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Deliverable Lead	BABLE Smart Cities (BABLE)
Lead Authors	Laurence Myers (BABLE);
Main Contributor Authors	Breogan Sanchez (BABLE), Georges El Sayegh (BABLE)
Other Contributors	OASA, NTUA, GMK, MPT, AMAT, UNINA, MVK, BME, YVE, VED, FACTUAL
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Reviewers	Hassan Mahdavi (VED), Alessandro Giovannini (AMAT)
Quality Assurance Reviewer	Lamprini Papafoti (FACTUAL)



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Abbreviations and Acronyms

ACRONYM	Description
BIGMS	Business innovation and governance models
CINEA	European Climate, Infrastructure and Environment Executive Agency
F-LL(s)	Follower Living Lab(s)
T-LL(s)	Trailblazing Living Lab(s)
UCs	Use Cases
WP	Work Package



Background: About the metaCCAZE project

Transport is the second largest source of greenhouse gas emissions (GHG) and accounts for more than 30% of the total energy consumption. A series of global crises highlight the need for a significant shift from conventional vehicles to well-integrated, energy efficient, connected and automated passenger and freight services that meet the ambitious EU goals. To do so, a paradigm shift is required in the operations of electric vehicles that tackles their inherent vulnerabilities, including: the electric fleet-grid supply mismatch, the slow charging times, and the vehicle delays at charging stations. This requires automated charging processes, intelligent scheduling operations and matching to the grid, interconnectivity and automation of transport operations, and a shift from private cars to shared modes.

metaCCAZE is a Horizon Europe MISSION project co-funded by the 2Zero, CCAM-and Cities' Mission partnerships. It participates in the CIVITAS Initiative, an EU-funded programme working to make sustainable and smart mobility a reality for all and contributes to the goals of the EU Mission Climate-Neutral and Smart Cities.

The metaCCAZE project aims to revolutionise mobility in European cities, serving both passengers and freight, with innovative electric, automated, and connected solutions designed to make transportation smarter, net zero, and more efficient for all. It builds on the expertise of 44 partners from 12 different European countries and contributes to the green metamobility era that the Green Deal, 2ZERO, CCAM, Cities Mission, CIVITAS and other EU initiatives aim to reach by 2030. In the vibrant streets of four trailblazer cities – Amsterdam, Munich, Limassol, and Tampere – metaCCAZE implements, tests and demonstrates cutting-edge technologies and services that support shared zero emission mobility solutions for people and goods, contributing to climate neutrality. Successful technologies and activities are transferred and implemented to six Follower Cities – Athens, Krakow, Gozo, Milan, Miskolc, and Poissy, Paris.

metaCCAZE organises a series of metaDesign activities and develops a toolkit called metaInnovations. This toolkit is pioneered in passenger and freight services (public transport, ondemand minibuses, bike and scooter sharing, deliveries) and related infrastructure (mobility and logistics hubs, traffic management centres, charging infrastructure, transport and energy integration) and widely demonstrated in our four trailblazer cities for a whole year. Successful metaInnovations and metaServices are transferred, implemented and demonstrated in the 6 follower cities for up to 8 months, to ensure their transferability and resilience potentials.





Executive Summary

This document serves as a foundational guide designed to ensure the smooth and successful implementation of the Follower Living Labs (F-LLs) within the metaCCAZE project. It offers a detailed roadmap for managing and coordinating key activities in communication, marketing, and stakeholder engagement—elements that are vital for the proper functioning and long-term impact of the F-LLs.

By addressing the diverse needs and structures of each participating city—Athens (represented by OASA and NTUA), Krakow (GMK), Malta (MPT), Milan (AMAT and UNINA), Miskolc (MVK and BME), and the Paris region (YVE and VED)—this deliverable establishes a clear and cohesive framework that helps ensure alignment across all actors involved.

A central focus of the document is to clarify the distribution of roles and responsibilities among F-LL leaders, supporters, and associated stakeholders. This clarity is essential not only for internal coordination but also for maintaining consistency with the broader goals and methodology of the metaCCAZE initiative.

In addition, as the first document in the series of Work Package 4 - Transfer & Demonstrate: Follower Living Labs (WP4) deliverables, this Handbook serves as a foundational resource for all activities under WP4. The deliverable introduces structured mechanisms which compliment the Cross-Fertilization and Transferability activities (CLLs) of WP1, enabling ongoing, two-way knowledge exchange between the Trailblazer Living Labs and their Follower counterparts. These mechanisms are designed to foster collaboration, inspire innovation, and build shared capacity across the network, ensuring that best practices and insights are effectively disseminated and adapted within each local context.

Recognising that the successful adoption of metaServices and Use Cases depends heavily on both co-creation and contextual relevance, this deliverable introduces a comprehensive framework for engaging citizens and local stakeholders from the very beginning of the process. It emphasises the value of participatory approaches and ensures that the design and implementation of solutions are deeply rooted in the specific needs and realities of each Follower City.

To this end, the document presents structured metaDesign processes aimed at facilitating meaningful engagement. These processes guide local actors through each step of involvement, from initial ideation to long-term adoption, reinforcing the principle that solutions must be shaped with, and not merely for, the communities they are intended to serve.

Furthermore, the deliverable includes a detailed overview of the current state-of-the-art in each Follower City, shedding light on the unique challenges and opportunities present in these second-phase implementations. By doing so, it supports the development of replication strategies that are not only effective but also sensitive to local conditions and cultural contexts.

The document offers a practical toolkit designed to assist cities throughout the lifecycle of their Living Labs. It includes methods and templates for stakeholder mapping, frameworks for citizen engagement, tools for behavioural monitoring, and guidance on building tailored communication strategies. These resources are intended to be applied during the preparation, implementation, and evaluation phases of the Follower Living Labs, serving as an essential point of reference to ensure that all activities remain aligned with the overarching goals of the metaCCAZE project.



1. Introduction

1.1. Objectives of the Deliverable

This deliverable serves as a strategic guide to support the successful rollout of the F-LLs within the metaCCAZE project. It lays out a comprehensive set of procedures covering the management, communication, marketing, and engagement dimensions that are critical for the seamless implementation of these Living Labs.

At its core, the document is designed to facilitate the coordination of co-creation activities, ensuring that stakeholders and citizens are not only informed but actively involved throughout the process. It underscores the importance of inclusive engagement in shaping relevant and sustainable urban solutions, especially in the context of demonstrating and scaling the project's Use Cases in diverse local environments.

