

Inmédiats Handbook

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LIVING LAB

A NEW FORM OF RELATIONSHIP WITH
THE PUBLIC



inmédiats
INNOVATION - MÈDIATION - TERRITOIRES

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WHY THIS WHITE PAPER?

As a phenomenon which started life in the late 1990s at M.I.T. Media Lab and which later expanded in Europe, Living Labs are “life-size open innovation environments in which users participate in the creation of new services, products and societal infrastructure”¹. **There are today more than 321 Living Labs in more than 40 countries worldwide**². This document builds directly on the book published by Montréal In vivo in March 2014³.

Numerous references are made to it in this document and you are advised to read it to develop a greater and more detailed understanding of the Living Lab concept.

Indeed, with ample pre-existing literature concerning Living Labs, the purpose of this document is not to restate what Living Labs are but rather to explain their specific characteristics and the adaptations required to make them ambitious cultural mediation tools.

Three years of experimentation with the Living Lab concept in science centres, in varying forms and with numerous participant types, have made it possible to confirm that this model offers an exciting new dynamic for collaboration between the sciences, technology and society. In a society in crisis, it highlights the value of an innovation culture on the one hand and the importance of reinforcing links between citizens and the world of research on the other.

The Living Lab approach also lays the foundations for an activity which is essential in the development of science centres. It encourages new forms of collaboration and partnerships with various activity sectors (particularly economic ones) which discover the new opportunities ahead of them in the field of social and cultural action.

¹ European Union, 2009

² <http://www.openlivinglabs.eu/>

³ Qu'est-ce qu'un Living Lab? - Coll., Umwelt, Montréal in vivo -March 2014

WHAT IS A USER-SPONSORED PROJECT?

The Inmédiats Living Lab **projects make use of a “user-sponsored”** innovation process supported by the various stakeholders in the project as described by Montréal In Vivo¹. The user participates as a co-designer in the research or innovation process, by influencing and contributing added value to the project.

The initial scheme is further enhanced by the participation of the “creative and artistic community”. Although this latter aspect is optional, it is considered that the artist has an *“overview or perception likely to change our own”*². Reinforced in this way, the Inmédiats Living Lab concept forms a link with practices which are today widely used, including artists’ residences connecting the arts, science and technology, and allows for interfacing with Inmédiats’ Studio³ and Fab Lab initiatives.

The Inmédiats Living Labs support such production within an open innovation ecosystem. They encourage the population to question and embrace scientific and technological developments. Furthermore, they value feedback from the processes deployed in the form of eyewitness accounts, prototypes or presentations to be exhibited or shared with a wider number of users.

The strong link between these groups of people and the institutions involved in a Living Lab initiative is specific to cultural scientific mediation activities. It also becomes a key benefit for the science centres: where other Living Labs need to build this ecosystem, and particularly the link to research and the various public audiences, **this already exists in the science centres and only needs to be deployed.**

¹ Qu’est-ce qu’un Living Lab? - Coll, Umwelt, Montréal in vivo - mars 2014 - p.30

² “Une trinité art, entreprise et réseau culturel” - Julien Taïb - in Magazine des cultures digitales #74 - p.23

³ The Inmédiats project has been developing its reflexion on new science communication approaches by exploring a variety of axis including FabLab initiatives, new media scenario, gamification etc.

THE USER-SPONSORED PROJECT APPROACH

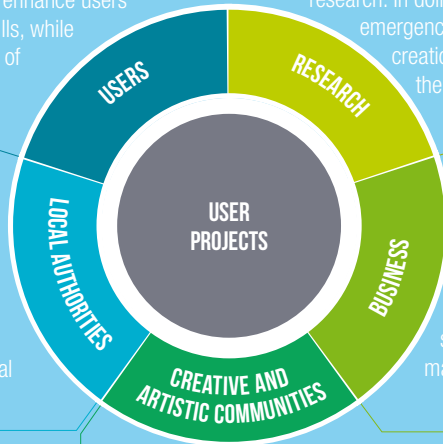
Inmédiats Living Labs encourage the influence of users in the development of services and innovative projects. They favour those projects which enhance users curiosity, knowledge and skills, while while encouraging a culture of enterprise and innovation.

Via Inmédiats Living Labs, stakeholders in the research stakeholders can stimulate dialogue with the beneficiary populations of such research. In doing so they encourage the emergence of new research and the creation of new ways to get the most from their results.

Inmédiats Living Labs support local authorities' dialogue with their citizens and the incubation of public policies. They contribute to territorial organisation, both on a social and economic level.

Inmédiats Living Labs support the life-size drafting and approval of new ideas and the rapid scaling of local services and products to other markets.

Inmédiats Living Labs firmly anchor the practices of these communities within an open innovation ecosystem encouraging them to embrace and question scientific and technological change.



WHAT ARE THE DIFFERENT STAGES OF A LIVING LAB PROJECT?

