



Capacity building on sustainable and motivational training design enhanced by smart technologies for senior citizens.

Collection on Visions for Living Labs on Wellbeing

Deliverable 4.2

Work package 4



Responsible partner: Trebag Ltd



Co-funded by
the European Union

Project Coordinator:



Project Partners:



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1. Introduction

This report synthesises the visions of eight project partners within the IKIGAI55 consortium regarding the establishment and operation of future Wellbeing Living Labs (LLs). The inputs were collected using two standardised templates: the "Visions on your Wellbeing Living Lab" template and the "Business Canvas on Interventions" template. The first was designed to guide partners in exploring strategic opportunities for creating wellbeing-oriented LLs in their respective contexts. The second was aimed at translating these strategic visions into a practical, actionable plan for a concrete five-week pilot intervention, focusing on physical activity for older adults supported by smart tools.

According to the European Network of Living Labs (ENOLL), a Living Lab is a user-centred, open innovation ecosystem based on a systematic co-creation approach that integrates research and innovation processes in real-life communities and settings. In practice, they operate as intermediaries among citizens, research organisations, companies, and government levels, focusing on co-creation, rapid prototyping, testing, and scaling up of innovations to provide joint value for all involved stakeholders. This approach is firmly rooted in the Quadruple Helix innovation model, which posits that modern innovation is most effective when it involves the collaboration of four key societal actors: Academia (providing research and knowledge), the Public Sector (offering policy support and infrastructure), the Private Sector (driving market solutions and technology), and Civil Society (ensuring real-world relevance and citizen engagement). The partners' visions and business canvases explicitly build upon this model to create holistic ecosystems for wellbeing innovation.

The primary objective of this consolidation is to identify common themes, shared challenges, and collective ambitions across both the strategic visions and the operational business models. This dual analysis provides a foundational understanding of the consortium's potential to foster innovation in active and healthy ageing, from high-level strategy to on-the-ground implementation. This analysis will inform subsequent project activities and provide a benchmark for future development.

The "Business Canvas on Interventions" plays a critical role in this process by serving as a bridge between long-term ambition and immediate action. It forces partners to define the key building blocks—such as partners, activities, resources, and revenue streams—for their specific pilots. This ensures that the five-week interventions are not isolated events but rather practical testbeds for validating the operational and financial models of their future Living Labs.

2. Methodology

This report is based on a qualitative and quantitative analysis of eight completed vision templates received from the following partners: Diputación de Zamora (Spain), Weople Tabela (Portugal), Inquirium Ltd (Cyprus), University of Thessaly (Greece), ESKILARA (Spain), TREBAG LTD (Hungary), Università delle LiberEtà (Italy), and Vrije Universiteit Brussel (Belgium).

The textual responses were analysed thematically, while the Yes/No questions were tallied to provide a quantitative overview of the partners' readiness and plans.

3. Synthesis of Visions

3.1 Strategic Vision

Partners envision their Living Labs as dynamic, collaborative ecosystems that place older adults at the centre of innovation. Common strategic roles include acting as intermediaries between citizens, academia, industry, and the public sector. Several partners, such as Diputación de Zamora and the University of Thessaly, specifically aim to combat isolation and health inequalities in rural areas. A universal theme is the use of the LL to bridge the digital divide by introducing smart tools like wearables and Virtual Reality in a supportive, co-creative environment. Furthermore, several visions involve integrating LL activities into existing municipal care services, such as day centres and 'Help at Home' programmes, to augment their offer with innovative, user-centred solutions.

3.2. Current Capabilities and Gaps

Partners bring significant strengths to this endeavour, including substantial expertise in EU projects, sports science, behavioural shaping, and community engagement. They also possess established networks with municipalities, academia, and civil society organisations, and are involved in relevant initiatives like the IKIGAI55 project itself, which provides a ready-made testing ground for LL methodologies.

However, common gaps threaten development. The most frequently cited barrier is the lack of sustainable, long-term funding. Furthermore, many partners lack dedicated staff for LL coordination, management, and user engagement. Some also face infrastructure limitations, lacking direct access to physical spaces or dealing with poor digital connectivity in rural areas. The reluctance of some older adults to engage with new technologies is also recognised as a key challenge to user engagement.

