

**ENoLL Certified Living Lab  
Evaluation for Adherent  
Membership  
2019**

**EVALUATION REPORT**

A yellow speech bubble with a tail pointing towards the top-left corner, containing the text 'European Network of Living Labs'.

**European  
Network of  
Living Labs**

# Individual feedback report

## PPS The Water Route

### How to read your report

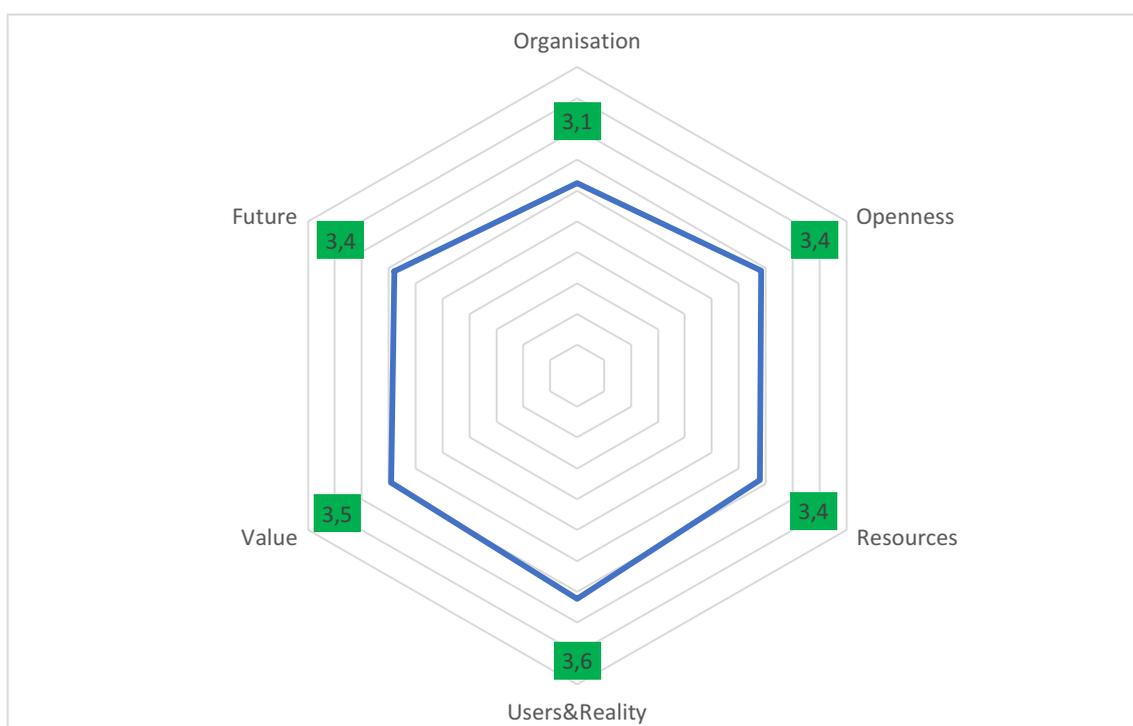
In the following report you will find feedback to your application grouped under 6 broad categories of assessment. Within each of these 6 categories, each of the assessed criteria is briefly explained and contains abbreviated notes or suggestions from the individual evaluators.

Beyond the feedback under individual criteria, each category will provide a summary based on the aggregated score of the criteria. The categories and their internal criteria will have their scores signalled next to them. The score range is 0 (no evidence or no activity) – 5 (comprehensive evidence)

In order to be accepted as a member of the ENoLL network through this evaluation processes, following acceptance conditions are applied:

- An overall score above 50% (15/30)
- Max. 1 chapter with a score <50%
- At least 2 out of 3 evaluators which scores the application above 50%
- At least 11 out of 21 criteria with a score above 60%

Overall Score: Pass



## Organisation (3.1)

### *Summary*

PPS The Warter Route has demonstrated previous livinglab operations, however it is not clear the stakeholders partnership, and in terms of its governance model the structure of functioning is not clear and it requires a better description how the different stakeholders interact among them and how do they create value for such interaction.

### *Criteria assessed*

#### Experience in Living Lab Operations (3.8)

Under this topic it is assessed how much proof is there to be found in the application concerning performed living lab projects (e.g. setting up a co-creational trajectory, engaging and supporting ‘users’, linking these steps to government/research/business).