The Living Lab approach is described in the book “*Qu’est-ce qu’un Living Lab?*”¹ as **a cycle of activities** (co-design, exploration, experimentation and evaluation) **repeated during the various stages of an innovation process**. Each activity can be performed once or several times within the same cycle. Each cycle may be repeated once or several times during the same stage.

These stages are:

- ▶ **Design** ~ A large number of ideas and scenarios are put forward and tested by means of a basic conceptual prototypes in conditions mirroring the real-life environment.
- ▶ **Prototyping** ~ Confirms the usage scenarios, resulting in the production of a permanent prototype to be tested under real-life or near-real-life conditions.
- ▶ **Development** ~ More fully involves the economic stakeholders and confirms the value of the prototype, which can be tested under real conditions.

Feedback from previous stages can take place to explore any new ideas or themes which may emerge. This coming and going between the different stages requires great agility on the part of both the facilitator and the participants. At each of these stages, the number of participants increases and further enhances the innovative nature of the usage being tested.

This process is preceded by **a planning period**. It involves all or part of the project participants and lays the foundations on which the entire process will be built. During this period, it is a good idea to examine and confirm all aspects concerning a full understanding of the project including its end purposes, its objectives, the various phases, the roles and rewards of everyone concerned² in addition to all questions or issues concerning intellectual property rights.

At the end of this process, the system can then be **deployed or marketed**.

¹ Qu’est-ce qu’un Living Lab? - Coll. Umwelt, Montréal in vivo - March 2014 - p.62 to 71

² Please see p.14 “Which methods to guarantee a rewarding experience for the users/participants?”

ADAPTATION OF THE “KEY ACTIVITIES” DIAGRAM FROM “QU’EST-CE QU’UN LIVING LAB?”¹



WHY DEPLOY A LIVING LAB APPROACH IN A SCIENCE CENTRE?

Science centres see Living Labs as a means to inject fresh ideas and impetus into the mediation methods they use with the public. This approach modernises and updates practices inherited from active learning and participative citizenship. We have moved beyond the days where “knowledgeable individuals” handed down knowledge to the “anonymous masses”. **The focus today is on dialogue and co-construction.** This focus, which is shared with all Inmédiats projects, is all the more applicable to the Living Lab approach as it involves bringing together the public, local authorities, research and companies within the same project.

Simply bringing different people together within the same project is not enough to generate the desired sharing and criticism of information and challenges. It is necessary to plan in advance on producing information media and creating dialogue and information sessions involving the participants. Initially, **the Living Lab approach was not designed for cultural mediation purposes, but the objectives and values it conveys make it the ideal means to achieve this !**

From the public viewpoint

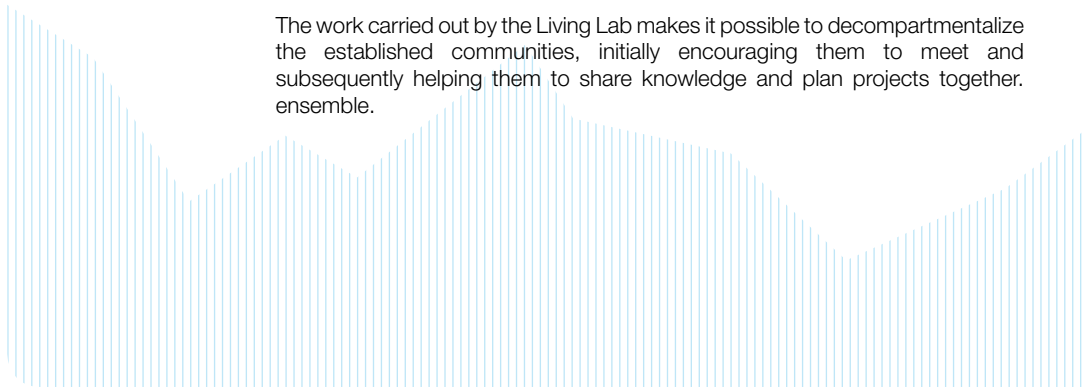
A Living Lab makes it possible to transform visitors into experimenters, users or even in some cases co-designers of a theory, technology or usage. This new form of involvement helps raise awareness of the developmental challenges of contemporary societies.

From the research and corporate viewpoint

A Living Lab is an initiative in which it is possible to obtain feedback on work, ideas or concepts currently being produced, to create new forms of sharing knowledge and even to create knowledge itself !

From a social viewpoint

The work carried out by the Living Lab makes it possible to decompartmentalize the established communities, initially encouraging them to meet and subsequently helping them to share knowledge and plan projects together. ensemble.



WHAT DOES PARTICIPATION IN A LIVING LAB PROJECT INVOLVE?

The notion of audiences

The audiences affected by the Inmédiats centres are no longer adequately covered by the generic term “general public”. Due to their involvement, they now include researchers, staff from public bodies and companies, professionals and volunteers from associations, users etc.