3.3. Potential Partnerships and Stakeholder Types

The Quadruple Helix model is strongly embraced, with partners identifying primary affiliations across all four sectors: Public, Private, Academia, and Civil Society. The analysis reveals a comprehensive list of envisioned stakeholder types. Key public sector actors include municipalities and regional governments. Academia is represented by universities and research centres. The private sector encompasses technology SMEs, sports clubs, and care service companies, while civil society includes senior associations, NGOs like the Red Cross, and local community centres. Partners like ESKILARA and TREBAG, with existing LL experience, have already



identified and engaged with a robust network of these stakeholders. Others are in the earlier stages of mapping and outreach.

3.4. User Engagement and Real-World Application

Partners plan to employ a variety of user-centred methods such as co-creation workshops and focus groups for ideation, pilot testing of products in real-world environments like homes and community centres, and iterative feedback loops using surveys and interviews to continuously refine interventions. Many also emphasise intergenerational learning, involving students as digital mentors and facilitators. Effective tools mentioned include user-friendly smartwatches, simplified digital interfaces, VR for cognitive and physical stimulation, and traditional paper-based materials to ensure inclusivity for all literacy levels.

3.5. Expected Value and Impact

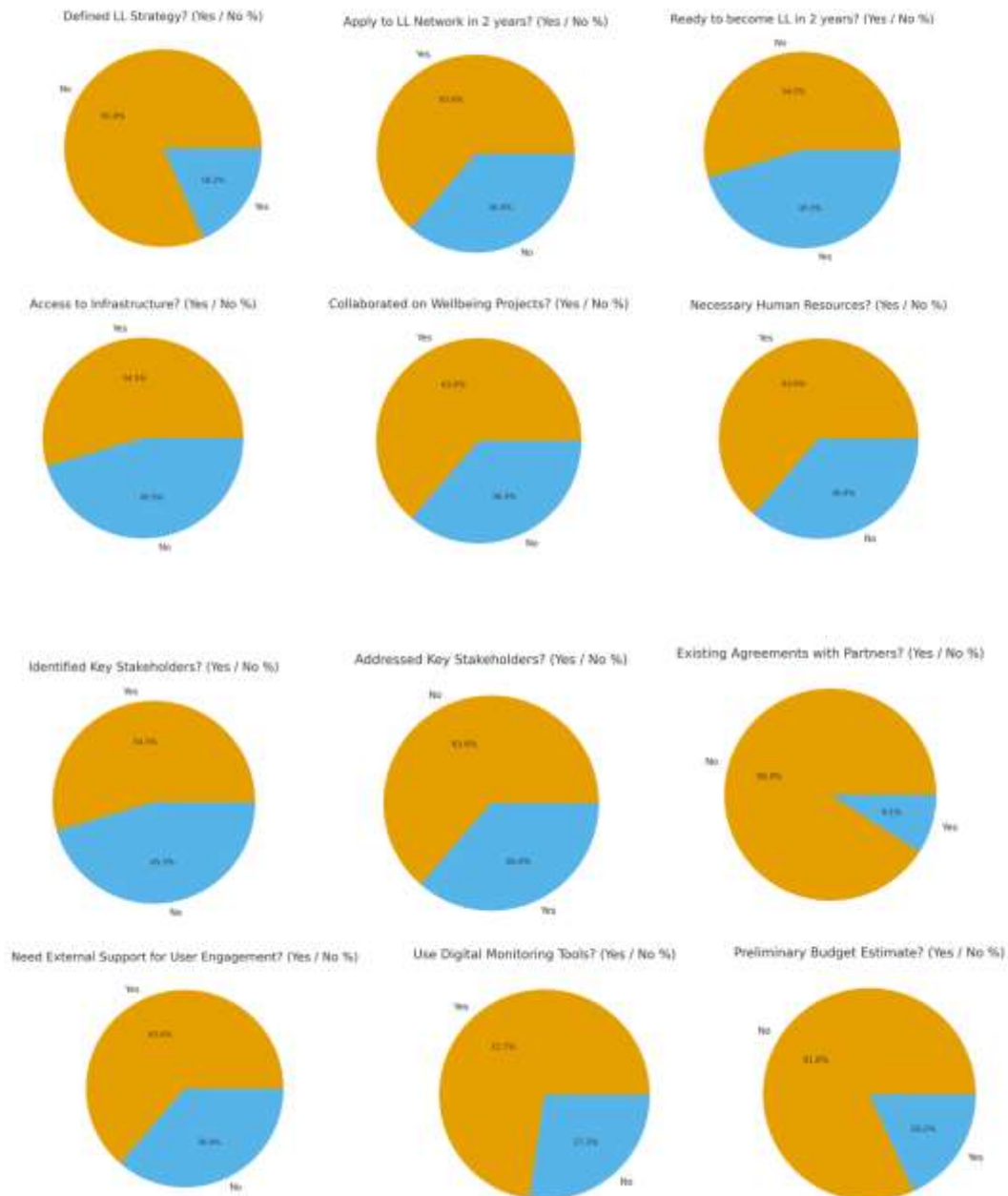
The anticipated benefits are multi-faceted. For organisations, benefits include an enhanced reputation, new project opportunities, and valuable applied research data. Stakeholders such as businesses gain access to innovation ecosystems and new markets, while public bodies receive evidence for policymaking. For older adults, the direct benefits are improved physical and mental wellbeing, reduced social isolation, increased digital literacy, and a greater sense of autonomy and purpose. Partners plan to track this impact using mixed-method indicators, including physical activity data from wearables, satisfaction surveys, adoption rates, and qualitative feedback.

