with ÉNYKK Zrt. (IT, operation) and other EU project related expert
 - 1 with BKK Zrt., Centre for Budapest Transport, service ordering body for gathering information on existing demand responsive services operating in the capital city of Budapest
 - 1 with KTI Nonprofit Kft., Institute of Transport Science operates at national level, governmental background institute - meeting on potential IT data availability (timetables)

Carpooling pilot element:

- 3 living labs
- 2 professional meetings with the Hungarian carpooling service provider (Oszkár) for gathering information on existing long distance carpooling service experiences
 - Sharing information about the living lab to others (Who and How)
- to the key stakeholders via email, phone calls
- personally by the (political) representatives of the DRT areas and companies (key stakeholders) to the potential end users
- social media and webpage releases (project partners, end users)



- Committing time on a regular basis beyond workshop participation (Who and How much)

ZMJV: emails, calls, teleconferences, booking a room, for the third DRT living lab renting a minibus and spreading the agenda and invitation in the DRT concerned areas

Mobilissimus: emails, calls, compiling agendas, presentations, questionnaires, for the third DRT living lab making the agenda, invitation, route planning, calculation for the bus renting, for the third carpooling event making focus group from the results of the questionnaire

Companies: dates about the commuting employees, finding the potential people for the focus group

- Supporting the project with own resources (Time, Money, Information...)

Time and information: key stakeholders, end users, participants of the professional meetings.

- Participating in defining shared goals (Who and How)
- Sub-Municipality of concerned territory within the city (Satellite area of Bazita) - on the living labs
- Oszkár Telekocsi - meeting - how the carpooling application should work, how it can be implemented upon Oszkár but customized to the project's
- Business and retailers as big employers - representatives - common thinking on finding the right motivation tools, how to reach the potential users
- Local representatives of inhabitants - how the DRT system should work, how to reach the inhabitants, etc.
- End users - participating on the living labs, sharing their ideas, suggestions about the route, stops, operation, etc.
- Test groups of companies - how they would use, what should the system be like in order to use it regularly or in a wide range
- Zalasám Informatika Kft. - how the DRT application should and can work, what is the common thing that fits both for user, project and IT side
- NGO of Gálafej - how the DRT system should work, on living lab events
- Supporting shared goals with self-initiated activities (Who and How)
- Sub-Municipality of concerned territory within the city (Satellite area of Bazita) - Facebook channel, information -
- End users - sharing the article about the first trip of Zerge on facebook
 - Others please specify:

4. Locations

What location(s) did you choose, for hosting the living lab meetings and co-design workshops? What was your impression regarding the locations, did these impact e.g. the number of participants, the atmosphere etc.?

Every living lab was held in the Municipality of Zalaegerszeg, except the site visit for the third DRT living lab. The site visit was held in the three DRT concerned areas of Zalaegerszeg, where PP7 and PP8 made four tours with a



rented minibus (1 with the key stakeholders in every concerned areas, and three more in every designated areas with the local inhabitants).

5. Meetings & Workshops

Please list the meetings and workshops held so far, including the main focus/ aim, duration and methods used.

Type	Focus / Aim	Duration	Date	Nb. Participants
DRT	introducing the project, common problem identification, stakeholder mapping	17:00 -19:15	19.04.2018	7
Carpooling	introducing the project, common identification of problems, challenges, potential users	13:00-15:00	09.05.2018	7
DRT	brief evaluation of the responses received for the questionnaire, description of conceptual variants of DRT, national examples, giving suggestions for the possible routes and stops	17:00- 19:00	09.05.2018	6
Carpooling	brief evaluation of the responses received for the questionnaire, status report on the filling process, potential barriers and hindering factors for the implementation, finding motivation tools	13:00- 15:00	24.05.2018	5
DRT	site visit on the three DRT areas with the inhabitants - testing the route, introducing the project for the local people, giving suggestions/modifications about the routes, stops	15:00-19:00	14.06.2018	37
Carpooling	introducing the project for the focus group, discussing the previously sent questions, collecting commuting dates	15:00-17:00	12.09.2018	10



6. Challenges

In reference to aforementioned factors (stakeholder participation, workshop tools, methods and locations etc.) influencing your living lab activities, what were the main challenges when putting the co-design approach into practice? E.g. lack of participants, low engagement, misunderstanding of methods, tools and approaches, challenges in hosting and facilitation ...

- lack of participants - hard to find new participants to attend on the living labs
- the timing is an important question: during the worktime people mostly have no free time to be able to contribute but after work they have mostly off work activities or have to catch the bus
- low engagement in the carpooling section, those who told before to attend on the living lab called off the meeting at the day of the meeting
- hard to organize a date as the shifts end different time at the different companies
- lack of or low interest (lack of motivation)



7. Lessons Learnt

*Considering the prior described challenges, what were the main lessons learnt during the process?
What helped you the most, to overcome these challenges in the future?*

- Limited availability in time from the stakeholders' part (average availability less than 2 hours per living lab) - need for very focused discussions
- Company participation concerned: hard to organize the representatives of the relevant companies. The participation has been cancelled right before the living lab event, the events have to be organized better and earlier.
- Need for active engagement and involvement, continuously contacting. Before setting up the living lab and invitations for the first living lab, each company should have been visited one by one as first step of awareness raising toward the project, it could have been more effective.
- Practicality has a bigger influence to the stakeholder's attitude/needs than methodological discussions - Site visit made the project more familiar with stakeholders.