Much like a public area, the Living Lab programmes are a central part of a **wider human network participating in a project and giving the term “cultural mediation” particular significance.**

Participation conditions

The Living Lab approach is based on the participation of users, without which the approach is limited. However, it remains influenced by the various stakeholders in the project (local authority / company / research) whose objectives and expectations are often very different and even contradictory. For ethical reasons, it is important to clarify the participation conditions by means of a tacit or factual contract binding the participants in the project.

Furthermore, although it is difficult to insist that account must always be taken of the results obtained, in order to be effective participation should be more than just symbolic. The Living Lab approach in a science centre is one of the means of achieving shared responsibility for the results and processes from research and innovation.

Participation time

Participation is not the same during the various activities involved in a cycle.

- ▶ During the co-design and exploration activities, this concerns the production of ideas and scenarios. It is exclusively qualitative and results from interaction with the project's stakeholders. It is chiefly performed during supervised working sessions.
- ▶ During the experimentation phases, it centres on the test activities. Digital resources may be used and may replace all or part of the human interaction. They facilitate the collection of quantitative contributions (questionnaires, behavioural reports, etc.) more than qualitative ones (expression, the production of photos and videos, etc).

Levels of participation:

The audiences or participants may be defined according to their level of involvement.




This categorisation of the participants makes it possible to take account of them as part of a continuous process (rather than at specific, limited times) and to put forward a range of coherent and well adapted proposals.

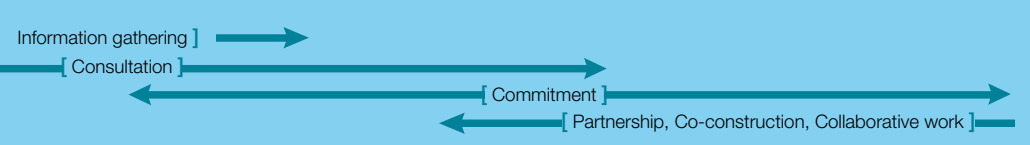
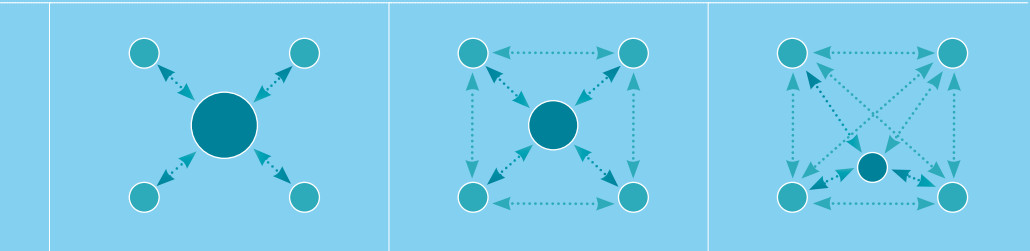
The participation of the audiences varies from the “least involved” to the “most involved”, from simple discovery to co-designing a solution or even a complete project.

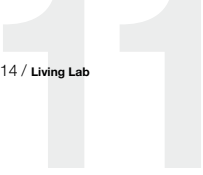
TABLE OF PARTICIPANT INVOLVEMENT

Level of involvement	+	+ +	
Discovery	Testing		
Discovering new solutions, prototypes and uses in addition to learning more about the Living Lab approach	Testing to verify usage, hypotheses, features or the evaluation of needs		
			Level of involvement and
Organisational structure <			
Participant <			
		[Communication, information]	[Ability to listen, Taking account of feedback,]
Number of participants concerned			
	Visitors, Users	Evaluators, contributors	
			Reinforcement of

Fig. 3: Table of participant involvement modified, completed and translated from [http://fr.wikipedia.org/wiki/Participation_\(politique\)](http://fr.wikipedia.org/wiki/Participation_(politique))

		
<p>Generating ideas Imagining new solutions and new uses based on a prototype, coming up with solutions to an identified requirement</p>	<p>Co-construction Development, production of a final design based on the ideas generated or on a prototype.</p>	<p>Co-governance Co-construction of a project initiated from the outset by all partners</p>





WHICH FACTORS ENCOURAGE PUBLIC PARTICIPATION?

Over and above the necessary degree of trust and confidence, which is based first and foremost on transparency concerning the overall understanding of the project (its objective, end purpose and implementation) and the question of intellectual property rights, a number of other factors also exist which encourage public participation.