3.6. Sustainability and Future Prospects

A hybrid funding model is universally envisaged, combining EU and national grants, public-private partnerships, revenue from services or consultancy, and Corporate Social Responsibility (CSR) funding from private companies. The replication of successful LL models is planned through the dissemination of toolkits, best practice guides, and knowledge transfer via European networks like ENoLL.

4. Analysis of Yes/No Responses

The following charts provide a quantitative snapshot of the partners' readiness and intentions, based on their answers to the template's Yes/No questions.



4.1. Strategic Readiness & Intentions

A majority of partners (63%) do not yet have a defined strategy for their Living Lab, highlighting a common need for strategic development support within the consortium. However, in the future, most are planning to apply to a Living Lab network like ENOLL, showing strong intent to formalise their operations.



4.2. Current Capabilities & Resources

Three-quarters of partners have access to some form of infrastructure, and all but one have collaborated on wellbeing projects before. A significant finding is that half currently lack the necessary human resources to start a LL, underscoring a critical gap in dedicated staff.

4.3. Partnership Development

While most partners (75%) have identified key stakeholders, a smaller majority (63%) have actively addressed them. Furthermore, only a minority (38%) have existing agreements in place, indicating that most partnerships are still in the formative or discussion stages.

4.4. User Engagement Experience & Needs

The consortium is experienced in engaging older adults, with 75% having prior involvement in participatory projects. Despite this, the same proportion acknowledges that they would need external support to ensure meaningful user engagement, suggesting a demand for specialised methodologies and resources.

4.5. Impact Assessment Planning

Unanimously, all partners plan to conduct impact assessments, and nearly all (88%) intend to use digital tools for monitoring. This reflects a strong, shared commitment to evidence-based practice and measuring the effectiveness of their Living Labs.

4.6. Financial Planning

A significant majority (63%) of partners have not yet developed a preliminary budget estimate. This, coupled with the universal identification of funding as a key barrier, points to a critical area for future support. Encouragingly, almost all partners are planning to apply for national or EU funding.

5. Analysis of Intervention Business Models

5.1. Introduction to the Quadruple Helix Model

The Business Canvases developed by the partners are grounded in the Quadruple Helix innovation model. This framework emphasises that sustainable innovation is born from the collaboration of four key societal sectors:

- **Academia & Research Institutions:** Providing evidence-based knowledge, research methodologies, and evaluation.
- **Public Sector:** Offering policy support, public funding, infrastructure, and alignment with public health agendas.
- **Private Sector:** Contributing market-driven solutions, technological expertise, business models, and potential for commercialisation.
- **Civil Society & End-Users (Older Adults):** Ensuring relevance and adoption by providing real-world needs, co-creation, and community engagement.



The partners' canvases explicitly map their activities and resources onto this model, creating a holistic ecosystem for their wellbeing interventions.

