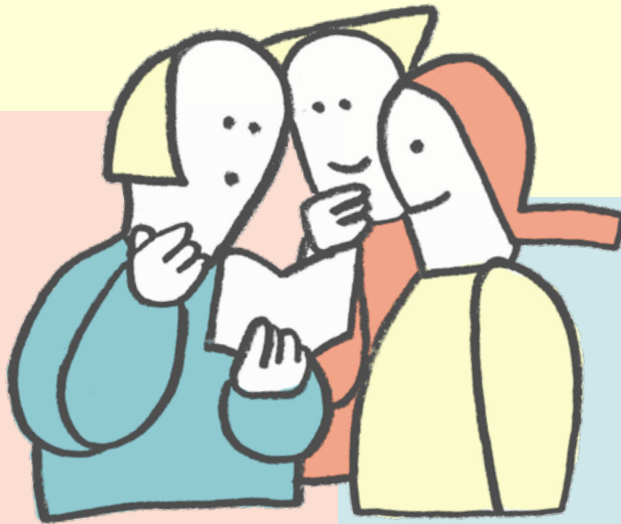# LIVING LAB PRACTICE BOOK

Practitioners' secret know-hows
for successful living lab projects

TECHNICAL UNIVERSITY OF DENMARK
NTT SERVICE EVOLUTION LABORATORIES

INDEX

INTRODUCTION

This book is a handbook and guidebook for people practicing a living lab as well as planning to practice a living lab. This book provides collections of know-hows depicted from experiences, in visual and verbal representations.

The targeted readers of this book are living lab "practitioners". In this context, we regard "practitioners" in a broad sense. Practitioners are those who are initiators of living labs, core participants to peripheral participants in living labs and potential participants who are interested but limited in knowledge about living labs. As you can see, almost everyone who are practicing living labs and who are interested in practicing are our targeted users.

Since the targeted users are practitioners, this book does not touch upon living lab theories or methods. The book rather focuses on practical know-hows for DOERs, and tries to give answers to practical questions such as "How should we conduct our living lab project?" "What kind of aspects we should be aware of?". Each know-how contains with a descriptive story based on a few real episodes from practitioners. Everyone using this book should definitely read stories as well in order to get the essence of know-how out of the stories.

HOW TO USE THIS BOOK

(1) Read a whole book
Read the whole book thoroughly so that you will understand key aspects in practicing living labs. We recommend that you read through in-details of each know-how including the relevant story as well. By reading this book in such way, you will get in-depth advice for practicing living labs, and you can use this book as a "guidance book".

(2) Flip pages of the book
Read random pages of the book when you feel like. You might get a valuable insight on the randomly flipped page. We also recommend that you try a forced connecting exercise by asking yourself an applicable way to your project.

(3) Get inspiration when you are in trouble
When you face difficulties, or meet challenges in your living lab projects, check "Know-how Effect Matrix" (p.76). You may find an advice to solve your concerns.

(4) Share know-how about living labs
This book describes each know-how in two pages. In the left page, only iconic keyword and illustration are described. This design is intentional as you can utilize the left pages for conducting creative workshops.

Step0: Preparation
Print out left pages of each know-how, and create cards.
Step1: Pick
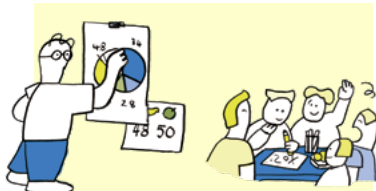Participants in pair pick one random card among 30 cards.
Step2: Story telling
Participants exchange personal experiences and understandings in relation to the card they picked.
Step3: Repeat the process with a different partner.
This contributes to share knowledge among community members.

OVERVIEW

Living Lab Know-How

CoCreation

Searching problems in practice
START WITH QUESTIONS
STOP HYPOTHESIS
SHARE PERSONAL STORIES
REDEFINE "US"
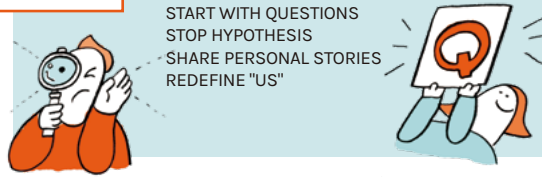
Generate ideas through interactive learning
EXTERNALIZE & GET FEEDBACKS
CREATE STRANGER'S PERSPECTIVE
SEARCH WHAT CAN BE CHANGED
NOT ONLY DEMOCRACY
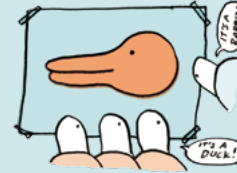
Implement ideas in society
TRY FAST & FAIL FAST
START WITH
HARD-CORE MVP

Process Management

Prepare secret tools for better dialogue
VISUALIZE FOR DISCUSSION
PARTICIPATION AFFORDANCE

Design space and place
OUR PLACE, OUR SPACE
SPECIAL GUESTS
NOT SATISFIED WITH WORKSHOP

Cultivate achievement and reciprocal feelings
ACCUMULATE SMALL SUCCESSES
TIMELY FEEDBACK TO PARTICIPANTS
TIME FOR REFLECTION

Design YOUR ROLE
MULTI-SPEED
BE FLEXIBLE
WEAKNESS DISCLOSURE

Team building

Create in collaboration
CSV: CREATING SHARED VISION
ATTRACTIVE OBJECTIVE

Establish dream team
GATHER MULTI SPECIALTIES
LIMIT CORE STAKEHOLDERS

Attract mighty man to our team
CAPTURE CHARISMA
COMMUNITY COLLABORATION
START WITH THE PASSIONATE
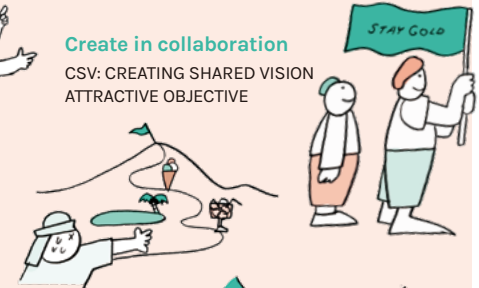
Establish relations
STRATEGICAL WORDING AND SPACE
ACHIEVE TRUST FROM
STAKEHOLDERS

HOW TO READ KNOW-HOW

This book introduces collections of know-hows for practicing living labs.