In the diagram below, these factors are grouped together under the following headings:

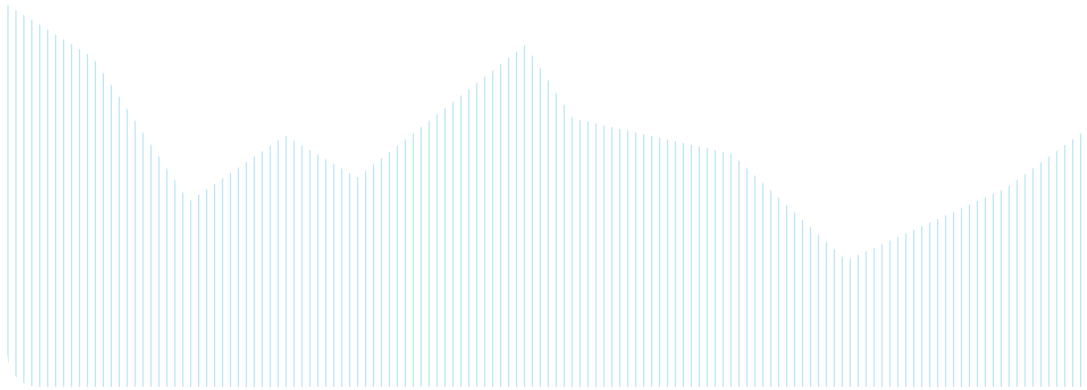
In the diagram below, these factors are grouped together under the following headings:

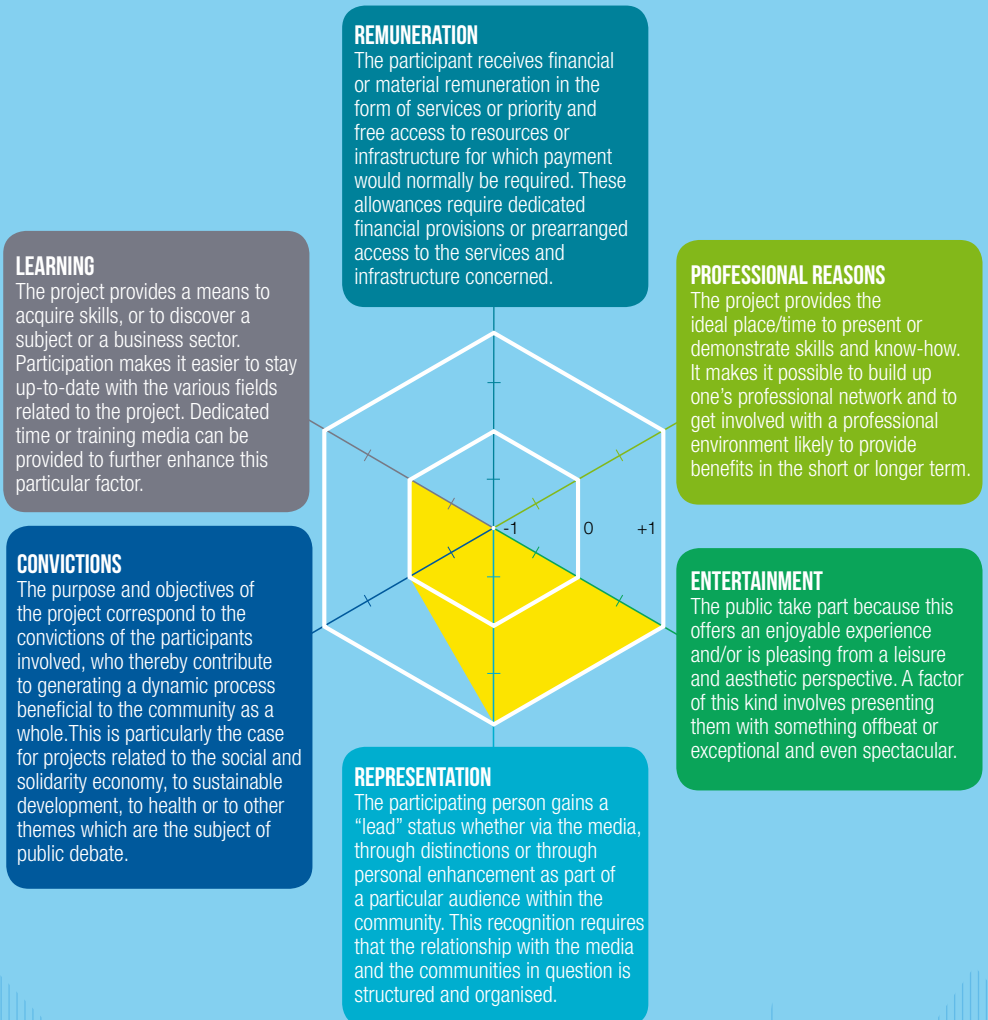
- ▶ Learning
- ▶ Remuneration
- ▶ Professional
- ▶ Entertainment
- ▶ Activism.

Contrasting factors are placed opposite one another in the diagram.

This is first and foremost a guide to help conceive the project and to determine the capacity to engage the various audiences according to different recognition criteria. This means making a choice or possessing a detailed knowledge of the cultural practices of the user groups involved. In this particular area, the expertise gained from Inmédiats' "Communities" project is a definite advantage.