5.2. Connecting Business Models to Vision Implementation

The Business Canvas serves as a crucial bridge between the strategic "Visions on your Wellbeing Living Lab" and the practical implementation of the five-week pilots. It translates the high-level ambition of establishing a Living Lab into a concrete, actionable plan for a specific intervention. By defining Key Partners, Activities, and Resources, the canvas ensures that the pilot is not an isolated event but a testbed for the future LL's operational model. It forces partners to think critically about sustainability from the outset, exploring Revenue Streams beyond initial project funding. In this way, the successful execution of the business canvas during the pilot provides a validated, real-world blueprint for scaling the intervention into a sustainable, long-term Living Lab activity, directly contributing to the realisation of their broader vision.

5.3. Summary of Partner Business Models

The following table provides a visual summary of the core elements of each partner's business model for their intervention, highlighting their unique value propositions and key operational aspects.

Partner Organisation	Key Value Proposition	Primary Channels	Key Partners (Quadruple Helix)	Key Revenue Streams
Diputación de Zamora	Data-driven strength training to combat sarcopenia, with live wearable feedback, 100% free and led by certified professionals.	Municipal sports halls, elderly centres, local media, social media.	Public: Municipalities Private: Tech providers Academia: Nursing School Civil: REZ-SAP centres	EU funds (Horizon, Interreg), provincial Silver Economy budget.
ESKILARA	Motivating, safe, and personalised physical activity promoting empowerment and digital inclusion through human-centred approaches.	Local community venues (senior centres, sport academies), social media.	Public: Local administrations Private: - Academia: - Civil: ALETU, Sagrada Familia	EU/regional grants, tech company sponsorships, service agreements.
Inquirium Ltd	Semi-personalised activity programs improving mobility and digital literacy, fostering intergenerational connection.	Local sports clubs, social media groups, trainer networks.	Public: Deryneia Municipality, Ministry of Health Private: - Academia: - Civil: Elderly care centres	Erasmus+, partnerships with municipalities, healthcare, device providers.
TREBAG LTD	Learning new skills (dance, Nordic walking) and using smart devices to interpret fitness data and build social bonds.	Personal communication, Facebook group, local clubs.	Public: Nagykovacsi Municipality Private: - Academia: University of Óbuda Civil: Rákospalota	Project budget, future participant fees or local authority funding.

			Elderly Club, Kistarcsa DanceClub	
Università delle LiberEtà	Enhancing motivation and well-being in physical activity by using smartwatches to raise self-awareness of results.	University gym, trainer, social media tool, multiplier events.	Public: Municipality of Udine Private: - Academia: - Civil: older adults of the school	Participant fees, public funding from the municipality.
University of Thessaly	Combining physical activity with digital empowerment to improve mobility, health awareness, and confidence.	Local sports clubs, senior care centres, in-person support.	Public: Municipalities Private: - Academia: UTH Departments Civil: Local seniors' associations, NGOs	Local gov't initiatives, regional ageing programmes, CSR, grants.
Vrije Universiteit Brussel (VUB)	Innovative and enjoyable physical activity using VR technology to boost motivation and engagement, giving older adults a first-time digital experience that fosters empowerment and continuation at home.	Social media promotion, posters in community venues, recruitment through trainers and university networks.	Public: – Private: Fitness Centre Lifestyle; sports-tech companies through AGORIA Academia: VUB – Faculty of Physical Education & Physiotherapy Civil: Local communities and participant groups	University internal investment in VR tools; additional EU grant applications; future Living Lab business partnerships for testing sports/entertainment solutions
WEOPLE	Safe, personalised physical activity supported by smartwear, enhancing wellbeing, digital skills, and motivation; plus practical training for professionals to use tech with older adults.	On-site activities in senior venues and institutional spaces; online platforms; social media; printed flyers distributed through senior networks and sports clubs	Public: Municipal and community authorities Private: Technology and wellbeing companies Academia: Senior Universities Civil: Red Cross Portugal; community and sports organisations	Public funding (e.g. Erasmus+); sponsorships from tech/wellbeing companies; service partnerships with local institutions

5.4. Consolidated Overview of Business Models

A synthesis of the eight Business Canvases reveals a strong, shared strategic foundation, while also highlighting distinct operational approaches.