By providing a structured operational framework, Deliverable D4.1 offers practical guidance to help F-LL partners navigate the complexities of collaborative implementation. This includes defining the roles and interactions necessary for effective teamwork, streamlining communication flows, and aligning local efforts with the overarching vision and methodology of the metaCCAZE project.

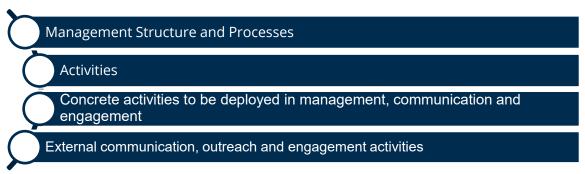
The deliverable is particularly tailored for the teams leading and supporting the Follower Living Labs—those responsible for the day-to-day coordination, stakeholder engagement, and demonstration efforts. It is equally valuable for partners involved in metaDesign and knowledge-sharing processes between the Trailblazer and Follower Labs, as it provides the foundation for harmonised collaboration and mutual learning across the network.

Ultimately, this document is intended to be a living resource—one that partners can return to throughout the project lifecycle as they design, test, and refine solutions that reflect local priorities while contributing to shared European innovation goals.

1.2. Structure of the Document

The deliverable opens with an introductory chapter that sets the stage by clearly outlining its purpose, intended audience, and how it fits within the broader context of the metaCCAZE project. This introduction not only explains the rationale behind the document but also highlights its role in building on previous project outputs and paving the way for subsequent deliverables. In doing so, it establishes a sense of continuity and coherence across the project's various work streams.

After the introduction, the document unfolds into three core chapters, each addressing a key component of the deliverable's scope. These chapters are carefully structured to guide the reader through the main themes in a logical and accessible manner, offering both strategic insight and practical recommendations for implementation. Together, they provide a comprehensive foundation for the activities and objectives the deliverable is intended to support.







Management Structure and Processes

This chapter (Chapter 2) presents the overall management framework for the F-LLs, including their relationship with Trailblazer Living Labs (T-LLs), the roles and responsibilities of key actors, and coordination procedures. It also includes information on work planning, reporting mechanisms, risk management, and the logic and schedule of the metaDesign activities and cross-fertilisation processes.

Activities

This chapter (Chapter 3) outlines the central role of the F-LLs in the metaCCAZE project as active contributors to innovation, stakeholder engagement, and the localization of solutions. It details the structured metaDesign co-creation process, including five core stages (LL1–LL5) where cities collaboratively design, refine, and validate Use Cases and Business Innovation & Governance Models (BIGMs), and plan for evaluation via KPIs. Additionally, it presents the internal communication and coordination procedures for F-LLs through regular WP4 (Transfer & Demonstrate: Follower Living Labs) meetings, risk management practices, and local-level collaboration, ensuring consistent progress and adaptation across project sites.

Concrete activities to be deployed in management, communication and engagement

This chapter (Chapter 4) provides an overview of the Use Cases (UCs) to be demonstrated in each F-LL, describing the specific urban challenges addressed, the innovative solutions to be piloted, and the state-of-the-art elements that distinguish each implementation. These case descriptions highlight how the guidelines will support the definition and deployment of the concrete use cases in the F-LLs.

External communication, outreach and engagement activities

This chapter (Chapter 5) offers principles and practical guidance for stakeholder engagement, communication, and co-creation (metaDesign) activities. It offers recommendations for identifying and involving key groups and provides practical strategies for their effective participation. Additionally, it details how F-LLs should plan and execute inclusive workshops, engage citizens, develop Business Innovation and Governance Models (BIGMs), and implement behavioural monitoring. It also addresses communication strategy development and local dissemination practices. Finally, the document concludes with a conclusion chapter summarising the key takeaways and outlining how this deliverable informs the next steps in WP4, particularly the codesign and demonstration planning covered in Deliverable D4.2 - Follower LLs: co-design activities, implementation preparations, monitoring plan (M26)

1.3. Relation to Project Documents

This document marks the first in a series of deliverables under Work Package 4 (WP4) and sets the groundwork for the activities to follow. While it plays a central role in guiding the implementation of the F-LLs, it should be noted that this Handbook does not carry any legal authority and is not intended to substitute or override any of the binding provisions established in the Grant Agreement.

Building upon the overarching project framework, this deliverable is closely aligned with Deliverable D6.1 – Project Handbook, Inception, Quality and Risk Management, particularly in terms of shared management structures and approaches to risk mitigation. At the same time, it mirrors the intent of Deliverable D3.1, which focuses on the T-LLs, by offering a parallel reference tailored specifically to the needs, challenges, and coordination mechanisms of the Follower Living Labs.





Looking ahead, this Handbook will serve as the foundation for the upcoming Deliverable D4.2 – Follower Living Labs: Co-design Activities, Implementation Preparations, Monitoring Plan. That next document will build on the guidance and structure introduced here, with a focus on assessing the co-design and metaDesign activities conducted within the F-LLs. In addition, D4.2 will lay out a concrete plan for the implementation of demonstration activities, ensuring a rigorous validation process while identifying any necessary adaptations based on local context and early feedback.

Together, these documents form a coherent and evolving roadmap that supports the successful realisation of the Follower Living Labs, contributing to the wider objectives and learning ecosystem of the metaCCAZE project.

1.4. Overall Approach

This deliverable was prepared under the leadership of BABLE, the partner responsible for coordinating Work Package 4 (WP4). From the outset, BABLE established a set of key principles to guide the development of this document, ensuring that it provides robust and actionable guidance for the effective management and stakeholder engagement processes of the F-LLs.

In order to maintain consistency with the project's broader framework, the authors drew upon key reference documents—most notably the Grant Agreement and Deliverable D6.1 (Project Handbook, Inception, Quality and Risk Management). These served as foundational sources to ensure that the proposed timelines, procedures, and methodologies outlined in this deliverable are fully aligned with the project's contractual obligations and quality assurance mechanisms.

The preparation of this deliverable was also shaped by a collaborative and consultative process. Input was actively gathered from all F-LL partners, including both leaders and supporters, as well as from other consortium members involved in related activities. This inclusive approach helped guarantee that the processes, tools, and responsibilities described in the document reflect a shared understanding and a coherent vision across the project team.

By grounding the content in both strategic reference materials and the practical insights of implementing partners, this deliverable ensures that the guidance it offers is not only theoretically sound but also tailored to the real-world needs and aspirations of those involved in designing, managing, and delivering the metaDesign and communication activities of the F-LLs.