Each community or group of participants must be positioned on this diagram. It is also necessary to create the time, published media and physical or virtual spaces needed to ensure sufficient information and popularization of the challenges, the research or the technologies involved in the project.





→ An example of the use of this resource:

The yellow section shows details of a student evening combining the cinema and Fab Lab.

WHAT SORT OF VALUE IS CREATED BY LIVING LABS IN A SCIENCE CENTRE?

A Living Lab in a science centre can be described as a value generator for the public-private-population partnership. It represents a repositioning of the science centre's activities. Their role is no longer limited to redistributing scientific or cultural wealth but becomes a means of participating in value creation for the whole ecosystem involved, and potentially for society.

This value can take the form of the knowledge [c] created by the project and the business [a] generated or the forging or strengthening of social links [s] within the ecosystem. The activities of a science centre are generally focused on projects with significant benefits in terms of knowledge or of social links. However, the phenomena of crowd sourcing, participative science or open innovation have demonstrated the capacity of widely scattered groups of citizens to generate economic value. The involvement of visitors improves the merchantable value of products and services, their acceptance and use, in addition to their suitability with regard to ethical, social or environmental goals.

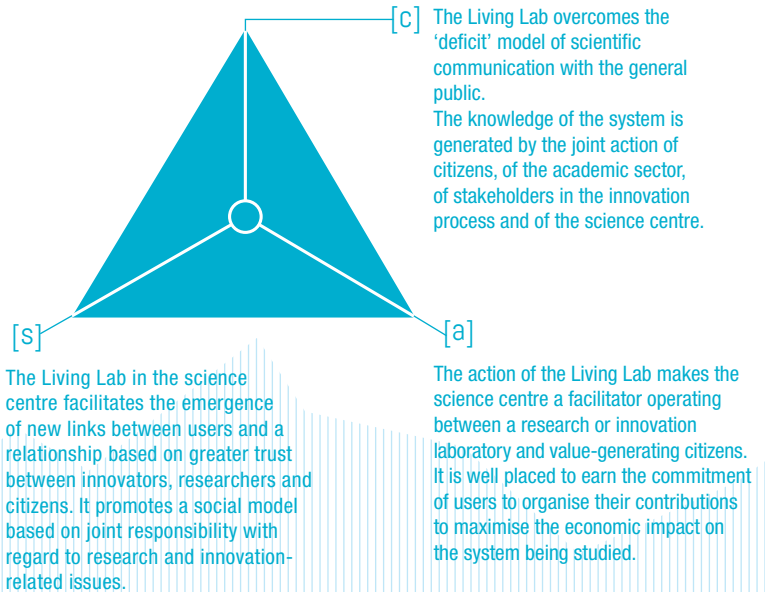


Fig 5: C.S.A representation inspired by KSB Framework (R. Santoro, A.Bifulco - PRO-VE – 2005)

WHAT SORT OF THINGS ARE INMÉDIATS LIVING LABS ASKED TO DO?

Living Lab-type approaches are suited to projects requiring adaptation to new markets, through the creation of uses and user expression. They can also encourage the take-up of a particular innovation by the beneficiary groups concerned. Finally, they facilitate research requiring the involvement of users to define the general themes and to produce a large quantity of data. These general descriptions are valid for Inmédiats.

On the other hand, a purely “thematic” definition as found in other Living Labs (education, museum sciences, the social or solidarity economy or health, etc.) is too restrictive.

The specific identity of Inmédiats Living Labs projects is ultimately based on the further development of the traditional activities of science centres (exhibitions, manips, workshops, conferences, training and residences) into **five main categories**:

- ▶ **Exhibiting¹**: The large-scale demonstration and testing of a solution.
- ▶ **The development of information resources**: creation and improvement of cultural, educational and tourism products and services, or the adaptation of digital technology for cultural mediation, etc.
- ▶ **Participation in research**: participation of the public in a fundamental or applied research protocol, or in forward-looking studies.
- ▶ **Training in systems and practices**: training in new digital tools and systems or new practices.
- ▶ **Art-science-digital creative initiatives**: Digital cultural projects workshops, creative residences involving the various audiences, etc.

Furthermore, an Inmédiats Living Lab project presupposes a certain number of commitments:

- ▶ Transparency, in contrast to industrial secrecy.
- ▶ Openness, or the capacity to genuinely incorporate different viewpoints.
- ▶ Flexibility, making it possible to incorporate these viewpoints within an iterative process.
- ▶ A non-technocentric approach, but one related to the participants' usage.

Finally, special attention is focused on activities involving audiences of 15 to 25-year-olds with the goal of providing them with new means of expression and involving them in an innovation culture.

¹ It is envisaged that this will only be a marginal activity, as user involvement is too limited for a Living Lab approach.

WHAT SORT OF PHYSICAL INFRASTRUCTURE DO THE INMÉDIATS LIVING LABS POSSESS?