- The application provides proof of the actual living lab and co-creational activities and projects developed within and by the living lab.
- Past living lab activities within the host organisation are mentioned, possibly dating back to the year 2014, though this is not clearly specified. In general, there is a bit of ambiguity between the living lab as a programme (or network) and the living lab as a host organisation.
- The operations are outlined at the high level and host organisations/partners listed. This is supported by links to the various lab activities in the Appendix.

#### Strength and maturity of multi-stakeholder partnership (quadruple helix) (2.5)

Under this topic it is assessed the presence and strength of multi-stakeholder partnerships within the application (i.e. what kind of stakeholders are involved/dedicated to the LL-organisation and in what ways)

- The living lab explains their quadruple and multistakeholder approach, but not strong proof is provided. Better description could have been provided.
- The presentation of living lab partnership and governance system is rather vague, despite the fact that quadruple helix stakeholders are involved in running past projects and there is a sort of open membership to a network.
- This appears to be an established programme with engagement from a range of partners in the area of focus including evidence in the form of examples of links to activities and letters of support in the Appendix.

#### Robust organisation, management and governance (of the living lab) (3.0)

This criterion focuses on how well the living lab is organized. Which roles are defined within the organisation of the living lab; how do these relate to the multi-stakeholder partnerships?

- The living lab has a strong and well-structured governance model, with different defined roles. Nice scheme provided, very neat and clear.
- The living lab's management and governance are not explicitly dealt with, probably because of the looseness of the network.
- The governance of the lab is situated in the local host organisation context. Engagement with internal and external stakeholders is described at a high-level partners/stakeholder and the parent organisation. There is little detail to make a proper judgement.

### Interest in participation in EU and international innovation systems (3.2)

Under this topic it is assessed how much proof is there to be found in the application concerning the willingness of the applicant to participate in cross-border or international proposals and/or EU-projects

- The proposal shows the living lab experience and interest in participating in EU and international innovation systems, though nothing is said at this point about how the living lab expects to contribute to ENoLL and which special interest groups they are interested in.
- The living lab seems to belong to a national programme and the host organisation is active in international projects.
- There is evidence of collaborations within the lab environment and detail of the specific affordance of the infrastructure. There is commitment to Living Lab movement and to EU programmes in the future.

## Openness (3.4)

### *Summary*

In terms of open innovation commitment, PPS has demonstrated in their application that they have developed a clear mechanism to foster open innovation as a result of stakeholders interactions, and they are aware of the importance of the process and above all regarding the appropriate protection of author's right pointing explicitly out their interest in handing it. PPS has developed a clear infrastructure to disseminate their results.

### *Criteria assessed*

#### Commitment to open innovation processes (3.2)

This criterion pays attention to the approach of the applicant in general towards open innovation. Whether they are 'open' towards working in a transparent and cooperative way with attention for feedback from all involved stakeholders or if they are willing to take into account this feedback within their projects. If they work with 'open source' - tools or the results are available for everyone

- The living lab is clearly committed to open innovation though the proposal could have been better documented about how they deal with stakeholders' feedback and the open-source tools used for that.
- There is a good commitment to open innovation, which is related to the living lab's orientation and activities, but not described in its operationalisation.
- There is a high-level commitment to a range of open innovation process on the part of the lab and there is an outline regarding the approach in terms of a lifecycle. There is less evidence of specific examples from projects where an open innovation approach has been used.

#### Openness of the stakeholder partnerships (3.2)

This criterion pays attention to evidence on activities and processes to allow (new) stakeholders to participate and cooperative. It looks at how accessible the living lab and how it tries to open up their organisation to the whole ecosystem in which they are operating. (e.g. how internal communication with all their stakeholders is handle, how new stakeholders are attracted)

- The openness of their stakeholder partnership is slightly described, no good examples are to be found about the involvement of the stakeholders in the innovation processes.
- The living lab is presented as an open ecosystem (or network) and external communication seems to work well.
- The role of active and existing stakeholders is outlined without specific examples to support.

### Respect and appropriate protection of author's right (3.8)

This criterion looks at the level and form in which the author rights of each (type of) individual stakeholder are respected within the living lab activity. (e.g. identifying proofs about how the living lab organizes the protection of the feedback and/or developments of each (type of) individual stakeholders; how this information is communicated to all (new) stakeholders; and how the necessary agreements around author's right are dealt with)

- Short but clear explanation is provided about the approach and mechanisms used by the living lab in relation to privacy and intellectual property protection.
- The topic of knowledge protection is mentioned in all its aspects, including also GDPR and ethical research principles, though no further details on coverage are provided.
- Examples are given from projects about how approaches were piloted and tailored to specific issues faced by users with limited consideration of the protection of users/stakeholders.