2. **Management Structure and Processes**

2.1. **Introduction and Overview of Synergies**

This chapter outlines the management structure and processes of the F-LLs and their role within the broader metaCCAZE framework. It begins by situating the F-LLs in relation to the T-LLs. While the T-LLs lead the development and testing of innovative zero-emission mobility solutions, the F-LLs are tasked with adapting, contextualising, and validating these innovations across diverse urban, socio-economic, and governance settings.

WP4 builds directly on the foundations established in WP1—particularly the Status Quo Maps and

stakeholder needs assessments—and guides the operational rollout of metalnnovations (to developed in the F-LLs. It also works in close coordination with WP2 (technical development), WP3 (T-LL demonstration), and WP6 (monitoring and evaluation) to ensure that solutions are effectively transferred, adjusted to local conditions, continuously assessed for impact and scalability.

A central feature of this phase is the cross-fertilization mechanism, which enables structured knowledge transfer between T-LLs and F-LLs. Each Follower city is Figure 1: City Matching for Cross-fertilization strategically matched with at least 1 Trailblazer



counterpart to ensure thematic alignment—such as similarities in use case type or infrastructure while capitalising on contextual differences. Variations in regulatory environments, transport networks, and user behaviour provide valuable insight into the flexibility and resilience of the innovations. This balance between shared innovation focus and diverse implementation contexts is a deliberate strength of the project design. It supports robust experimentation, strengthens mutual learning, and lays the groundwork for long-term replication across the EU.

The metaCCAZE Living lab Concept and Principles 2.2.

The F-LLs in metaCCAZE serve as dynamic environments for adapting, validating, and demonstrating Use Cases (UCs) and metalnnovations developed in the T-LLs. Acting as real-world, participatory spaces, the F-LLs engage local stakeholders and citizens in shaping and testing solutions to ensure their relevance across diverse socio-economic, urban, and governance contexts. Embracing the "think globally, act locally" philosophy along with the T-LLs, the F-LLs ground EU climate neutrality and smart mobility goals in local realities through co-design and collaborative validation processes.

Central to this approach is the involvement of citizens and cross-sector stakeholders throughout the metaDesign, demonstration, and evaluation phases. Their insights ensure that innovations reflect lived experiences, address local priorities, and deliver tangible community benefits. From early workshops to the development of Business Innovation and Governance Models (BIGMs) and final impact assessments, stakeholder input helps embed solutions that are socially inclusive, technically viable, and environmentally impactful.

The adapted UCs from WP1 and metalnnovations from WP2 are integrated into existing urban systems, such as public transport, shared mobility, logistics hubs, charging infrastructure, and data platforms, and they are demonstrated through pilots tailored to each city's needs. These demonstrations yield critical insights on user acceptance, operational feasibility, and scalability,



contributing to the wider metaCCAZE goal of fostering smart, zero-emission mobility across Europe.

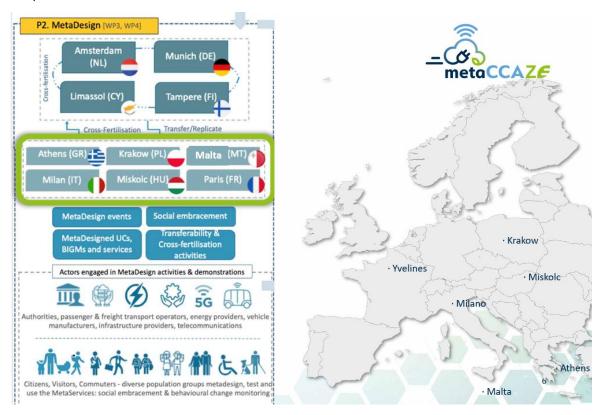


Figure 2: F-LL distribution

The F-LL activities focus on localising and demonstrating mobility and accessibility solutions aligned with the needs and infrastructures of the follower cities. These solutions may include adaptations of flexible transport modes, shared mobility schemes, and demand-responsive services, as well as targeted digital and physical infrastructure like micro-mobility stations, data platforms, and urban logistics hubs. The F-LLs test selected innovations through pilots and co-creation actions tailored to local conditions, enabling transferability and upscaling of proven T-LL solutions while exploring their effectiveness in different governance, urban, and behavioural contexts.

2.3. Roles and Responsibilities of Key actors

Within the metaCCAZE project, Work Package 4 (WP4) plays a central and integrative role, leading the coordination of all management, communication, and engagement activities across the F-LLs. Acting as the driving force behind their setup and implementation, WP4 ensures that these labs are not only launched successfully but are also embedded within a coherent framework of stakeholder involvement and community participation.

A key priority of WP4 is to foster meaningful stakeholder and citizen engagement, positioning it as a cornerstone of the data collection processes initiated under WP1. These participatory activities are essential for capturing local insights, validating assumptions, and enriching the data-driven foundations upon which the project's solutions are built.

In parallel, WP4 is also instrumental in facilitating the local deployment of open, interoperable solutions developed through WP2. It does so by drawing on the practical experience and lessons





learned from the T-LLs, as documented in WP3. Rather than merely transferring these solutions, WP4 supports their adaptation and refinement to fit the unique characteristics, needs, and institutional environments of each Follower City.

This is not a one-off exercise. WP4 ensures that the process is iterative and responsive, guided by continuous monitoring and evaluation. This ongoing assessment allows project partners to track performance, measure impact, and implement adjustments in real time, ensuring that innovations are effectively scaled and embedded within the local urban context. Importantly, WP4 is not a one-directional replication exercise. It operates as a dynamic cross-fertilisation process, where lessons from the T-LLs guide the implementation in F-LLs, and where feedback from Follower Cities, including context-specific challenges and progress, can in turn inform and enhance activities in the Trailblazer Labs. This reciprocal exchange promotes continuous learning and innovation, regardless of each lab's stage of maturity.

Ultimately, WP4 aims to test, adapt, and embed metaCCAZE innovations within the mobility ecosystems of the Follower Cities, ensuring they are grounded in real-world application and responsive to diverse urban contexts

The preparation and implementation of each T-LL has been a collaborative effort, involving a diverse set of partners with clearly defined roles and responsibilities. To provide a comprehensive overview of the organisations contributing to each T-LL and the specific functions they perform—ranging from coordination and technical development to stakeholder engagement and data management—a detailed table is included below. This table serves to clarify the distribution of tasks and highlight the collaborative structure underpinning each Living Lab's success.