5.4.1. Common Strategic Foundation:

- **Value Proposition:** All partners focus on the powerful combination of guided physical activity and digital inclusion through smart wearables, aiming to improve physical health, mental well-being, and social connection.



- **Channels:** Delivery is predominantly face-to-face in trusted, community-based venues like sports halls, senior centres, and university gyms, supplemented by social media for support and dissemination.
- **Mission:** The overarching goal is universally to enhance the quality of life and autonomy of older adults.

5.4.2. Distinct Operational Models:

The partners can be grouped based on their primary operational and funding focus:

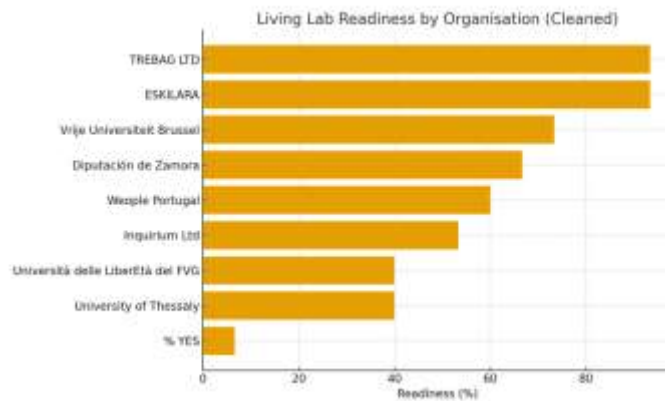
1. **Publicly-Driven & EU-Funded Model (e.g., Diputación de Zamora, University of Thessaly):** These models are deeply embedded in public and academic structures, leveraging municipal infrastructure and EU grants for sustainability.
2. **Community-Embedded & Partnership Model (e.g., ESKILARA, TREBAG, WEOPLE, Inquirium):** These models heavily rely on civil society networks (associations, clubs) for user engagement and combine project funding with future service fees or sponsorships.
3. **Educational Service Model (e.g., Università delle LiberEtà, VUB):** This model either operates similarly to a continuing education course, funded primarily through participant fees and local public support, with a strong focus on the educational aspect of the intervention or integrates the initiative into educational activities of the university.

6. Conclusions and Next Steps

The collection of visions reveals a consortium with a strong, shared ambition to establish Living Labs as engines for wellbeing innovation for older adults. Partners are rich in ideas, relevant expertise, and networks. The common strategic vision is well-aligned with the ENOLL methodology and the goals of the IKIGAI55 project.

However, the analysis also identifies several collective challenges that need to be addressed to transition from vision to reality. These include a strategic and operational deficit, evidenced by a lack of defined strategies and dedicated human resources; a dependency on uncertain project funding; and the need to formalise partnerships from initial discussions to signed agreements.

Partners are at different levels of preparedness for running their own living lab:



The Business Canvas exercise has proven invaluable in translating the partners' visionary Living Lab concepts into pragmatic, actionable, and testable plans for their upcoming pilots, laying a solid foundation for future sustainability and growth.

7. Multiplication Potential and Practical Guidance for Future LLs

The collective experience of the IKIGAI55 partners provides a valuable roadmap for other organisations aiming to establish a Wellbeing Living Lab. The models developed and tested offer significant multiplication potential, demonstrating that the LL approach is adaptable to diverse contexts—from rural public administrations to urban SMEs and academic institutions.

For an organisation embarking on this journey, the following practical steps and considerations are crucial:

Operational Models: Strengths and Considerations

Based on the partner analysis, three primary operational models emerge, each with distinct strengths and challenges:

Model Type	Key Strengths	Key Considerations & Potential Pitfalls
1. Publicly-Driven & EU-Funded (e.g., Diputación de Zamora, University of Thessaly)	Strengths: Strong institutional stability; access to public infrastructure and funding; high policy influence and scalability.	Considerations: Can be slowed by bureaucracy; requires strong political will; may face challenges in agile, user-centered iteration.
2. Community-Embedded & Partnership-Based (e.g., ESKILARA, TREBAG, Weople Portugal, Inquirium)	Strengths: Deep trust and direct access to end-users via local networks; high agility and flexibility; strong local relevance and ability to co-create.	Considerations: Often reliant on project-based funding, creating sustainability risks; requires excellent network management and coordination across diverse partners.
3. Educational & Research-Driven Model (e.g., Università delle LiberEtà, Vrije Universiteit Brussel)	Strengths: Direct access to learners/students and research expertise; natural fit for digital literacy and evidence-based evaluation; potential for integrating education, research, and innovation.	Considerations: May risk becoming a "course" or "research project" rather than a sustainable innovation ecosystem; can be limited in reaching beyond its immediate academic or learner base without strong external partnerships.



