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Cookbook

The MOSAIC recipe for co-creation

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Introduction

The MOSAIC Cookbook is a comprehensive guide designed to assist cities and policymakers in implementing co-creation processes within the context of the EU Missions. Co-creation, in this context, refers to collaborative efforts involving various stakeholders to address complex societal challenges to foster concrete innovative solutions.

The aim of this guide is to empower forward-thinking policymakers and local stakeholders driven by the ambition of creating a positive change in their city, with a step-by-step instruction to embark on a co-creation process. The Cookbook describes the MOSAIC Methodology presented in the MOSAIC Toolkit and draws on the practical experiences of the co-creation process run in the two MOSAIC pilot cities, Gothenburg and Milan, thus being a hands-on tool offering practical insights and methods drawn from real-life experiences.

Building on the culinary metaphor, the Cookbook is not only an inspiring guide designed to stir the imagination of cities eager to head out a co-creation journey, but also a call to action for cities to involve all the stakeholders in addressing the challenges of our time as the pressing need for climate neutrality.

So, if you are dreaming of making a meaningful impact in your city and you are ready to embrace the challenges and rewards of co-creation, then this Cookbook is your recipe for success.

Let's begin this culinary journey together and let's cook up a future for our cities that's both delicious and sustainable!

Recipe for co-creation

The MOSAIC Cookbook is a comprehensive guide. Our MOSAIC co-creation recipe is composed of three phases, which are presented through a modular approach of suggested steps within each of them. Local adaptations of the recipe are key to its success. MOSAIC has tested it in two

cities involved in the Climate Neutral and Smart Cities Mission: Gothenburg in Sweden and Milan in Italy. This allows us to provide you in this Cookbook with both the overall recipe, as well as tips on how to make it best fit to your specific taste.

PHASE 1

Define the challenge: the first step into co-creation is about choosing which challenge the entire process should focus on. The chosen challenge should be connected to locally identified priorities (such as for example those listed in the 'Climate City Contracts'). The challenge is typically chosen and defined by the city representatives who initiate the process, although it can be also selected through participatory democracy processes such as consultations, involving citizens and other stakeholders. This step is most of the times an internal one; involving external consultants such as experts in co-creation and the process facilitators already at this stage can be very beneficial, as they can support you in how to best formulate the challenge.

Stakeholder mapping and recruiting: to be able to know who to involve in your co-creation process, it is important that you spend time familiarising yourself with multiple aspects of the context around the chosen challenge. You might also want to involve at this stage other colleagues from city departments of public agencies which are connected to the challenge topic. A key step in this phase is identifying who you want to invite to take part in the process, making sure you cover all four helices of potential stakeholders: citizens and civil society organisations, academia, business and of course the public sector - you or your colleagues. Recruiting stakeholders to join the process is a key step into the co-creation: you can rely on the support of local associations or companies with expertise in citizen engagement.

PHASE 2

The Gathering: it is a day-long participatory workshop (you can also run it over two half days), where you will bring together for the first time all the quadruple helix stakeholders that you have managed to recruit. It is a key moment in the process, and it has two ambitious goals. First, to make participants mingle, have fun and openly share

their experience around the chosen topic. The atmosphere you create at the Gathering will be key to motivating participants to stay involved in the co-creation process. The second goal is to make the stakeholders express and gather around collaborative ideas, through a carefully facilitated process.

PHASE 3

Ideation: once groups have formed during the Gathering, the next step is to provide them with the necessary support to keep working together. Typically, they will meet at least a couple of times per month. They will start working on the very embryonic collaborative idea(s) that have emerged during the gathering, and further develop them. Also in this step, facilitation is key to leading participants to overcome individual interests, work collaboratively and share their expertise and experience. If the groups wish so, you can also invite experts to meet with the groups and share know-how on specific topics which could be beneficial to the ideas' development.

Prototyping: once all participants agree on core aspects of the shared idea, and all of them have had the opportunity to contribute to it, it's time to start imagining how it could take shape. There are plenty of design and prototyping tools that you can use to support the groups in

this phase. It is also important to test the ideas and collect feedback on them, for example through an open house event.

Delivery and scale-up: It's the final step of the MOSAIC co-creation process, marking the culmination of the journey and an opportunity for broader outreach. It's a moment to recognise the dedication of all the stakeholders involved in the process in addressing the selected challenge and transforming ideas into practical solutions. Beyond celebration, this phase also serves as a platform for networking and building strategic partnerships, fostering the opportunities to scale-up the innovative solutions and inspire further cities.

Phase 01

Ingredients



Venue and Tools:

- Suitable venues for meetings.
- Tools for videoconference.
- A presentation to introduce the purpose of co-creation and the methodology.
- Strategic documents and policies connected to the challenge.

Actors:

- Co-creation experts to shape, coordinate and conduct the process.
- City representatives in charge of bridging the co-creation process with the public administration.
- Depending on the topic, city representatives could be supported by representatives from other entities working with the city.