Within metaCCAZE, each F-LL described above is led by a municipal authority, working – in most of the cases - in tandem with a scientific lead and a local university acting as supporter. BABLE, as WP4 leader, coordinates all F-LL efforts, ensuring coherence with WP1, WP2, WP3, and WP6, and facilitating knowledge exchange across sites.

Continuous 1:1 conversations and monthly meetings are held between the living labs and BABLE to ensure the proper guidance of the project responsibilities.

The specific roles and responsibilities of each F-LL partner are summarised below:

CITY	LL LEAD AND SUPPORTER
Athens	OASA
	NTUA (supporter)
Krakow	GMK
Malta	MTIP
	MPT
	UM (supporter)
Milan	AMAT
	UNINA (supporter)
Miskolc	MVK
	BME (supporter)
Paris	YVE
	VED (supporter)

Table 1: F-LL Partners





2.3.1. Roles of F-LL Leaders

F-LL leaders are in charge of the day-to-day management of their local Living Labs. Their key responsibilities include: a) **Coordinating local meetings** to maintain continuous communication and adapt planning to project developments, b) **Identifying and addressing risks** by monitoring potential challenges and implementing mitigation measures (as detailed in Section 2.6), c) **Leading co-creation activities** to ensure inclusive engagement of stakeholders and citizens in shaping the solutions., and d) **Promoting metaServices** within their territories through outreach and local dissemination to drive awareness and adoption.

2.3.2. Roles of F-LL Supporters

The F-LL supporters, typically universities or expert partners, provide essential scientific and technical support to the Follower Living Labs. Their responsibilities include: a) **Providing methodological and research support**, Supporters assist in the design and implementation of context-specific methodologies, tools, and evaluation frameworks to ensure effective execution of the F-LL activities, b) **Monitoring** and evaluation, as they track progress and outcomes within each F-LL, assessing whether local activities meet project objectives and deliver expected impacts, c) **Facilitating knowledge transfer**, by serving as a conduit for insights and learnings from WP1 and WP3, helping cities apply relevant approaches and stay aligned with the overall project direction, and d) **Collecting and analysing data**, by lead the synthesis of insights gathered during cocreation sessions, workshops, and other stakeholder engagements, informing decision-making and planning.

2.3.3. Role of BABLE Smart Cities (WP4 Leader and F-LLs Manager)

The WP4 leader has overall responsibility for managing the six Follower Living Labs. Their tasks focus on ensuring consistency, alignment, and cross-city coordination, and include the following:

- 1. Ensuring alignment with WPs 1–3 and WP6: The WP4 lead ensures that recommendations and findings from other work packages are translated into practical guidance for the F-LLs, and that local insights are channelled back into the broader project framework.
- 2. Harmonising implementation across cities: WP4 leaders oversee methodological consistency, reporting standards, and the strategic direction of all F-LLs.
- 3. Facilitating cross-fertilisation: A key role is promoting knowledge exchange between cities, especially between T-LLs and F-LLs. Further CLL activities as outlined in D1.2 are planned for this project with UNINA as the leader. BABLE supports these through methodological guidance, regular coordination meetings, and the development of standardized templates and workshops to facilitate comparative analysis across cities.

2.3.4. Monitoring, Impact and Transferability (Task 4.8)

The Task 4.8 leader (NTUA) is responsible for overseeing the evaluation processes for all F-LLs, focusing on performance monitoring, impact assessment, and the scalability of demonstrated innovations. Their role includes:

- 1. Supporting local data generation: Ensuring that each F-LL collects the data needed for robust monitoring and evaluation.
- 2. Applying the Standardised Impact Evaluation Framework (SIEF): Working in coordination with Task 1.5 to align data collection tools, particularly surveys, with the project's impact goals.
- 3. Synthesising results: Compiling and comparing data across F-LLs to support consistent and comparative analysis.





4. Extracting lessons learned and assessing transferability: Identifying what works in each city, and evaluating how innovations might be adapted and scaled to other urban contexts.

Both F-LL leaders and supporters are jointly responsible for the success of the metaDesign and fertilisation activities. Their specific contributions to each task are detailed in the table below:

METADESIGN ACTIVITY	F-LL LEADER ROLE	F-LL SUPPORTER ROLE	
Living Lab's metaDesign activities (activities "LL1" – "LL5") Related to Task 1.2, Task 1.3 and Task 1.4	Leader in delivering the activity and arrange the data collection process	Leader for designing the data collection tools and requirements, and for analysing the data	
Only Athens and Krakow: Living Lab's metaDesign activities: Social embracement & behavioural change surveys (activities "SS1", "SS2"), Related to Task 1.5	Leader in delivering the activity and arrange the data collection process	Leader for designing the data collection tools and requirements, and for analysing the data	
MetaSkills Hub (training activities) – "MH1, MH2 & MH3""	Leader in organising the activity	Leader for the teaching material design along with ERTICO and TRT	

Table 2: Leaders and Supporters Role in MetaDesign and Fertilization activities

3. Activities

Further than serving as demonstration sites, the F-LLs are integral to the innovation ecosystem of metaCCAZE. Their role spans multiple project dimensions—driving co-design, engaging stakeholders, and ensuring that innovations are locally adapted and impactful. This active participation also strengthens ties with the T-LLs, fostering bidirectional learning and supporting the scalability of results.

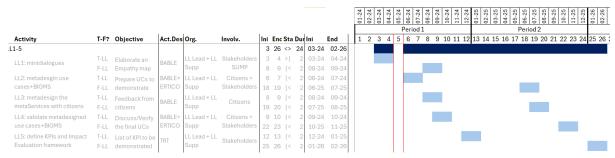


Figure 3: F-LL MetaDesign and fertilisation activities Schedule

At the core of this contribution is the metaDesign process—a structured framework of co-creation activities through which cities collaboratively define, test, and adapt their Use Cases and related Business Innovation and Governance Models (BIGMs). The main steps of this process include:







METADESIGN ACTIVITY	DESCRIPTION
LL1 - MINI DIALOGUES	Each F-LL initiates targeted engagement sessions—either in person, hybrid, or online (as in Gozo)—to consult key stakeholders involved in their Sustainable Urban Mobility Plans (SUMP) or local mobility governance. These dialogues aim to surface existing challenges, user needs, and barriers to innovation, serving as the foundation for the Empathy Maps
LL2 - CO-DESIGN OF USE CASES AND BIGMS	Building on the outputs from LL1 and WP1 (such as empathy and capability mapping), the F-LLs collaborate with local stakeholders to co-create prototype Use Cases. These sessions also include the preliminary design of business models and governance mechanisms suited to each city's context. These co-creation efforts are carried out through workshops and complemented by online questionnaires.
	Note; in the moment this report is being drafted, the LL2+LL3 activities are being designed together with the LLs
LL3 - CO-DESIGN OF METASERVICES WITH CITIZENS	Citizens take center stage in dedicated workshops, contributing to the refinement of the metaServices. These sessions ensure that services align with user expectations and needs, while also informing the design of future communication and marketing campaigns. The format remains flexible, combining physical and hybrid approaches as needed
LL4 - VALIDATE METADESIGNED USE CASES + BIGMS	In this phase, the co-designed Use Cases and their BIGMs, fine tuned by BABLE and ERTICO in close cooperation with the cities, are presented and validated in multi-stakeholder settings. These collaborative sessions confirm the solutions' readiness for demonstration and clarify roles and responsibilities for local implementation.
LL5 - KPI DEFINITION AND IMPACT EVALUATION PLANNING	Each F-LL defines Working closely with Task 4.8, each F-LL defines tailored Key Performance Indicators (KPIs) aligned with their local climate neutrality goals and demonstration priorities. This includes the design of measurement methodologies and data units, ensuring the evaluation framework is fit for purpose.
SS1 - TRAVEL	Only Athens and Krakow
BEHAVIOUR & UC'SPREFERENCE EXPLORATION	Prior to demonstrations, the F-LLs carry out smartphone-based surveys and activity diaries to capture citizens' existing travel behaviour and preferences for the proposed Use Cases and metaServices.
SS2 - TRAVEL BEHAVIOUR CHANGE AND PREFERENCES MONITORING	Only Athens and Krakow During the demonstration phase, the same participants are re-surveyed to assess shifts in travel behaviour and evaluate the acceptance of the demonstrated innovations. The data collected is crucial to understand the social impacts and identify behavioural trends.

Complementing these activities, the F-LLs actively participate in CLL1–CLL5. These involve structured collaboration with their paired T-LLs, enabling peer learning, technical mentoring, and the development of strategies for replication in other urban settings.

Finally, the F-LLs engage in the MetaSkills Hub (MH1–MH3) capacity-building programme. Through these workshops and training sessions, local actors acquire the skills and knowledge necessary to deploy and sustain smart, zero-emission mobility solutions in their respective contexts.



3.1. Internal Communication procedures, and Reporting

The WP4 coordination meetings serve as the central forum for discussion and alignment among the six F-LLs and the broader project team. Convened and facilitated by the WP4 leader (BABLE), these meetings bring together F-LL city leaders, their local supporters, and relevant representatives from WPs 1, 2, 3, and 6 including the WP2 leader, the Social & LL Innovation manager and the partner responsible for communication and dissemination (NTUA). Other project partners are invited to and can request to participate in WP4 meetings when required to coordinate activities within the F-LLs. These meetings are held monthly, with additional ad hoc sessions called as needed to address emerging challenges, support planning, or facilitate knowledge exchange.

During these meetings, a comprehensive review of ongoing tasks is conducted, with progress updates from supporting partners and technical leads provided by a representative from each of the F-LLs. The discussions are guided by the responses submitted by Task Leaders through the *Living Labs monthly updates* forms, which cover the following topics:

- Major activities and developments from the previous month
- Planned actions and milestones for the upcoming month
- Newly encountered risks and any changes in mitigation plans

A dedicated segment of each meeting is allocated to reviewing current risks, identifying mitigation strategies, and providing updates on action items carried over from previous sessions to ensure continuity and accountability. Meeting minutes documenting key discussion points and decisions are circulated shortly after each meeting and uploaded to a shared SharePoint folder accessible to all project partners.

In addition to the regular WP4 meetings, the WP leader, Project Coordinator, or other relevant partners may convene ad hoc coordination meetings, including one-to-one or small group sessions with specific F-LL leaders and supporters to address targeted issues, provide technical guidance, or support local planning.

To ensure effective collaboration and coordination within each F-LL, the 3 following key practices and guidelines are being implemented:

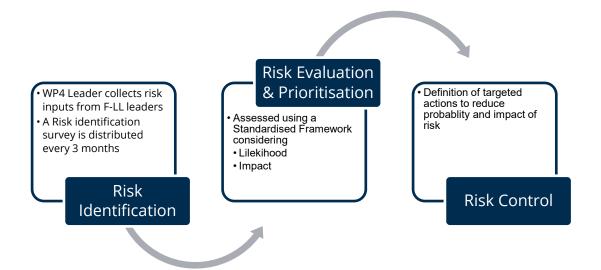
9 .	internal meetings within each F-LL - biweekly and on-demand, following communication protocols shared by BABLE
	Ensuring an ecosystem consistency, by aligning LL leaders and supporters
	Scheduling activities, with responsible partners and objective

3.2. Risk management

Risk management within the F-LLs is closely coordinated with WP6 on Evaluation and Impact Assessment. A dedicated Risk Management Team—composed of representatives from the Quality and Risk Manager (FACTUAL) and the Project Coordinator (ERTICO)—oversees the project-wide risk framework, ensuring that WP4 activities are monitored and managed effectively.







Risk Monitoring: The Risk Register is maintained and updated regularly by the Quality and Risk Manager (FACTUAL), with contributions from WP4 and all F-LLs. The register is stored in the project's shared folder and serves as the main tool for ongoing tracking and documentation of risk status. Updates to the register incorporate inputs from monthly WP4 meetings and the quarterly risk identification cycle

4. Concrete activities to be deployed in management, communication and engagement

As part of the metaCCAZE vision to support scalable, inclusive, and zero-emission mobility systems across European cities, the F-LLs will adapt and refine innovations tested in the T-LLs. These Use Cases (UCs) have been developed based on each city's specific needs, stakeholder priorities, and technical capacity, as mapped through empathy, capability, and data mapping activities (WP1). The Use Cases are being co-designed and validated through the LL1–LL5 metaDesign process and will be further demonstrated during WP4.

The following chapter explains how the guidelines will support the definition and deployment of the concrete use cases in the F-LLs

ATHENS

AT-UC01 – Integration of e-buses in a public transport system and fleet optimization

Athens will deploy a use case focused on integrating 140 new electric buses into the public transport system. The project includes designing advanced scheduling algorithms that account for charging needs and route constraints. Communication activities will ensure coordination with the upcoming metro line and enable intermodal efficiency. Stakeholder engagement will involve transport operators and city authorities to align operations and manage risks during implementation.