Organisations should choose a model that aligns with their core identity and resources, while being mindful of the associated challenges.

8. A Step-by-Step Implementation Roadmap

A structured, phased approach is recommended to successfully transition from concept to a functioning Living Lab:

Phase 1: Immersion & Scoping

Immerse in LL Methodology: Study foundational materials, such as the microlearning elements of the "Fast Track Training Living Lab Methodologies".

Define the Vision: Use the Vision Template to explore and map out strategic options, needs, and long-term goals for the LL.

Phase 2: Modelling & Peer Learning

Identify a Reference Model: Review the different partner types and identify the one that most closely aligns with your organisation's context. Use this as a learning case.

Formulate Your Vision: Finalise and document your own strategic vision based on this analysis.

Phase 3: Practical Piloting

Develop a Business Canvas: Select a concrete, small-scale programme or intervention. Develop a detailed Business Canvas to define its partners, activities, resources, and revenue streams.

Implement with LL Methodology: Execute the pilot programme rigorously applying Living Lab methods: co-creation, real-world testing, and iterative feedback loops with users.

Phase 4: Consolidation & Growth

Draw Conclusions & Refine: Analyse the results and feedback from the pilot. Use these evidence-based insights to refine and adjust your overall LL vision and operational model.

Join a Network: Apply for membership in a recognised network like the European Network of Living Labs (ENoLL). This provides formal credibility, access to a wider community of practice, and new opportunities for collaboration and funding.

By following this roadmap, organisations can systematically build their capacity, validate their approach through practical experimentation, and ultimately establish a sustainable and impactful Wellbeing Living Lab.

Annexes

Annex 1 Business Canvas template

General Information	
Name of the Organization	
Country	
Contact Person	
Email	
Proposed Name of Your Living Lab	
Proposed area within Wellbeing Sector	
Do you already operate a LL?	
If yes, give its name and main scope	

II. Business Canvas on Interventions: Movement for Older adults with help of smart tools

Please study the IKIGAI55 fast track training material to plan the business canvas of your intervention and fill in the below chart

1. Key Partners

Identify the organizations, institutions, or individuals you will collaborate with to deliver your intervention within the IKIGAI55 project.

2. Key Activities

Describe the main actions your team will undertake to develop, implement, and support the smart fitness intervention for older adults.

3. Key Resources

List the essential assets—such as personnel, technology, or facilities—needed to successfully execute your part in the project.

4. Mission

Briefly state the overarching purpose of your intervention within the IKIGAI55 project—what you aim to achieve for older adults through your activities and approach

4. Value Proposition

Explain the unique benefits your intervention offers to older adults (55+) in terms of physical fitness, well-being, or engagement through smart wearables.

5. Stakeholder Relationships

Define how you will build and maintain supportive, motivating, and engaging relationships with older participants in your intervention. How will you involve other stakeholders.

6. Channels

Indicate how your solution will reach and interact with older adults—e.g., through apps, local centers, online platforms, or trainers.

9. Revenue Streams

Describe potential sources of funding or income related to your intervention, such as grants, service fees, or partnerships.



Annex 2 Business Canvas by Partners

The individual Business Canvas of each Partner is available from contacts at <https://ikigai55.uth.gr/>

Annex 3 Visions on Living Lab template

Living Labs Vision Collection Template (D4.2)

Introduction

The present template is the working document within work package 4 of IKIGAI55 project, presenting guidelines for the collection of visions on establishing, running or expanding a presently operating or future wellbeing living lab. The collected inputs will form as a basis of a cumulative report on wellbeing visions as one of the outcomes of IKIGAI55 project and will be presented in the report of D4.2.