(1) Category
The category indicates where the know-how belongs to. In this book, know-hows are placed into 3 main categories and 11 sub-categories. For more details, refer the overview in p.5-6. Each main category and sub-category can be distinguished in colors used in the pages.

(2) Keyword
Keywords describe know-how in a few words. This keyword can be used as "common language" among participants when you plan and conduct a living lab project, and exchange knowledge about living labs.

(3) Illustration
Illustration shows know-hows in visual format. The simple visual drawing will help us memorize keywords and stories of know-hows.
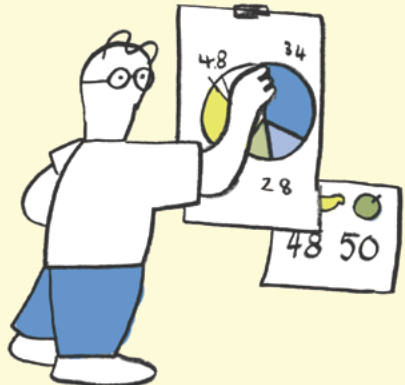
① Section 2: Process Management ▶ Prepare something for better dialogue

Section 2: Process Management ▶ Prepare something for better dialogue

② **KEYWORD 11**
VISUALIZE FOR DISCUSSION

③

When?
When to conduct dialogue among stakeholders incl. citizens for searching ideas.

Know-How
Conduct dialogue by describing in pictures and diagrams about problematic situation, ideas, and topics. Childrens drawings and unstructured figures are accepted. Visualize in papers, white borad and post-it.

Effects
Activate discussion and reduce mis-communication by establishing shared common ground
Enable further comprehensive analysis and idea creation through discussion over tangible and visual artifacts.

⑤

Episode
In the process of idea refinement, majority of discussion was conducted mainly by corporate participants. Apparently, citizens had difficulty to construct ideal image without tangible representations. Although it is an over conventional method, we describe service process in the customer journey map. Then, citizens gradually started to express detailed opinions.

⑥

(5) The details of Know-Hows
A detailed description of know-how. It consists of three sections of When?, Know-How and Effects.

When? : In what kind of situation / timing can the know-how be used
Know-How: What kind of actions are important in the situation
Effects: What kind of benefits can be obtained by taking the action

Visualize in pictures and diagrams, & Establish common ground

④

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(4) Overview
Overview is a short sentence, which expresses the know-how in a few words. This sentence contains a lot of essence of know-hows so that it will make your related experience and knowledge connected in your mind.

(6) Episode
A story related to the know-how is described. This story is based on the real episodes from practitioners. The story aims at providing vivid image of each know-how. Be aware, the stories are just one example and not every project can be applied. Try and read between lines of stories and learn the lesson from each episode.

Section 1: CoCreation

KEYWORD 01
START WITH QUESTIONS

Begin with asking
"What to do?" and "What can be done?"

When?

When to start the project. When you start activities on site.

Know-How

Begin by asking the locals "What to do?" "What can be done?" Forget about solution and service, and just ask people in the community and site.

Results

• People in the community think together and help together.
• Discover challenges to be solved through stories and opinions.

Episode

When interacting with citizens and community, companies often demonstrate their business ideas and technologies . Although it is a common practice of companies, this attitude will never create cooperative relations. Companies should start with questioning "What can we do?" to local citizens and community. Then, they start to open their minds and think together.

KEYWORD 02
STOP HYPOTHESIS

Listen to the voices and explore challenges without assumptions and preconceptions.

When?

When to investigate challenges, especially in the earlier stage.

Know-How

Listen to the local voices and explore challenges without assumptions and preconceptions. Although not always a bad thing to have intensions, negative influence might appear.

Effects

• Establish trusting relationship and acquire local supports.
• Discover challenges to be solved through stories and local voices.

Episode

In our project, we spend more time on searching issues than creating ideas and solutions. Usually we spend half of the project time on field observation and challenge identification. When we explore the challenge, we value on talking users directly on the site. Online information and reports made by others cannot provide hands-on understandings.

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KEYWORD 03

SHARE PERSONAL STORIES
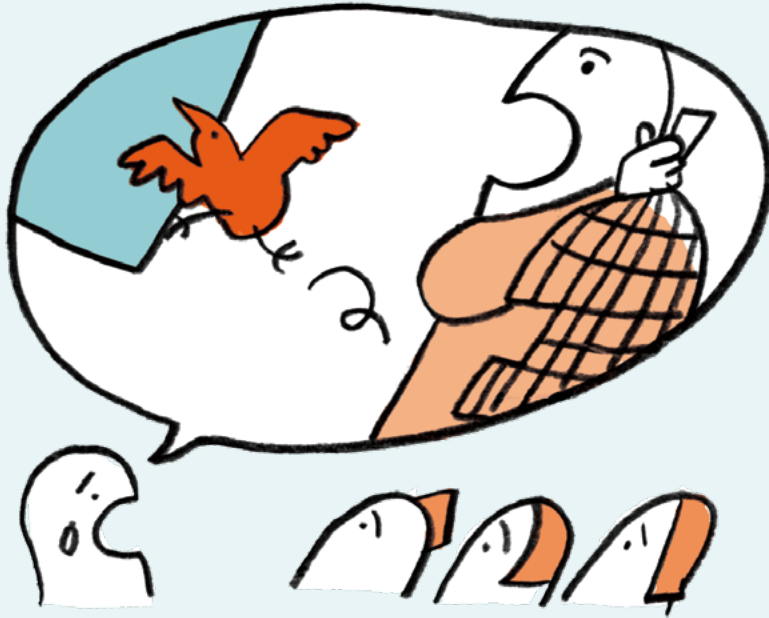
Share personal stories & experiences among participants.

When?

When to conduct dialogue among stakeholders incl. citizens for searching ideas.

Know-How

Share personal stories and experiences among participants. Express in tangible forms and share. It's OK if everyone cannot feel empathized with your story. Personal and unique stories are better.

Effects

- Promote shared understanding among participants. Knowing each other's experience helps to establish a closer relationship and solidarity
- Personal stories provide insights for problem identification and creating ideas.

Episode

A project to renovate ICT system to support business process. In the project, we set up a workshop to reflect "What kind of work did I do?" "What does work mean to me?" Along the process, each participant started to talk their own personal stories and others showed strong empathy, opinions or reactions. The workshop became a confession time for them. Later, the team solidarity increased and each participant began to commit more to their work than ever.