### Effectiveness of communication and media usage (3.5)

Under this topic it is assessed to what degree is the living lab present online and beyond. What kind of communication channels are used to interact with your stakeholders and with the end-users? Are these channels fit for purpose in relation to the description of Living Lab activities, stakeholders and local contexts? Does the Living Lab have a recognizable visual identity?

- The living lab has an updated website with recognizable image and easy to reach out to them. Nevertheless, no other online tools are used. In any case, an overview of the scope of communications and media usage used is provided.
- The host organisation is well engaged in external communication; however, its contents are not explained, and results are not displayed in terms of outreach.
- The website clear if relatively high level and examples of the work linked from the proposal.

## Resources (3.4)

### *Summary*

In terms of equipment and infrastructure PPS is getting support from its host organisation's infrastructure and facilities that provide sustainability and less risk to implement projects. PPS is getting appropriate financial support to roll out their activities with a committed support from host organisation. Nevertheless there is no clear human resources structure with clear roles to support livinglabs activities.

### *Criteria assessed*

#### Availability of appropriate equipment and infrastructure (3.8)

Under this topic it is assessed what kind of materials does the application show regarding being able to run the living lab operations (e.g. working spaces, access to co-creation/experimentation spaces, branding materials for communication, tools to analyse feedback, tools to interact with stakeholders/users, etc.)

- The application clearly describes the availability of infrastructure and spaces for all co-creational activities development.
- The living lab relies on the host organisation's infrastructure and facilities, though the terms of usage are not completely evident. A new campus is being built.
- The facilities are appropriate with resources available for a range of activities particularly in relation to the focus of the lab.

#### Ability to access national and international funding (3.7)

This criterion focuses on the financial working structure. It is meant to assess the level of connection with different funding programmes and its connection with other forms of finance of the applicant's activities.

- Revenue streams are clearly described and documented. Their financial engineering is very nicely described.
- The host organisation shows capacity of fund raising and a very good commitment to running the programme, at least until there is some external funding.
- The lab appears to have been successful in attracting external resources. Given the context there seems little doubt that they can continue this given the support apparently in place.

#### Appropriate and qualified staff (2.7)

This criterion focuses on the human capital component of the organisation. Further emphasis is placed on understanding how much time is allocated to the different roles defined inside the organisation (e.g. bizdev, project management, user involvement,

research, stakeholder management...) and how experienced the people are performing these roles

- General description on how the organisation is defined but not very clearly described, neither the roles nor the time dedicated to the different aspects inside the organisation.
- This aspect is not covered, probably because it is given for granted that both the host and partner organisations step into the programme with adequate human resources.
- The engagement with partners is wide and there are a range of projects. There is a high-level description of the various lab teams albeit precise roles of individuals and engagement and roles of those outside the host organisations are less explicit.

## Users and Reality (3.6)

### *Summary*

User engagement is the most critical part of a Livinglab and PPS is taking the appropriate measures for it and is demonstrating their capability to manage it properly using validated methods, tools and labs that improve living lab interaction with their users.

### *Criteria assessed*

#### Appropriate measures for user engagement (3.5)

Under this topic it is assessed to what extent the application describes how the living lab is involving users and other stakeholders into their innovation activities. It looks at in which phases do you involve users, whether you actively or passively involve users, what actually happens with the provided feedback of users, how you share results and/or outcomes with users or how this involvement is consolidated over all within the living lab

- The living lab shows evidence of actively involving users, and shows their experience on user engagement.
- An exemplary set of projects is outlined, however the extent to which people (citizens/consumers) are engaged remains superficially handled.
- Given the aims of the lab, the approaches being mobilised are appropriate at the individual project level. There is a question of how users are engaged in the governance of the operation

#### Concreteness and reality of usage contexts (3.8)

This criterion focuses on the parameters making the difference between a living lab and other forms of (open) innovation ecosystems (e.g. testbeds, testlabs, fablabs, etc). This includes how are projects/use cases injected into the daily life of users; how related the projects are to the reality of the users involved; whether the projects are high level or grounded on the life of the involved users

- The proposal provides clear examples about the methods for user engagement and the concreteness and reality of usage contexts, with the challenges, outputs and lessons learned in each of the 3 cases.
- The topic of the living lab is very concrete and realistic; however, evidence is missing of a holistic approach to user engagement, also because of the "filter" of partner organisations.
- There are a number of lab resources/approaches within the lab eco-system that have been tested with users/groups and appear to be in operation in a range of contexts.