AT-UC02 - Efficient setup of charging infrastructure for e-bus fleets

This Use Case focuses on planning the deployment of fast and slow chargers at key depots and terminals. It will evaluate spatial, regulatory, and grid requirements





while collecting behavioural data from drivers and operators. Communication efforts will support user acceptance and cross-departmental coordination. Management activities will guide site selection and align implementation with the city's electrification roadmap.

GOZO/ MALTA

MA-UC01 - On-demand automated mini-bus services

This Use Case introduces an Al-powered, on-demand shuttle service connecting rural and touristic zones with key transport hubs. Co-designed with local stakeholders, it combines real-time route optimisation, autonomous driving, and user feedback loops. Communication activities will raise awareness among target users and tourism actors, while management ensures alignment with charging and pick-up infrastructure plans. Data gathered will feed into Al models and evaluation processes.

KRAKOW

KR-UC01 – A – Multimodal passenger hub

Part A of this Use Case focuses on establishing a multimodal logistics hub combining e-cargo and shared e-bike services near a major rail node. Co-designed with local businesses and city stakeholders, the hub will optimise last-mile deliveries while reducing congestion in Krakow's central areas. Communication will ensure strong business engagement and public support. Management activities will guide site selection, ICT integration, and logistics coordination.

KR-UC01 – B – E-cargo bikes & e-bikes demand and monitoring

This Use Case enhances Krakow's bike-sharing system by identifying high-impact locations for new e-bike docking stations. Using drone and municipal data, it maps real-time mobility flows around the Grzegórzki hub to guide planning and safety improvements. Communication efforts will engage users and planners, while management activities focus on aligning deployment with local demand and land use. Outcomes will inform equitable and scalable micromobility solutions.

MILAN

<u>UC01 – On-demand autonomous e-pod service for suburban first/last mile connections</u>

Milan will deploy an on-demand e-pod service to improve first/last mile connections in suburban districts. The e-pods, capable of autonomous docking and parking, will be integrated into the city's mobility ecosystem. Communication activities will support user awareness and regulatory engagement, while management will focus on aligning service design with urban planning and infrastructure needs. Data collected will guide routing optimisation and evaluate service accessibility and impact.

PARIS REGION

<u>UC01 – Intelligent Road and Smart Traffic Management</u>

This Use Case in Yvelines focuses on integrating V2X technologies into peri-urban road and charging infrastructure to improve traffic flow, fleet management, and energy use. V2X-ready sensors and charging points will be tested along selected corridors. Communication activities will support collaboration among mobility and energy stakeholders, while management will coordinate infrastructure deployment and data flows. Insights will inform predictive maintenance and interoperability models.

<u>UC02 – Shared Vehicle Services for Enhanced Smart Hub</u>





This Use Case pilots shared EV-based carpooling and EV-AV based carpooling to enhance communication between connected vehicles and improve commuting between suburban zones and Poissy station. It targets first/last mile and off-peak trips, reducing single-occupancy vehicle use. Communication activities will engage users and local stakeholders to refine the service, while management will coordinate integration with public transport and oversee infrastructure deployment. Data gathered will support scalability assessment in peri-urban contexts.

MISKOLC

UC01 - Multimodal passenger hub

Miskolc will establish a multimodal mobility hub at Tapolca junction, integrating public transport with shared e-scooters and bikes to improve last-mile access to a key leisure area. The hub will feature upgraded infrastructure, real-time info systems, and secure parking. Communication will support user engagement and awareness, while management ensures coordination of demand-responsive services and data collection to assess impact on modal shift and safety.

UC02 - Shared e-bikes/e-scooter

This Use Case upgrades Miskolc's journey planner by integrating real-time data from shared e-bike and e-scooter services, offering users seamless multimodal trip planning. Communication activities will promote the new features and gather feedback, while management will coordinate data analysis to optimise service coverage and infrastructure. Outputs will guide accessibility improvements and boost micromobility adoption across the city

5. External communication, outreach and engagement activities

This section defines the objectives, structure, and guiding principles behind the Follower Living Labs (F-LLs) in engaging citizens and cross-sector stakeholders through co-design activities. It presents recommendations for identifying and approaching relevant stakeholder groups and outlines practical strategies to ensure their effective involvement.

The chapter provides hands-on guidance for planning, facilitating, and delivering co-design workshops—referred to as metaCCAZE metaDesign activities—which are conceptualised in WP1 and implemented locally through WP4. These workshops are central to the collaborative design, testing, and refinement of the Use Cases, Business Innovation and Governance Models (BIGMs), stakeholder mapping, metaServices, Key Performance Indicators (KPIs), and the Impact Evaluation Framework.

Building on the stakeholder relationships initiated during the initial mini-dialogues (LL1) linked to SUMP development, these co-creation activities will primarily take the form of interactive workshops. Depending on local context and needs, they may be held in person or in hybrid formats, involving F-LL partners, citizens, and external stakeholders.

5.1. Structure of the metaDesign activities:

The metaDesign activities within metaCCAZE are structured, participatory processes that support the co-design, refinement, and contextual adaptation of the Prototype Use Cases (UCs) and their associated Business, Innovation, and Governance Models (BIGMs).





These activities aim to define in more detail the prototype UCs and the BIGMs that will be presented at the beginning of the metaDesign processes and guide innovation development in WP2, while also ensuring that the solutions are deeply rooted in local needs, operational realities, and governance ecosystems.

The metaDesign activities are grounded in the outputs of Work Package 1 (WP1), particularly Status Quo mapping, which informs the basic Use Case concepts. The Status Quo Map serves as a starting point from which cities have pre-identified barriers, relevant connected projects to be used as reference, and existing services that should be taken into account to better define the UCs. These activities serve as a bridge between early ideation and real-world demonstration.

After the Status Quo activities, the metaDesign process focuses on 2 cocreation processes (LL2 and LL3).

LL2 focuses on co-designing and refining the prototype UCs and BIGMs for each city through structured workshops. Participants collaboratively assess and improve the UCs by identifying crucial elements of successful integration and adoption including user needs, barriers, operational aspects, and governance structures, guided by the empathy and capability mapping from WP1. The aim is to consolidate the UCs into validated solutions aligned with local challenges, user expectations, and policy goals, ready for demonstration in the Living Labs.

LL3 centers on maximizing the acceptance and uptake of the co-designed UCs by engaging citizens in discussions about the features, communication strategies, and incentives that would make the solutions more attractive and widely adopted. These workshops create a space for participants to express perceptions, concerns, and expectations, ensuring the resulting solutions are citizencentric, well-communicated, and positioned for effective deployment and behavioral change.