KEYWORD 04
REDEFINE "US"

When?

When to search challenges and examine ideas for problem-solving.

Know-How

Organize time for reflection so that stakeholders can investigate and look back on situations. Strategically, create a moment for them to probe their common sense.

Effects

- The stakeholders re-discover a value and generate motivation.
- Generate a feeling of ownership through recognizing themselves and challenges

Episode

Earlier in the project, we conducted a workshop to describe charms and challenges of our region on the map. This workshop externalized unknown facts of the region recognized only by locals. Moreover, this workshop helped locals to re-discover values of the region. This shared moment contributed largely to let participants commit to the project to make the region better and to solve local challenges.

Reflect and re-discover
ourselves and challenges.

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KEYWORD 05
EXTERNALIZE & GET FEEDBACKS
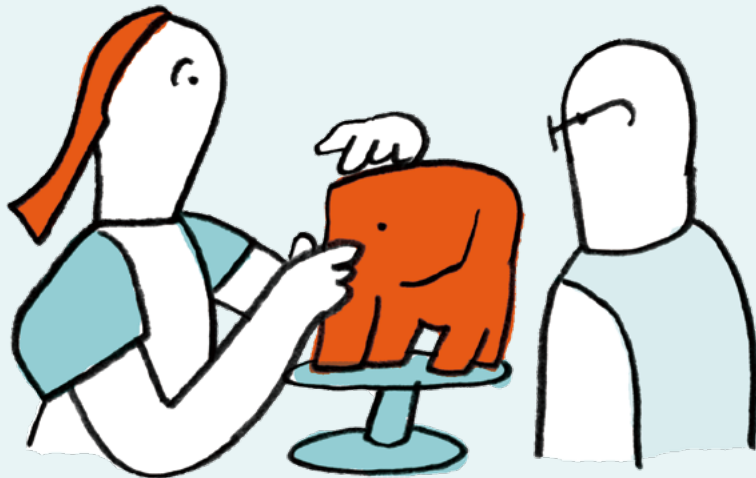
Show externalized ideas & accept their reactions.

When?

When to search challenges and examine ideas for problem-solving.

Know-How

Externalize current ideas. Observe and record reactions. Externalization in documents, physical models and more. Ask yourself "How to communicate with others?" then, make ideas tangible.

Effects

- Once stakeholders manage to imagine ideas, they provide more opinions
- Receiving feedbacks from stakeholders, the idea can be materialized.
- Receiving reactions of stakeholders lead to new ideas and new challenges discovered.

Episode

A project on community revitalization in an apartment. We discussed an idea how to display information in the elevator of the apartment. We described ideas on paper, but residents reaction was limited. When we created an actual scale model of the elevator with paper and wood, residents especially children reacted strongly and generated many more ideas while playing with the model of an elevator. We witnessed the power of tangible representations with conversation medium.

KEYWORD 06

CREATE STRANGER'S PERSPECTIVE

IT'S A RABBIT!

IT'S A DUCK!
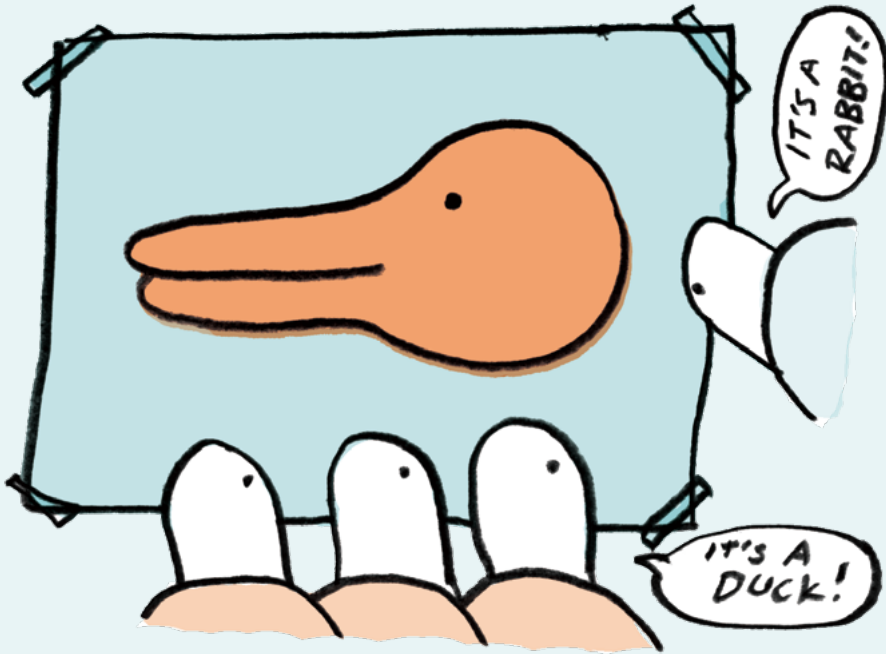
Provide unique perspectives only stranger can.

When?

When to search challenges and examine ideas for problem-solving.

Know-How

As a stranger, provide unique perspectives and ideas. Co-creation with stakeholder doesn't mean to be a yes-man. Strangers have a role to stimulate with fresh perspectives

Effects

- A new idea, which was not noticed before is generated.
- A new idea triggers new perspectives for stakeholders

Episode

A project on community revitalization in an apartment. We intentionally advocated wild ideas to the residents. In addition to simple ideas such as creating a cafe space, unique ideas such as creating community events by utilizing a whole nine stories or by utilizing elevators. Residents responded strongly to such unusual ideas and active discussions emerged. In our reflection, we realized that it is important to provide views that nobody imagined before.

KEYWORD 07
SEARCH
WHAT CAN BE CHANGED

Distinguish things to be changed from others, and change them.

When?

When to examine ideas for problem-solving.

Know-How

In examining ideas for problem-solving, it is critical to distinguish things to be changed and things not to. Effective way to discover changeable parts is to gather various experts.

Effects

• Find ideas for problem-solving.
• Find feasible ideas.

Episode

This is a story of a product safety project for children. There are many aspects in the safety of children's products and how to use the products is one of the key safety aspects. However, considering users as human, it is not easy to avoid mishandling the products. We realized a shape of a product is easier to change than human behaviour. Thus, we searched the best shapes for safety in collaboration with product designers. it is important to judge what is easy to change and what is not.