### Quality of user-driven innovation methods and tools (3.5)

Under this topic it is assessed which methods and tools are used by the living lab to involve users in the innovation process and how many different kinds of methods and tools you use.

- The living lab has shown different user-driven service design methods used in which they actively involve users.
- Some ad hoc, domain specific methods are mentioned and to some extent described, which can be considered appropriate.
- The lab relies on a range of approaches to mobilise users in the innovation design process. An overarching approach or theory is not described.

## Value (3.5)

### *Summary*

PPS livinglab has developed a clear strategy to provide added value from co-creation processes where involving different stakeholders will generate benefits for the whole ecosystem giving also a clear landscape of lifecycle approach. However it is not clear how PPS is going to connect such strategy with the whole value chain of the process and how outcomes will facilitate a future sustainability of the livinglab.

### *Criteria assessed*

#### Co-created values from innovation processes (4.3)

Under this topic it is assessed what are already concrete outcomes of living lab activities and which kind of different stakeholders were involved in creating these outcomes. Additionally, how the Living Lab creates value/benefits in innovation processes for different stakeholders

- The living lab provides clear and well explained examples of how it creates value for different stakeholders.
- Stakeholder participation in the various projects and initiatives is described in detail, together with the benefits brought about, for all the quadruple helix categories involved.
- There is a significant track record of achievement in a range of contexts in the scope of the lab. The value of particular projects is always tricky to attribute, but the examples given seem convincing.

#### Visibility of benefits of participation to LL-stakeholders (4.0)

This criterion analyses which tangible benefits provided to the Living Lab stakeholders are shown within the application and how these outcomes benefit the involved stakeholders, individually and as a group

- The applicant is very well documented with clear examples of tangible benefits to both stakeholder groups and individuals.
- Stakeholder benefits are outlined, with good detail, for all the quadruple helix categories involved.
- There is a significant track record of achievement in a range of contexts in the scope of the lab. The various stakeholders including the host organisation and stakeholders value the work going on.

#### A lifecycle approach (3.2)

This criterion looks at the overall processes and practical examples of what is the role and importance given to a lifecycle approach (e.g. ideation/exploration, experimentation, evaluation/validation) that values environmental, social and economic impacts within the activities of your organisation.

- Very nicely, and visually, described lifecycle approach. It gives proof of how much work is spent on it.
- The value of the various parts of the programme are described and there is a high-level description of a wider lifecycle particularly in the Appendix.

### Coverage of value chain (different roles of the ecosystem) (2.3)

This criterion looks at the form and degree of engagement of the Living Lab within productive value chains of the given broader innovation ecosystem. Additionally, how these outcomes are/will be further used or implemented; who are the main stakeholders to support this realization; and how well documented is this approach

- The living lab describes the level of engagement within productive value chains though how the outcomes will be used for further development could be improved.
- No particular reference is made to any value chain, including water and derivatives.
- There are descriptions of methods outlined at a high level but in Dutch so hard to evaluate.

## Direction and Plans for the Future (3.4)

### *Summary*

PPS has developed a strategic plan for long-term, even though more detail is required, but it is not connected with a clear Business Model that will facilitate the sustainability of the livinglab activity. This Business Model should be connected also with the SWOT that PPS has created.

### *Criteria assessed*

#### Effectiveness of LL Business Model (sustainability) (3.3)

This criterion looks at the financial viability and preparedness of the Living Lab as an organisation. (e.g. if under project-based finances, whether or not there is a description about what will happen when the project comes to an end. In case of non-project related activity, how does the Living Lab expect to be financed in the upcoming years

- The long-term planning of the living lab is well documented and described throughout the application.
- Despite the lack of internal resource availability, the programme seems to be there to last.
- There are goals set for the lab within wider strategic objectives but without specific examples of current plans.

#### Strategic Plan (LL mid to long term objectives and concrete plans for the future) (3.7)

This criterion is focusing on the way ahead of the applicant. It means how well described are their plans for the future, how feasible do they appear and consistent with rest of the application.

- Realistic and well described. Nice growth model included.
- The plan ahead is well outlined and coherent with the other sections of the application.
- It is hard to judge whether these are realistic due to a lack of detail.

#### SWOT Analysis (critical success factors and risks) (3.2)

This criterion is measuring how self-evaluating the applicant is. How well does the applicant know his strengths and weaknesses and how well they describe their threads and opportunities?

- Success and risk factors are provided. A broader SWOT analysis could have been provided.
- Sufficient awareness of critical aspects (both positive and negative) is provided throughout the application.
- Would have benefited from more detail of the governance processes and explicit discussion of risks.