The Inmédiats science centres are living facilities and have been open to the public for a long while. They welcome several hundred thousand people each year. They cover more than 4000 m² in six major French urban areas, these being physical facilities for the deployment of Living Lab projects. These areas can be temporary, modular or permanent. The public visiting the Inmédiats centres are therefore to some extent already familiar with the Living Labs approach.

These centres are also involved in their regions in different places and times including one-off or recurrent workshops, the mobilisation of users up to a regional level, the deployment of solutions in organisations or during partner events, and particularly festivals combining art, technology and digital culture.

These converging practices enable Inmédiats:

- ▶ To implement a project or solution from a local to a national level.
- ▶ To target a niche or mass audience.
- ▶ To propose identical or complementary dynamics depending on the region concerned, featuring the same identity. Finally, the fact that Inmédiats members are also members of the Ecsite network (European network of science museums and centres) and ENOLL (European Network of Living Labs) presents the possibility of concerted action internationally.

“THE SANDBOX TOUR”

In 2014, the augmented reality sandbox developed by researchers from UC Davis -the University of California, and prototyped by Science Animation, was the subject of an exciting **programme of alternative and enhanced usage by 5 Inmédiats centres**. This experience bears witness to the capacity to deploy a Living Lab approach to the whole country, in science centres, cultural establishments and festivals. This work involved professionals in the fields of education, research, museum sciences, artists, digital start-ups (some of which won prizes for their work) and the hundreds of visitors involved to the various stages of the Living Lab activity cycle. **A summary of this tour is available on the following website: www.inmediats.fr.**

WHAT SORT OF TECHNICAL INFRASTRUCTURE DO INMÉDIATS LIVING LABS POSSESS?

Although some centres are specialised in certain areas, the Inmédiats Living Lab approaches generally pool their technical, technological and mediation solutions.

Among other things, the Inmédiats centres possess a significant quantity of digital, interactive, tactile and immersive equipment, some of which is tried and tested and some still at the prototype stage, facilitating new experiments, the creation of usage scenarios and the performance of tests involving the public.

The other projects sponsored by Inmédiats further enhance these resources. Their presence within the centres facilitates and accelerates the projects:

- ▶ The Inmédiats Fab Labs facilitate rapid prototyping during the co-design and exploration phases.
- ▶ The Inmédiats Studios assist with the documentation, the creation of information media and the production of project feedback solutions.

“THE PRESSURE COOKER”

Designed by Science Animation, “The pressure cooker” is a pictogram whose colour status provides information on the state of progress with a *Living Lab* project. Initially, ***it makes it possible to identify and focus on initiatives covered by a Living Lab approach.*** Accompanied by contextual texts, it enables participants to learn more about the Living Lab concept and provides information about experiments. It constitutes a sort of mediation “kit” which can be used by all organisations wishing to learn more about *Living Lab* initiatives.



WHO ORGANISES AND RUNS THE INMÉDIATS LIVING LABS?

A mediation-based approach

The Living Lab approach is enhanced by the professional and cultural diversity of the participants. However, and conversely, this diversity can also prove an obstacle to the “natural” collaboration between users, researchers, public institutions and companies, whose languages, objectives and values may differ widely. It is precisely the role of the staff in the Living Lab to implement and assess these new forms of collaboration. In this respect, they are performing an act of mediation.

As Montréal in Vivo¹ highlighted, the required skills are unusual and cross disciplinary, in order to cover scientific, technical, economic and societal challenges. The science centres natively possess such expertise in mediation, characterised by a capacity to:

- ▶ **Understand scientific content** regarding both the natural and human sciences and the technological aspects.
- ▶ **Identify what makes the participants individually different and those points on which they converge.**
- ▶ **Formally define a common language and representations understandable** by participants with widely differing scientific and technical abilities.
- ▶ **Create an approach to encourage commitment and participation** from the audiences, a time and place for expression and dialogue, and a rewarding experience for the participants.
- ▶ **Analyse the participants’ contributions.**

A support role

The Inmédiats projects result in the organiser’s role gravitating to more of a project support role. Often described as servant leadership, it is based on three complementary roles²:

- ▶ **Lead:** expresses the idea of influence, encouragement and supervision. This is a formal authority expressed by the act of carrying everyone with you and laying down guidelines.
- ▶ **Guide:** expresses the idea of discussions to decide on the way ahead and the guidelines and direction to follow.
- ▶ **Escort:** expresses the idea of protection and preparation, the capacity to anticipate the next steps in a project.