KEYWORD 08
NOT ONLY DEMOCRACY
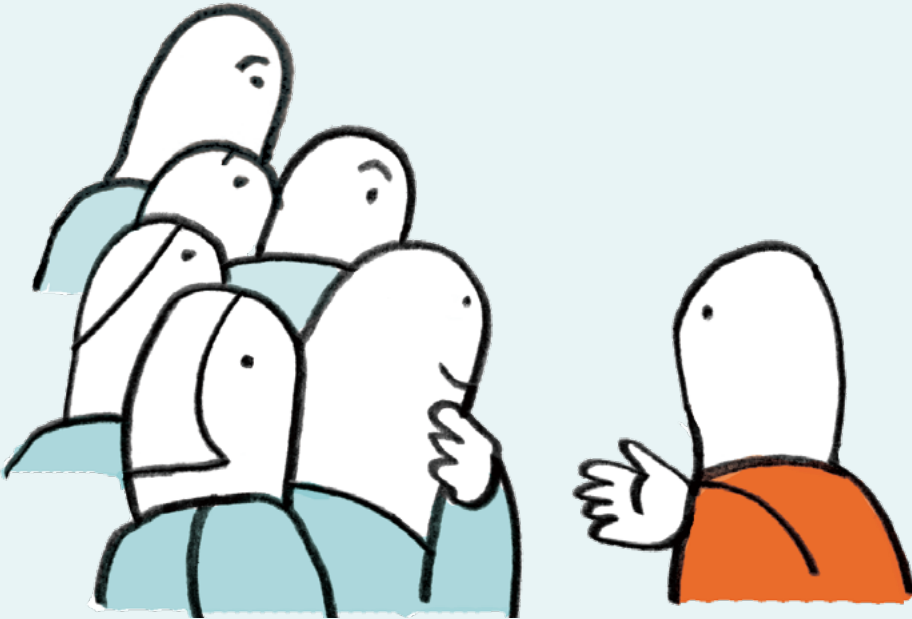
Decide not by majority,
for diversity value.

When?

When to converge ideas for problem-solving. When to materialize ideas.

Know-How

In convergence of ideas, decide not always by majority vote. The idea everyone agrees often lacks core value. Majority voting is just a tool to understand individual perspective.

Effects

• Materialize ideas by utilizing unique opinions and ideas.
• Prevent losing a high potential idea by majority vote.

Episode

In our project, we often use majority voting. But not for decision-making. We try to externalize hidden potential and another aspect of an idea by asking voters the reasons for their votes to the minor ideas. This will draw out hidden attraction and potential of the idea which the majority did not see.

KEYWORD 09

TRY FAST & FAIL FAST

Test early and verify ideas,
and learn from failures.

When?

When to materialize and verify ideas.

Know-How

Make a lot of prototypes, use them and fail fast. Learn from failure. In the verification, strategically collect quantitative data on effect and value of ideas.

Effects

• Through the tests, users opinions can be reflected.
• Based on the users' opinion, idea becomes more concrete.
• By understanding potential effects of the idea, it becomes easier to

Episode

We spent a lot of time on testing. Sometimes three months. The most important thing is to recognize the test as opportunity for communicate with users, and accept users reaction seriously. In many projects conducted by a large company, testing is regarded as a mere process, which produces expected results. Rather utilize the test for collecting user reactions and review the fundamentals of our idea.

KEYWORD 10

START WITH HARD-CORE MVP

Start small & core service with full of essence

When?

When to present ideas to the market, or to examine ideas.

Know-How

Start small within limits. But remember the small service should contain condensed selected ideas of minimal viable products.

Effects

• With small service, it becomes easier to actualize in real society.
• Participants' motivation increases by seeing real service and products in daily life.

Episode

This is a story about business system renovation in a large company. In testing new system, we recruited a small user group and tested. To our unexpected surprise, the first test users understood the value of the new system, and became ambassadors in a larger scale test. They became missionaries to explain functions and advantages of the new system to their colleges, resulting the project with a great success.

Section 2:
Process Management

KEYWORD **11**
VISUALIZE FOR DISCUSSION
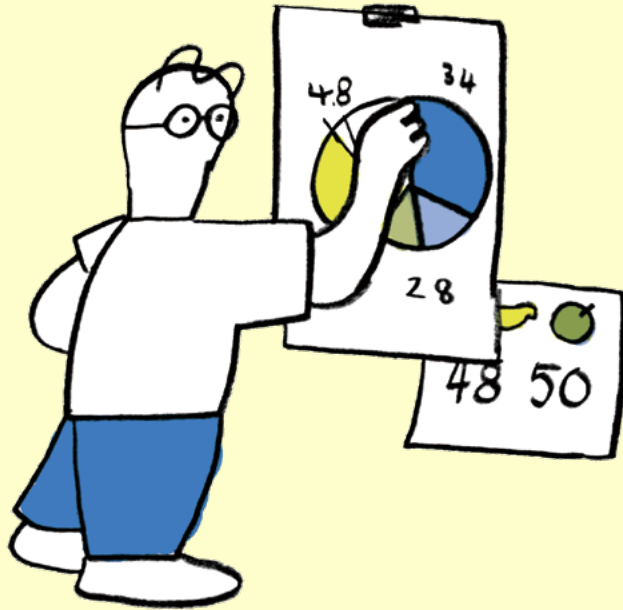
Visualize in Pictures and diagrams, & Establish common ground.

When?

When to conduct dialogue among stakeholders incl. citizens for searching ideas.

Know-How

Conduct dialogue by describing in Pictures and diagrams about problematic situation, ideas and topics. It is OK if your drawings were bad or figures were unstructured. Visualize on papers, white board and post-it.

Effects

· Activate discussion and reduce mis-communication by establishing shared common ground
· Enable further comprehensive analysis and idea creation through discussion over tangible and visual artifacts.

Episode

In the process of idea refinement, majority of discussion was conducted mainly by corporate participants. Apparently, citizens had difficulty to construct images of shapeless ideas. Although it is an old-fashioned method, we described service process in the customer journey map. Then, citizens gradually started to express detailed opinions.