This template is designed to guide partners in exploring opportunities for establishing wellbeing-oriented Living Labs (LL) in their respective contexts. Since (most) partners do not yet operate as Living Labs, this document will help map their options, needs, and visions for future implementation.

This template follows the European Network of Living Labs (ENOLL) guidelines to ensure consistency with recognized best practices and is also in line with IKIGAI55 project objectives and considers its actions and outcomes.

For the successful completion of the document partners are advised to study again the documents already developed in the framework of WP4 of IKIGAI55 project as well as their experiences on their interventions completed with help of the living lab methodology. The documents to help are the outcomes of the train the trainer event T4.1 namely D4.1. Fast track training material, D4.3 Report on fast-track training and study visit.

The template covers two interweaving topics:

- I. Visions on your Wellbeing Living Lab
- II. Business Canvas on Interventions

This present template is for the Visions on your Wellbeing Living Lab

General Information	
Name of the Organization	
Country	
Contact Person	
Email	
Proposed Name of Your Living Lab	
Proposed area within Wellbeing Sector	
Do you already operate a LL?	
If yes, give its name and main scope	



I. Visions on your Wellbeing Living Lab

1. Strategic Vision for Your Wellbeing-Oriented Living Lab

What role could your Living Lab play in promoting wellbeing for older adults in your region?

How do you envision the governance and coordination of your Living Lab?

What long-term impact would you like to achieve with your Living Lab?

Yes/No Questions:

Please answer with a Yes or No in the white section

Do you already have a defined strategy for your Living Lab? (Yes/No)

Do you consider to apply for partnership to any Network of Living Labs in the next two years?

Do you think your organisation is ready to become a LL within the next 2 years? (Yes/No)

2. Current Capabilities and Gaps

What relevant expertise, projects, or initiatives does your organization already have that could contribute to your Living Lab?

What are the main gaps or barriers that could hinder the development of your Living Lab?

What support (funding, partnerships, infrastructure) would be needed to bridge these gaps?

Yes/No Questions:

Does your organization currently have access to infrastructure that could be used for a Living Lab? (Yes/No)

Have you previously collaborated on wellbeing-related projects with external partners? (Yes/No)

3. Potential Partnerships and Collaborations

Which part of the Quadruple Helix Model does your organization primarily identify with? (Public Sector, Private Sector, Academia, Civil Society)

Who are the key stakeholders (e.g., public sector, private sector, academia, civil society) that could be involved?

A, Name the envisioned partners and B, provide a short description of each of their profiles, including their role and potential contribution to your Living Lab.

What existing collaborations could be leveraged for your Living Lab?

What new partnerships would need to be established to create a sustainable Living Lab?



Yes/No Questions:

Have you already identified key stakeholders who would participate in your Living Lab? (Yes/No)

Have you already addressed key stakeholders who would participate in your Living Lab? (Yes/No)

Do you have any existing agreements with potential Living Lab partners? (Yes/No)

4. User Engagement and Real-World Application

How do you currently engage older adults in co-creation or feedback processes?

How could your Living Lab ensure user-centered innovation in wellbeing and digital inclusion?

What tools, methods, or technologies do you think would be most effective in engaging users?

Yes/No Questions:

Does your organization have prior experience involving older adults in participatory projects? (Yes/No)

Would you need external support to ensure meaningful user engagement? (Yes/No)

5. Expected Value and Impact

What benefits do you foresee for your organization and stakeholders in setting up your Living Lab?

How could your Living Lab contribute to improving the quality of life for older adults?

What indicators or measures would you use to track impact and success?

Yes/No Questions:

Do you plan to conduct impact assessments for your Living Lab? (Yes/No)

Are you planning to implement digital monitoring tools to assess your Living Lab's effectiveness? (Yes/No)

6. Sustainability and Future Prospects

What funding models or revenue streams could support your Living Lab in the long run?

How could your Living Lab model be scaled up or replicated in other regions?

What steps would be needed to transition from vision to implementation?



Yes/No Questions:
Do you have a preliminary budget estimate for your Living Lab? (Yes/No)
Are there existing national or EU funding programs you plan to apply for? (Yes/No)

Annex 4 Visions on Living Labs by Partners

The individual Visions on Living Labs of each Partner is available from contacts at <https://ikigai55.uth.gr/>





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