MetaDesign activities are expected to take place in hybrid or in-person formats, with the primary requirement that they must include a physical co-creation component to support hands-on

interaction, mutual learning, and active stakeholder engagement. The use of collaborative tools (e.g., Miro, MURAL, or printed templates) is encouraged to structure discussions and facilitate inclusive participation.

The primary outcome of the Use Case prototype development component of these workshops will be a completed factsheet, which will include information gathered from participants concerning:

- Interaction with the users
- Political/legislative concerns
- Operational concerns
- Business model
- Service-Dominant Strategy
- Benefits-Costs Exchange

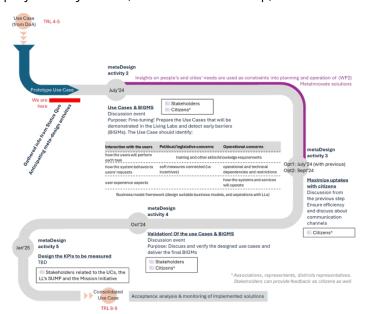
While this factsheet includes some generic topics and questions to guide the conversation, it is highly encouraged that this gathering of inputs is aligned with the valuable information already surfaced during the mini-dialogues, as well as through the capability and data maps.

Each F-LL is responsible for adapting the format of the workshops to its context, ensuring broad and diverse stakeholder involvement across the public, private, academic, and civil society sectors with particular attention to underrepresented groups. The LL2 and LL3 workshops for each UC may be combined into a single workshop or require separate dedicated workshops (most likely still within the same event) depending on the needs and structure of the UCs.





The results of these metaDesign activities feed directly into LL4 where these co-designed solutions are validated, and into LL5 in the development of KPIs and the impact evaluation framework to assess and monitor the implementation and societal impact of the innovations throughout the project lifecycle. LL4, while not a workshop, also invites citizens and stakeholders to participate in



local validation activities—including displays of the Use Cases, surveys, or interviews—to address unresolved issues, ensure stakeholder alignment, and confirm implementation feasibility. This process enables cities to finalize their Use Cases and BIGMs through both technical and participatory input, forming a robust foundation for the upcoming demonstration phase.

Figure 4: MetaDesign activities Pipeline for T-LLs (extract from Guidelines)

5.2. BIGMs and Stakeholder mapping:

Stakeholder mapping forms the essential foundation for the development of Business Innovation Governance Models (BIGMs). Stakeholder mapping and BIGM creation are closely intertwined and together provide a comprehensive understanding of the local governance ecosystems in each of the Follower Living Labs. This understanding is critical to enabling cities to design and implement inclusive and effective Climate City Contracts (CCCs) and associated metaservices. BIGMs serve as strategic visual tools that represent the existing governance structures, decision-making processes, and innovation dynamics within a city. They are built upon the outputs of stakeholder mapping, using this information to highlight how different actors are involved in or influence climate and innovation governance. The BIGMs help cities identify key ecosystem actors, their interdependencies, formal and informal roles, and the spaces where innovation governance takes place. In doing so, they reveal power relations, decision-making hierarchies, and gaps or leverage points in the current system. This supports a more intentional and context-aware design of transformative city-level interventions.

Stakeholder mapping is a systematic, participatory process aimed at identifying all relevant individuals, groups, and institutions that should be involved in setting up, implementing, and scaling the Follower Living Labs (FLLs). According to the Quadruple and Quintuple Helix frameworks¹, stakeholders span a wide range of sectors and domains, including:

- Public sector: municipal and regional authorities, policy bodies, and public service providers.
- Private sector: logistics associations, transport operators, tourism businesses, local companies, and private schools.

¹ Mineiro, Andrea & Souza, Thais & Castro, Cleber. (2021). The quadruple and quintuple helix in innovation environments (incubators and science and technology parks). Innovation & Management Review. ahead-of-print. 10.1108/INMR-08-2019-0098.



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- Civil society and community actors: NGOs, grassroots groups, citizen associations, and informal networks focused on sustainability, mobility, or urban equity.
- Academic and research institutions: universities, think tanks, and research centers involved in climate, innovation, and urban planning.
- Environmental stakeholders: actors working on climate resilience, ecosystem services, and sustainable development.

Stakeholder mapping is not only about identifying who is currently involved, but also about recognizing who should be included, especially marginalized or underrepresented groups. Emphasizing diversity—across demographics, socio-economic status, sectors, and governance roles—ensures FLLs support inclusive, demand-driven co-creation and avoid governance blind spots. The mapping process in metaCCAZE is iterative and evolving. It began during the Kick-off Meeting (KOM), where each FLL conducted a preliminary scan of relevant organizations, networks, and interest groups. This early exercise informed participant selection for the Work Package 1 (WP1) co-design sessions, with many of the baseline stakeholders identified in WP1 and engaged in the mini-dialogues now approaching the metaDesign workshops as citizens and potential users.

Beyond identification, stakeholder mapping should assess each actor's influence and importance. Importance refers to how essential a stakeholder's participation is to achieving project goals and Influence describes the stakeholder's ability to shape outcomes, based on authority, access to resources, political position, or expertise. FLLs are encouraged to use influence/importance matrices or similar tools to categorize stakeholders. This helps prioritize engagement, guide communication, and ensure key actors are effectively involved in decision-making and implementation.

5.3. Ensuring engagement and participation during metaDesign activities

Active citizen participation in the metaDesign activities (LL2 to LL4) is essential, particularly for Use Cases focused on passenger transport services. Their involvement ensures that the metaServices developed are widely accepted and respond effectively to the diverse mobility needs, preferences, and expectations of different population groups. F-LLs are strongly encouraged to adopt inclusive approaches to engage a broad spectrum of citizens, considering variations in travel behaviors, attitudes towards innovative transport modes, socio-demographic characteristics, and specific accessibility needs. This is particularly critical in Use Cases introducing automated, remoteoperated, or on-demand services, where user acceptance depends not only on the physical accessibility and convenience of the service but also on addressing psychological barriers, such as skepticism, safety concerns, perceived reliability, and ethical considerations. Moreover, the success of many Use Cases hinges on fostering significant behavioral changes, especially among commuters accustomed to private car use. To support this, careful attention should be paid to the design and wording of all communication and engagement activities, ensuring that messages resonate with different target audiences. A mix of digital and traditional outreach channels should be used, complemented by the support of trusted intermediaries or "gatekeepers," such as community organizations, NGOs, or schools, to broaden reach and encourage participation. While incentives can play a role in motivating participation, fostering intrinsic motivation through transparent, meaningful engagement processes is equally important. F-LL partners are also encouraged to organize networking sessions where citizens and stakeholders can interact, fostering cooperation and shared understanding. Additionally, maintaining an open communication channel with citizens throughout the project is vital to keeping them informed



about the progress of the Use Cases and demonstrating how their inputs have been considered and integrated into the project's evolution.