KEYWORD 12
EASY PARTICIPATION

Create an atmosphere / environment to welcome everybody to participate.

When?

When to conduct dialogue among stakeholders incl. citizens for searching ideas.

Know-How

Create an atmosphere/environment to welcome participants. Use illustrations and Pictures to inspire discussions, set simple rules and keep turns to speak out. Select best tools suitable for the situations.

Effects

· Access to various opinions of wider range of participants.
· Reach more participants including the less experienced in work-
  shops.
· Access to not only those with loud voice, but also with small voice.

Episode

When participants are less experienced in workshops, we often ask them to take Pictures related to the discussion topics in advance. During workshop, we talk about the Pictures. This tool works to activate discussions and encourage participation. Pictures become medium for mediating conversation.

KEYWORD **13**
OUR PLACE, OUR SPACE

Create a place
& a space decorated by us.

When?

During overall project.

Know-How

Create a place and space where stakeholders can gather freely (open) and discuss safely (closed). The space will gradually become familiar to all. Important to decorate the place and space with own tastes.

Effects

· The free physical space creates easy access and easy support.
· Familiar place generates ownership among members.

Episode

Once, we experienced the dilution of our team relationship. Although it was costly, we created "our place". This is our secret war-room but everyone can join. This closed but open space for all of us activated our team mindset as well as ownership of the project.

KEYWORD **14**

SPECIAL GUESTS

Involve individuals and things making atmosphere spark!

When?

During overall project. Especially, in a place where various partici-pants gather.

Know-How

Involve individuals and things that brighten up the atmosphere. Consider children bringing bright future image and lively mood, refreshments such as drinks and foods, music and ornaments.

Effects

· Diverse participants will gather when the place provides fun atmosphere, and project will be sustainable.
· When the place generate good atmosphere, participants can act and speak up more freely.

Episode

In a project, we conducted problem search and generated ideas through dialogue with citizens. One day, one mother brought her small child. The workshop on that day was full of his laughter and jokes. Although his lively voice was not directly related to the meeting, indirectly created good mood and more smiles among participants. Although very subjective, I think discussions and remarks were very positive on that day.

KEYWORD 15
NOT SATISFIED WITH WORKSHOP

Workshop is not the purpose but only a tool and never the final objective.

When?

During overall project.

Know-How

Workshop can provide a feeling of small achievement (No.16), but be aware. The ultimate goal is new services or products, but not workshops.

Effects

· Living labs designers should be conscious of this so that workshop will never be the one time event.
· Participants will become more conscious to bring ideas to actual products or service to the society.

Episode

I always think nothing will start with post-it. In some projects, workshop became a purpose and they get satisfied only with conducting workshops. Using post-it and conducting workshop is just a tool. The ultimate objective is to realize new idea and service in the society. Let me emphasize this important notion. Post-it creates nothing.

KEYWORD 16
ACCUMULATE SMALL SUCCESSES

Provide frequent opportunities to accumulate small successes.

When?

During overall project

Know-How

Provide frequent opportunities to accumulate small successes. Create albums from outputs, and discuss bright future than challenges. But be aware to stick to the final goal, not to a small achievement (No.15).

Effects

· Participants feel the achievement, and participate more proactively.
· Due to increased participation, the project become more sustainable.

Episode

To maintain participants' concentration and motivation during a whole project period, it is critical to provide frequent opportunities to accumulate small successes. To that end, creating tangible outputs in workshops is effective. We experiment in various ways to generate effective outputs such as editing newspapers, drawing illustrations, making collages with photos, or making three dimensional object with LEGO.

KEYWORD **17**

TIMELY FEEDBACK TO PARTICIPANTS
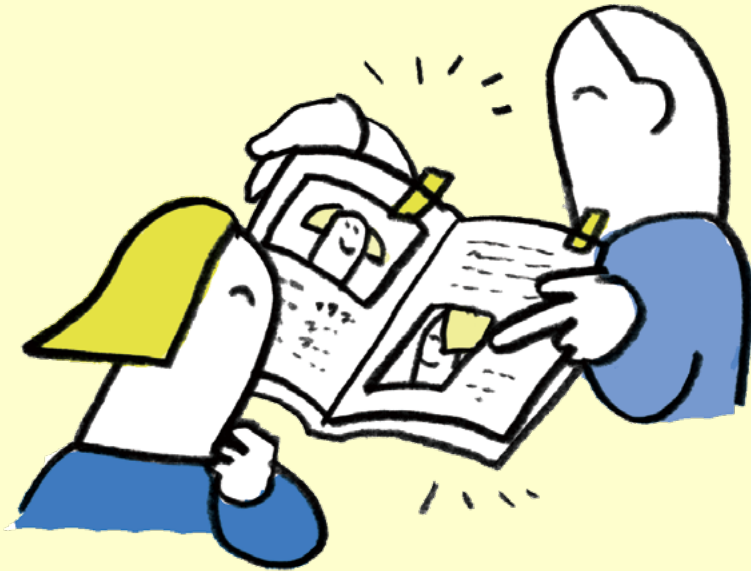
Visualize participants' contribution and achievements.

When?

During overall project.

Know-How

Provide timely feedback to participants in tangible forms such as mini reports, newspapers, illustration and movies. Make conscious efforts in visual design to give good impression. Feedback is given mainly to the users/participants.

Effects

· Participants are motivated by seeing their contribution
· Participants speak up proactively by seeing their opinions have influence on the project.
· The project becomes more sustainable due to increased motivation among participants.

Episode

In our project, we created a report based on the workshop outputs every time, and distributed it to all the participants. The reports are beautifully organized with activities, participants' profiles and opinions. Every time a report arrived, participants were delighted. Some participants displayed them on their bookshelf. Creating visually attractive reports were time consuming but it worth doing.

KEYWORD 18

TIME FOR REFLECTION

Take reflection time regularly,
and appreciate them.

When?

Throughout the overall project, especially after some time has passed since the start.

Know-How

Reflect the project from time to time and appreciate the achievements. Visualization (No.11, 17) is an useful way. Focus on the significance and improvements rather than searching for faults and failure.