¹ Qu’est-ce qu’un Living Lab? - Coll., Umwelt, Montréal in vivo -March 2014 - p.56

² Support: a specific professional role- Maëla Paul - L’harmattan – 2004

These mediation and support roles are necessary to the two main functions of the personnel involved. According to the scale of the project, these functions may be handled by the same person or by different people

The purpose of the management function is:

- ▶ **To plan the main phases of the project:** the stages of the activity cycle, the submission, coordination and assessment times and their respective timetables, etc.
- ▶ **To establish the tacit or contractual foundations binding the participants:** degree of involvement, question of rights and entitlements, reciprocal commitments, etc.
- ▶ **To identify the organisational methods best adapted to the persons and stakeholders present:** which creative methods for which participants, who to involve and at what stage of the project, etc.
- ▶ **To keep the participants informed of developments with the project:** reminders of deadlines, progress milestones, refocusing if necessary, etc.
- ▶ **To adopt: a flexible working method:** striking the right balance between adaptation and efficiency, adaptation of deadlines, openness to new initiatives and new participants during the project, etc.

The purpose of the support function is:

- ▶ **To transform intentions into actions:** choice and organisation of meeting and intervention times, managing equipment and participants, etc.
- ▶ **Actively engaging with the audiences:** allowing for interaction, facilitating expression and showing a willingness to listen, combining various contribution types, ensuring that the participants actually receive their respective rewards, etc.
- ▶ **Guaranteeing the quality of the contributions:** managing the divergence and convergence phases, maintaining control over creative methods, etc.
- ▶ **Providing information for participants:** creating and circulating resources and other aids to facilitate information and dialogue, channelling dialogue, creating media for feedback purposes, etc.
- ▶ **Welcoming the participants:** scenery design, friendly atmosphere, building trust, etc.

It is by no means rare to have the organisational functions handled by several people who distribute tasks among one another. Finally, all tasks are not systematic: organising a creative session or ensuring that the conditions are right for experimental tests does not require the same input.

WHICH SERVICES ARE PROPOSED BY INMÉDIATS LIVING LABS?

Mobilising partners:

At the beginning of any Living Labs project, we find a series of participants supporting the same project. The very first service provided by Inmédiats Living Labs is therefore to mobilise these stakeholders, including for example:

- ▶ **Researchers and research teams** in all scientific fields, including the human sciences.
- ▶ **Staff and representatives from companies**, particularly innovative start-ups involved in the creation of digital usage solutions or professionals in communication and the creative industries
- ▶ **Local authorities or representatives of the public policymakers** to firmly anchor the Living Labs projects within organisational programmes in their regions.
- ▶ **Cultural and technical partners** to operate in different places at different times and to provide the projects with additional areas and facilities for experimentation.

Meeting the specific audiences for each project:

Enjoying a relationship based on trust and confidence with numerous audiences, **another Living Lab service from the Inmédiats centres is to mobilise users from among:**

- ▶ **Communities of enthusiasts**, who historically have been drawn from the science and technical fields, but whose diversity has considerably increased, thanks among other things to the activities of Inmédiats Fab Labs.
- ▶ **School pupils**, particularly those from junior and high schools, pursuing general or vocational curricula, in ready-made groups which can easily be mobilised by requesting this from their establishment, to encourage dialogue with the world of research and with companies.
- ▶ **Students** for all public or private courses, organised into educational groups, associations or independent participants via numerous events.
- ▶ **Doctoral students**, involved at various levels in the activities of the Inmédiats centres.
- ▶ **Stakeholders in the cultural sector**, including scientific and technical stakeholders, who are often the first users or advocates of innovations in the field of interactivity with other audiences.
- ▶ **Professionals from the education and training sector**, who are sensitive to the creative, learning-related and professional challenges and opportunities expressed through the Living Labs projects.
- ▶ **The “general public”**, in the widest and vaguest sense of the term, which is vital for mass experiments and which accounts for most visitors to the Inmédiats centres.

Regular activities aimed at **providing training and building awareness in participatory methods** facilitate this mobilisation process and further extend this range of services.

DIFFERENT OPTIONS FOR GETTING PARTICIPANTS TO CONTRIBUTE

Inmédiats proposes various forms of intervention which can be adapted to each of the Living Labs activities ¹.

- ▶ **Brainstorming areas** - These may be organised and supervised to varying degrees. They provide an opportunity to gather ideas. These areas range from the hashtag to physical or virtual contribution areas. They generally contain written material but can also contain videos, photos, drawings and sounds.
- ▶ **Group sessions**- These are organised by necessity, and include a limited number of participants, with feedback and output from participants. The same project may be covered by several group sessions. In their more elaborate forms, they comprise “Workshops” or “Hackathons”.
- ▶ **Facilities and the visual presentation of the experiments** - Inmédiats has more than 4000 m² of modular floor space for experiments, communication tools and resources for welcoming the public during large-scale events. Benefiting from its expertise in museography, an additional available service is the creation of displays, sometimes of a travelling nature, adapted to Living Labs activities².
- ▶ **Diagnostic and evaluation tools** - Various forms of digital questionnaires are available and accessible via dedicated interfaces on the users’ terminals. These take the form of evaluation tools but also offer a means of simultaneously organising large numbers of participants.
- ▶ **Support services** to assist with each stage of the project: the range of available Living Lab services is further extended by those of the Fab Labs for the prototyping and the Studios for the popularization and communication aspects.