Within metaCCAZE, the successful delivery of the metaDesign workshops relies on the coordinated efforts of each F-LL. F-LL leaders are primarily responsible for organising and facilitating the metaDesign activities at the local level. Their tasks include managing the logistics and coordination of each session, ensuring inclusive participation, and shaping the workshops around the specific local Use Case. F-LL supporters, meanwhile, are tasked with monitoring, documenting, and analysing the outcomes of these workshops. They collect both qualitative and quantitative data generated during the sessions, which is then used to inform the design and validation of the Use Cases and Business Innovation and Governance Models (BIGMs). The designated leaders and supporters for each F-LL are listed in Chapter 2.3.

Detailed guidance for all metaDesign activities (developed under the T1.6 framework) has been provided to Living Lab partners in the form of ad-hoc documentation. This includes a framework for the workshops, daily agendas, and recommendations regarding the use of materials, technologies, and communication tools. Additional resources, such as a "pitch" presentation for metaCCAZE and suggested discussion topics and questions, are also supplied to support the facilitation of the sessions. F-LL supporters are responsible for translating these materials into the local languages of the F-LLs and tailoring the content to reflect the specificities of each Use Case.

Prior to each workshop, LL partners are encouraged to establish clear ground rules to foster engagement, open dialogue, and honest feedback among participants. Whenever possible, each discussion group should be facilitated by a dedicated individual, ideally from the F-LL leader organisation or another core partner, who can ensure continuity and inclusive participation throughout the session.

5.4. Marketing activities

At the broader project level, Steinbeis leads the coordination of communication and outreach efforts through the management of the metaCCAZE Communication & Dissemination Strategy and Plan. This framework outlines clear communication objectives, defines target audiences, and selects appropriate tools and channels to ensure a cohesive and integrated approach across all project work packages. To maintain relevance and effectiveness, the strategy is reviewed and updated annually. Key communication assets at the project level include the official metaCCAZE website, social media platforms, digital brochures and factsheets, as well as press releases and periodic newsletters that keep stakeholders and the wider public informed of key developments and events.

A dedicated communication and dissemination team, composed of representatives from all core partners, will also ensure coordination and alignment of activities while promoting the exchange of best practices from local Living Labs. This collaborative approach enhances the overall reach and impact of the project's communication efforts.

Communication and marketing activities play a key role in supporting the F-LLs by:

- Engaging stakeholders and citizens to actively participate in the co-design of local solutions.
- Showcasing achievements and insights, highlighting the innovations and lessons learned throughout the process.
- Promoting metaServices to boost adoption in F-LL cities and foster long-term sustainable behaviour change.





For activities within the F-LLs, particularly during the LL2 and LL3 stages, a set of tailored communication materials has been developed to support local engagement. These include

- Customized pitch presentations introducing the metaCCAZE project, contextualized to reflect each city's priorities, SUMP, CCC, and relevant Use Cases
- Structured workshop scripts and annotated agendas providing facilitators with detailed guidance on key messages, activities, and timing, with built-in flexibility to adapt to local needs.
- Use Case and BIGM evaluation factsheets, serving as interactive tools to gather stakeholder feedback during workshops, suitable for both print and digital use (including options such as Mentimeter or Mural).

These tools ensure that F-LL communication activities are aligned with local strategies while remaining adaptable to the specific contexts, audiences, and challenges of each city. This approach fosters inclusive dialogue around the Use Cases, strengthening local ownership and support.

Additionally, Steinbeis will support the F-LLs in developing marketing strategies for local campaigns. These campaigns will aim to encourage behavioural change and will be tailored to each Living Lab's Use Cases. This targeted approach ensures that communication efforts are both relevant and impactful within the specific contexts of the F-LLs.

5.5. Data management of metaDesign activities sessions:

F-LL supporters play a key role in overseeing data protection and ethics compliance during the metaDesign sessions and related activities, including the social embracement and behaviour change surveys. These responsibilities include ensuring adherence to the Ethics and Data Protection Protocols developed by MLAb, monitoring consent procedures and data handling practices throughout the co-creation process, and supporting ethical data collection during participatory activities and survey distribution. All ethical requirements and procedures are documented in Deliverable D6.2 – Data Management Plan & Ethics – Initial, which outlines the safeguards in place to ensure that personal data is processed lawfully, transparently, and securely throughout the project.

6. Conclusions

While it complements the earlier D3.1 deliverable, which focuses on the T-LLs, this document marks a critical step forward by laying the structural foundation for future activities, particularly the organisation and facilitation of exchanges between T-LLs and F-LLs through the CLLs. The deliverable operationalizes the CLLs by defining clear mechanisms for knowledge exchange and feedback. It outlines how insights and innovations from the Trailblazer Labs are systematically transferred to the Follower Labs, while also capturing how the unique experiences and contextual adaptations of the Follower Labs feed back into the overall metaCCAZE implementation. This is achieved through a structured feedback loop and the use of harmonized documentation tools that enable all Living Labs to capture their approaches, challenges, stakeholder insights, and anticipated outcomes in a comparable and scalable format.

The document is particularly relevant for the delivery of all tasks under WP4, including those initially framed in WP1 and WP3. It also highlights the state of the art of each Follower City's implementation to demonstrate that, although they represent the second wave of deployment,





they bring unique socio-economic, regulatory, and infrastructural conditions that distinguish them from the Trailblazer Cities. This underlines the importance of contextualisation in replicating and validating the project's innovations.

Core elements of this deliverable include the guidelines for metaDesign activities, stakeholder mapping, citizen engagement, and local communication and marketing strategies. F-LL partners are encouraged to consult this Handbook throughout the planning, execution, and evaluation phases. The next deliverable under WP4 (D4.2 – Follower Living Labs: co-design activities, implementation preparations, monitoring plan) will evaluate the outcomes of the metaDesign phase, synthesise lessons learned, and provide a detailed plan for demonstration and monitoring.



7. Literature / References

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metaCCAZE Deliverable D3.1

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