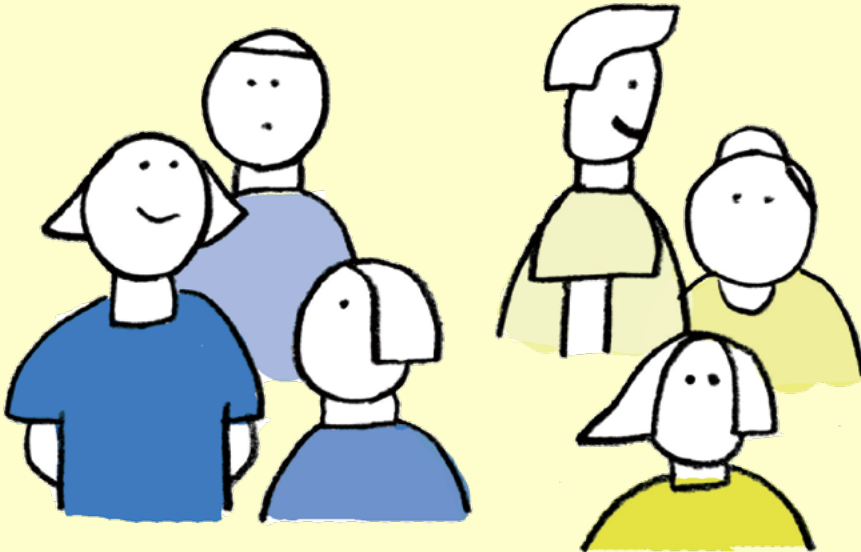### Effects

· Participants' motivation increases through re-discovering their achievement and values of activities.

Episode

In our project, we create videos showing trajectories once every a few months, and watch them together. Each member reflects why we participated in this project, what was achieved and what is not. This is a very valuable opportunity to reconsider individual involvement.

KEYWORD 19
MULTI-SPEED

When?

During overall project.

Know-How

Recognize the pace of participation varies among stakeholders and sometimes it is important to divide them for discussion and examination. Citizens with high interests and low interests have different roles and contributions.

Effects

· When individuals with motivation acquire responsibility, they get highly motivated.
· By differentiating each participant's role, diverse participants can participate and contribute in their own way.

Episode

This is a failure story of a previous living lab project. We asked same commitment level to all participants although their motivation was varied. Some had high motivation while others just wanted to have fun. Since we treated them all equally, some felt overwhelmed and others felt unsatisfactory. I thought I should pay more attention to their interest and motivation level, and give roles to fit.

Be aware of different pace
and interests of participants.
Adjust their involvement.

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KEYWORD 20
BE FLEXIBLE
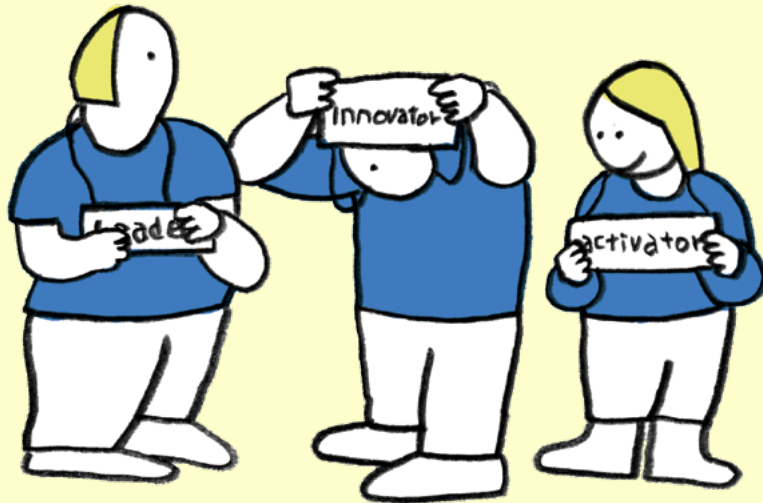
Shift flows and roles of the project with situational flexibility.

When?

Throughout the overall project, especially after some time has passed since the start.

Know-How

Living lab as co-creation entity hardly proceeds as originally planned. When circumstances of each participant change, each role should be modified. Thus, be flexible and prepared with frequent meetings.

Effects

· Projects become sustainable
· Citizens increase motivations and acquire ownership by having proper responsibilities at the proper timing.

Episode

This is a project with nurses at a hospital. First we conducted a system development project for their activity records together. Along the way, the nurses said "Our role is not recoding our activities but support patients". This was their eye opener. Later, our project went beyond the system development. The nurses took ownership and involved us, designers.

KEYWORD **21**
WEAKNESS DISCLOSURE

Disclose your limitation with honesty, complement, and establish flat relations.

When?

During overall project especially when citizens, companies, municipalities and universities discuss and examine.

Know-How

The citizens are "Professionals on the site" and it is important for companies, municipalities or universities not to act like they know about the site. Express limitations or uncertainty of your knowledge directly to the citizens and let them lead.

Effects

· Citizens recognize their role and improve motivation.
· Co-creation with citizens is activated through citizens' initiative.

Episode

When we talk to citizens, many stories appear too difficult for outsiders to understand. Especially in hospitals and affected areas from disaster. In such situations, we'd better disclose our limited knowledge and say "Sorry, we don't understand" without pretending "know-it-all" designers or facilitators. Then, citizens teach us, and sometimes take initiatives in organizing and analyzing the process.

Section 3:
Team building

KEYWORD 22
GATHER
MULTI SPECIALTIES

Invite members
with diverse expertise.

When?

When to build project team or recruit new members.

Know-How

Invite members with diverse expertise and form a team. Avoid inviting too many corporations (No.23). Identify key players from different stakeholders including corporations, municipalities, academic resource and citizens.

Effects

- Gathering individuals with diverse expertise will generates new ideas.

Episode

It is important to invite members with diverse expertise. But just be aware, not to involve too many participants at the beginning.
In our project, when we discussed how to commercialize a generated service, we faced a slight disagreement for this reason. In the end, the project was suspended. We can involve many companies when we start to define a clearer implementation process . At the earlier stage, one or two companies are max.

KEYWORD 23
LIMIT
CORE STAKEHOLDERS

Limit the numbers of participants and choose a project owner in advance.

When?

When to start the project.

Know-How

Limit the numbers of participants in the core team and prevent a complex decision-making process. Choose a project owner in advance who is responsible for the outcomes or commercialization.

Effects

- Defining a project owner in earlier stage of the project helps developing a smooth project discussion for commercialization of the service.