The range of Inmédiats services is therefore specifically adapted in order to:

- ▶ **Design and support** the planning, design and prototyping phases of a Living Labs project.
- ▶ **Intervene on an as-needs basis** in projects which find that this range includes aspects missing from their own activities.

This range of services is the source of new partnerships in cooperation with the Living Labs, which reach beyond the confines of the Inmédiats consortium. Furthermore, part of this range may be deployed on behalf of projects which are not covered by a Living Lab approach. While naturally remaining vigilant to avoid misuse, the service offers additional activities to further extend and perpetuate the business model.

¹ Please see the “key activities of a Living Lab cycle” p.6

² As an example, we should mention the “Innovez” exhibition from Science Animation which makes it possible to deploy co-design and exploration activities on the sites on which it is based. Another example is the “Cervorama” exhibition by Cap sciences which incorporates Living Lab activities within the visitor experience.

HOW CAN YOU BENEFIT FROM THE INMÉDIATS CENTRES' LIVING LAB SERVICES?

Mirroring the diversity of the resources necessary to the operation of Inmédiats Living Labs, a variety of different contribution forms exist in order to benefit from their services. These can be combined according to the type of partnership preferred and the project goals.

Contributing to the common good:

The trust and confidence of the participants helps shape the way the Inmédiats Living Labs centres operate. This is partly based on their role of working for the public good. Making the fruits of a project available to all, without restriction and in return for nothing makes the Living Labs more attractive and improves their future efficiency. It is possible to contribute to this resource in the form of:

- ▶ **Systems:** all or part of the source code, usage scenarios, manufacturing plans, etc.
- ▶ **Services:** challenges, objectives, methods, tools to serve the interests of the product.
- ▶ **Ideas:** the results of creative, exploratory, experimentation and evaluation activities.

Contributing services:

Some participants have expertise and resources which may support the creation of value for the project such as the following services:

- ▶ **Communication:** The provision of communication areas, handling the communication related to the scheme and/or that of the partners involved.
- ▶ **The provision of space:** To welcome an event run by the centre (or its partners) having supported the approach, or hosting this as part of an event organised by the partner.
- ▶ **Human and technological resources:** the provision for a set period of resources and staff with skills considered complementary to those of the centre.
- ▶ **Transfer of skills:** Training, support with other aspects of the project (or with other projects)

Financial contribution

Three types of financial contribution exist:

- ▶ **The purchasing of services:** The centre supplies services for which it then invoices. The use and the associated rights of the product derived from the approach are the property of the client.
- ▶ **Right of use:** Both parties share the rights of use and/or marketing rights for the products or services derived from the approach.
- ▶ **Royalties:** The centre having supported the approach receives royalties on the products or services derived from the approach.

WHICH COOPERATION RULES APPLY?

The usages developed by the Living Labs are often digital, a sector in which innovations come and go very quickly. It is therefore important to automatically obtain protection for our output at all times. The Living Lab concept encourages an approach based on primacy rather than monopoly, and acceleration rather than protection. However, this openness is only possible within a clear framework in which initiative, the sharing of knowledge, mutualisation and risk-taking are accepted by the participants.

The introduction of new collaborative methods presents a number of new organisational challenges. It is vital to clearly define the relationships and responsibilities of all participants early on and to manage any issues concerning intellectual property rights. To do so, the Inmédiats Living Labs draw upon existing protective measures, with reference to:

- ▶ **Intellectual property rights:** copyright, industrial patents, etc
- ▶ **Ethics:** ethical codes applied in the research field, rules and recommendations issued by State bodies ¹ etc.
- ▶ **Mutualisation:** open licenses used for the circulation of free software (for example Creative Commons ²), partnership agreements, charters and rules used in the Inmédiats Centres, the practices of other Studio and Fab Lab initiatives, etc.

The Living Lab approach is based on cooperation and decompartmentalization. It **places the emphasis on so-called open innovation**. However, hybrid organisational forms may coexist, for example by combining “the protection of confidential data” and “the choice of an open license”. There currently exists no standard model within the Inmédiats Living Labs, but rather a series of experiments carried out with various public and private business sectors. These experiments have given Inmédiats the capacity to sustain dialogue and to negotiate between the various stakeholders in a project.

These rules make it possible to support the projects in a flexible and transparent manner, as part of a trouble-free and formally defined framework necessary to mutual trust and confidence. They constitute the cornerstone which underpins and influences the quality and success of the Living Lab projects accompanied by Inmédiats.

¹ CNIL, Data.gouv.fr and other examples concerning the management and protection of personal or public data.

² <http://creativecommons.fr/licences/les-6-licences/>



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