Episode

The most difficult part of living labs is to reach commercialization level. Careful co-designing with local citizens is not enough. The core challenge is to define a project owner. Without defining a project owner including who is to finance the project, social implementation will hardly happen.

KEYWORD 24
CAPTURE CHARISMA

Involve weirdos and charismatic leaders on the site.

When?

When to build project team or recruit new members.

Know-How

Search for and involve weirdos and charismatic leaders. S/he is often known by many, with distinctive activities in the community, and has a wider network and decision making power, with influential personality.

Effects

· Weirdo or leader helps to try out ideas
· Easy to gather more participants by involving an individual with profound network.

Episode

Our project was lucky as the leader of the citizens community had a close relationship with the city mayor. He recommended the project to the mayor, and connected us with many local key persons. The project got accelerated by involving such a hidden human resource. It is important to know WHO as much as to know HOW.

KEYWORD 25
COMMUNITY COLLABORATION

When?

When to start the project.

Know-How

Try to collaborate with an established local active community, which is a group of citizens acting voluntarily, gathering regularly with common objectives.

Effects

- In the established community, there are often key persons with high motivation
- Through established community, it becomes easier to reach local citizens when needed.

Episode

One of the critical points is co-creating with citizens and user community. This is clearly different from having a help from research companies' monitor cooperation scheme. The community already has shared problems and face the problems as their own challenge. So, we start with searching for a community or group of people when we start a living lab project.

Collaborate with established local community.

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KEYWORD 26

START WITH THE PASSIONATE
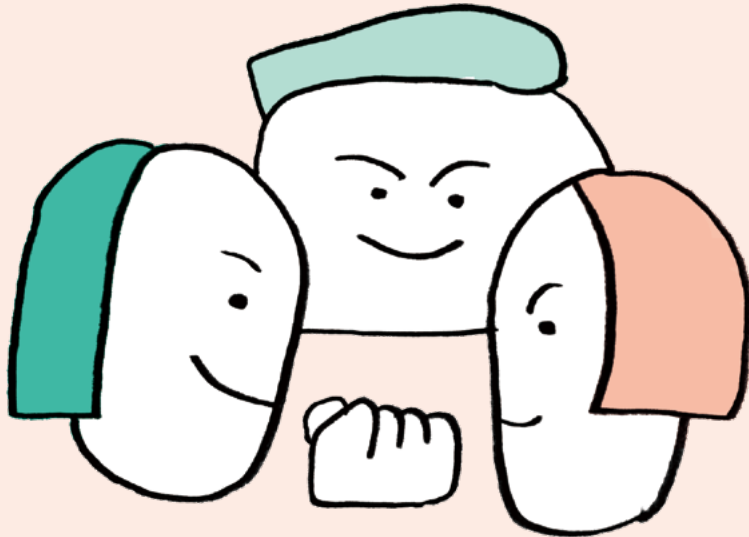
Start with a person with passion, rather than searching many.

When?

When to start the project. When you start activities on site.

Know-How

Never force people to participate. Look for a person with passion and start only with the passionate participants. Invite others broadly when a clear direction is made.

Effects

- The passionate participates have high motivation. High motivation is infectious to other potential participants.
- The passionate participants could invite equally passionate

Episode

When you do something with citizens, many consider to involve as many citizens as possible. But I disagree. In our project, we always start teaming up with a few motivated individuals. We finally start to involve many more after defining the basic frames. We cannot deal with many uncertainty in the early stage. We should start with some passionate and problem-conscious individuals to make a good start.

KEYWORD 27

CSV: CREATING SHARED "VISION"

Visualize team value and future vision, and share.

When?

During overall project

Know-How

Visualize team value, identity and future vision, and share them with all the participants. Verbalize them in posters and small cards so that everyone can see them. Always refer to them.

Effects

· Share directions, which helps building the consensus in contextualize ideas.
· Improve motivation with a clear vision
· Achieve sustainable activities with clear team identity.

Episode

In the beginning of the project, everybody was excited. Over time, the exciting atmosphere faded out and some members left. The core of the problem was unclear team identity and vision. Thus, we re-defined our identity, verbalized and posted it on the toilet wall. Since then, our team became more active.

KEYWORD 28
ATTRACTIVE OBJECTIVE

Create an attractive and realistic milestones at which everyone can aim.

When?

When to start the project.

Know-How

Set mid-way milestone to visualize achievements such as conference, press release and articles. The more spectacular, the better. Set the milestones in the first half of the project.

Effects

· Improve motivations with milestones
· Or increase a sense of solidarity of the team
· Proactive participation is evoked due to increased motivation.

Episode

It was a great success to participate in an international exhibition to present our mid-term results. Although it was not our ultimate goal, all the members actively participated right before the exhibition as if it were a festival. An exhibition may be a common venue for companies, it was rare experience for the participants and they were proud to be a part of it. Thus, it became a great milestone, which accelerated our project.

KEYWORD 29

STRATEGICAL WORDING AND SPACE

Use attractive key words and prepare a strategically attractive place.

When?

When to conduct dialogue among stakeholders incl. citizens for searching ideas.

Know-How

Select words and expressions carefully and strategically. Better to avoid unfamiliar or too sophisticated language. Design a space for the benefit of various participants.
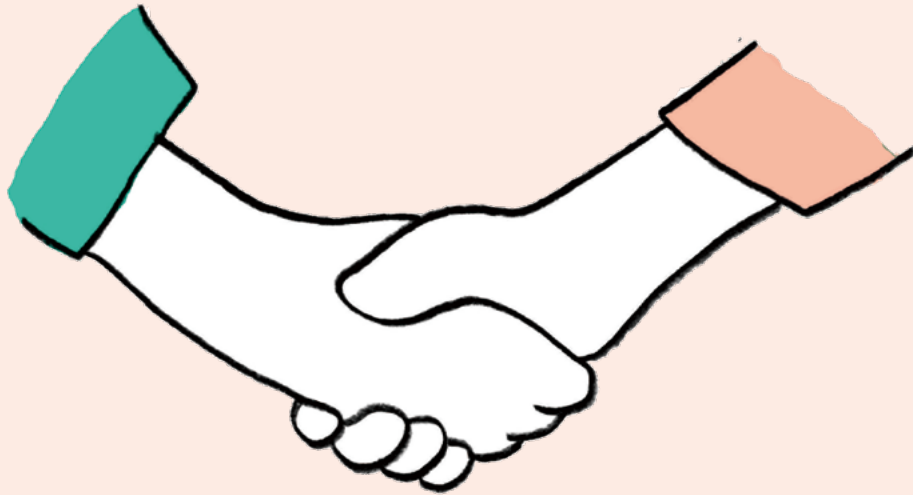
Effects

• Improve members' long-term participation by providing clear benefit to participants.
• Achieve citizens' active participation through words and spaces they find attractive.

Episode

In our project, we always conduct two sessions. First, we conduct an event participants get interested in. In a project targeting mothers with small children, we provided information about kids books and songs, and traveling with kids. In the second half, we conducted a workshop for examining service. Participants seemed satisfied with two different contents.

KEYWORD **30**

ACHIEVE TRUST FROM STAKEHOLDERS

When?

During overall project, especially before and earlier stage.

Know-How

To achieve trust, personal face to face communication is essential. Achieving trust takes time, thus visiting the site and establishing close relationships before the project starts is essential.

Effects

• Citizens participate actively if the trust is achieved.
• Acquire active cooperation, which is indispensable for a long term project

Episode

One of the signs to know if you built a trusting relationship is how they call you. First, they called me "A person from the company A". After I visited a few more times, it became "Mr. XX of Company A", then just "Mr. XX". In the end, they gave me a nickname. The distance between us that I first felt has diminished. This happened only when we spent enough time with them by visiting and talking directly face to face.

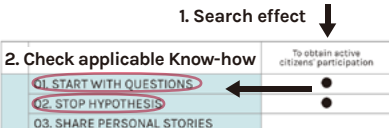## Get acknowledged and trusted by stakeholders.

HOW TO USE MATRIX

This matrix is called "Know-how × Effect Matrix" and very simple to use. This Matrix allows you to use in two ways and provide you with valuable information for your purpose.

|		To obtain active citizens' participation	To find challenges and solution ideas	To cultivate sense of ownership and motivation	To collect diverse opinions by activating discussions	To implement ideas in society	To collect diverse participants	To achieve co-design between diverse participants	To make a project sustainable
CoCreation	01. START WITH QUESTIONS	●	●						
	02. STOP HYPOTHESIS	●	●						
	03. SHARE PERSONAL STORIES		●	●					
	04. REDEFINE "US"			●					
	05. EXTERNALIZE & GET FEEDBACKS		●		●	●			
	06. CREATE STRANGER'S PERSPECTIVE	●	●						
	07. SEARCH WHAT CAN BE CHANGED		●			●			
	08. NOT ONLY DEMOCRACY		●					●	
	09. TRY FAST & FAIL FAST	●				●			
	10. START WITH HARD-CORE MVP			●		●			
Process Management	11. VISUALIZE FOR DISCUSSION	●			●			●	
	12. EASY PARTICIPATION	●			●			●	
	13. OUR PLACE, OUR SPACE			●			●		
	14. SPECIAL GUESTS	●			●				●
	15. NOT SATISFIED WITH WORKSHOP					●			●
	16. ACCUMULATE SMALL SUCCESSES			●					●
	17. TIMELY FEEDBACK TO PARTICIPANTS	●		●					●
	18. TIME FOR REFLECTION			●					
	19. MULTI-SPEED			●				●	
	20. BE FLEXIBLE			●					●
	21. WEAKNESS DISCLOSURE			●				●	
Team building	22. GATHER MULTI SPECIALTIES		●						
	23. LIMIT CORE STAKEHOLDERS				●				
	24. CAPTURE CHARISMA				●	●			
	25. COMMUNITY COLLABORATION			●		●			
	26. START WITH THE PASSIONATE			●		●			
	27. CSV: Creating Shared "Vision"			●	●			●	●
	28. ATTRACTIVE OBJECTIVE	●		●					
	29. STRATEGICAL WORDING AND SPACE	●					●		●
	30. ACHIEVE TRUST FROM STAKEHOLDERS	●							●

(1) "Vertical to Horizontal" View
With this view, you will find the best know-how for your challenge. This is an approach described in P.2 (3) Get inspiration when you are in trouble. You will learn that varied know-hows can be applied to solve one challenge.

(2) "Horizontal to Vertical" View
With this view, you will see expected effects by using each know-how. You will understand reasons why each know-how is effective on a certain situation.
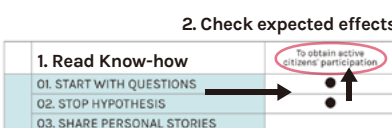
**It is your turn.
What is your next action?**

Dear readers.

We hope this book inspires you and provides beneficial advice to your project. This is our final message: "The last page of this book is a beginning of your journey". The ultimate goal of this book is to encourage readers to take actions and to practice what you learn to improve current as well as future projects. Furthermore, we want practitioners to succeed in accumulating their learnings and experiences through practices.

Without reaching to that point, we have to say that our goal has not been achieved, yet. Although this book condenses the empirical knowledge of various practitioners, what this book can do is to encourage you to take a next small step. The success of your projects is led only by your intensive practice.

We would like to ask you a favor. Please contribute to the collection with your own experience. If you discover new know-hows, verbalize it and add your findings to our 30 know-how collections. We prepared a blank format in page 79-80 for you. Although this is a very small step, this step by step action constructs a sustainable learning cycle. We are confident this is the shortest way to help you succeed in various projects.

KEYWORD _____

_____

When?

Know-How

Effects

Episode

ACKNOWLEDGEMENT

This book was created based on the research collaboration with Technical University of Denmark and NTT Service Evolution Laboratories.

The 30 know-hows introduced in this book were collected based on the workshops held in Denmark (December 5, 2017) and Japan (January 24, 2018), and rearranged for this book. In total, 48 practitioners and researchers participated in the workshops, and contributed directly as well as indirectly to this book. As a result, the collected knowledge depicted from their hands-on experiences were formed as 30 know-hows.

We would like to show our sincere gratitude to all the workshop participants and contributors for their active participation and discussions. Without your support, this book could not have been created.

We regard this book as our starting point, and based on our achievement, we would like to aim at establishing sustainable living lab community environment where all participants can share their know-hows and experiences for the prosperity of living labs. We believe such shared environment will contribute to problem-solving in societal challenges and furthermore to actualization of open innovation.