Objectives



- To get a **deep understanding of the context** (e.g., identifying urgent local challenges and key priorities of the public administration, mapping the participatory experiences already conducted/in place in the city, building a shared understanding of the local ecosystem and the actors engaged, etc).
- To introduce the **purpose of co-creation** and present the **methodology** to the city representatives in charge of the process.
- To **select a specific challenge** and clearly narrow the scope of co-creation.
- To **prepare the ground** for the next steps (e.g. sharing the co-creation plan with all interested units within the city administration, signing formal agreements between the city and the coordinators of co-creation activities, defining the communication tools and channels in order to guarantee the transparency of the process, building the team and defining different roles, etc.).

Time needed



2 months

Process

Organise a series of online/in-person meetings with cities representatives in order to work towards the objectives listed above:

- An introductory meeting so that representatives from the city and co-creation experts can mutually introduce each other and develop a shared understanding of the context purpose, timing and key steps of co-creation (also by sharing key documents and materials).
- A meeting to present the methodology to the city, identifying potential minor adaptations to the local context.
- A meeting to select a challenge and set the co-creation action plan.

Outcome

- **Identification of a challenge** that has a strong link to the societal needs, that is shared by the various stakeholders involved and to which diverse stakeholders can contribute.
- **Methodology** tailored to the local context.
- **Framework** to run the co-creation process.

Guiding questions

- What are the most urgent public challenges that can be solved thanks to innovative solutions developed by collective intelligence?
- Are there other participatory activities in place in the city?
- Is the selected challenge anchored to the city public policies?
- Can all quadruple-helix stakeholders be engaged in the process of responding to this challenge?
- Does the challenge require external competences?
- Are all the city actors dealing with the challenge engaged in the process?
- Is the co-creation timing paired with the city timing?

Tips and lessons learned

Challenge choice is co-dependent of the city department who will agree to get involved (sometimes not easy). Those who get involved at city level must have the 'competence' to be able to build upon the process and ideas.

Depending on the challenge, there might be or not already active communities of stakeholders that are keen to working together or that already have conflicting interests that can prevent collaboration (within and among helices).

This part of the process can suffer from long internal processes: be ready to be flexible and work well in advance.

Anchoring the challenge to local policies is key for a sound co-creation process in which the city administration is strongly committed.

Defining the challenge should be societal relevant. To guide this definition, it could be aligned with envisioned impacts on society that the co-creation process is expected to contribute to. Societal impacts comprise five dimensions: social, environmental, health, political and economic.

The way in which the challenge is shaped is key for the success of the process: be sure that the discussion revolves around challenges and not around solutions, and frame it in a way that it is inclusive for all quadruple-helix groups of stakeholders. People are more likely to commit if they can relate to the local problem addressed.

Resources

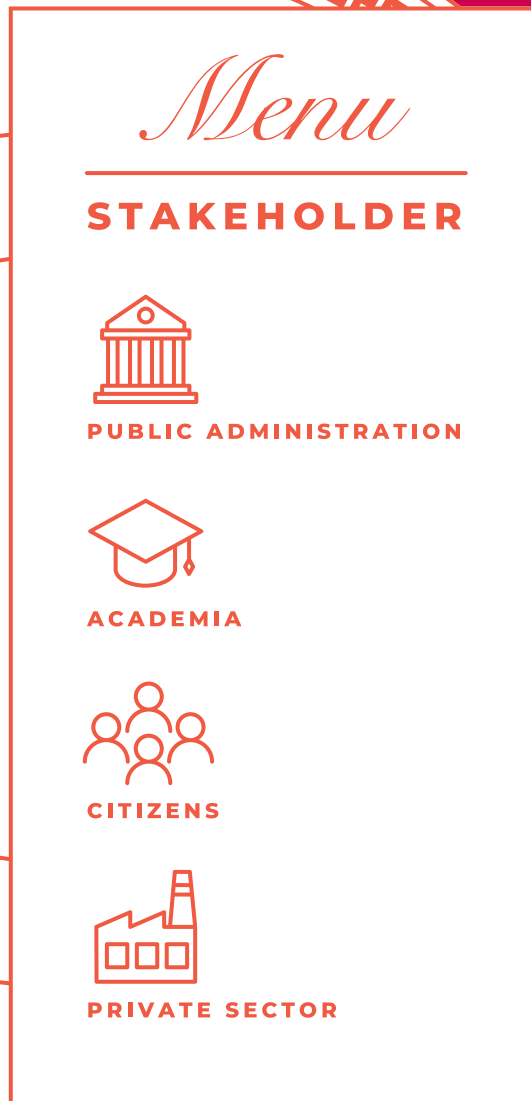
<https://zenodo.org/records/10127096>



Gather the ingredients

Stakeholder mapping and recruiting

Just as a skilled chef gathers the finest ingredients to create a culinary masterpiece, the second phase of the MOSAIC recipe involves 'gathering the ingredients' for our co-creation journey. In this phase, we focus on mapping the key stakeholders who might be interested in in getting involved in a co-creation process on the chosen challenge, and launching and promoting a call for applications for Quadruple Helix (QH) stakeholders.



Ingredients



Actors:

- Co-creation experts that shaped, coordinate and conduct the process.
- City representatives in charge of bridging the cocreation process with the public administration.
- Depending on the topic, city representatives could be supported by representatives from other entities working with the city.

Stakeholder Map:

- A list of potentially interested stakeholders based on their relevance, role and potential contribution to the co-creation process.

Stakeholder Engagement Plan:

- A well-defined strategy outlining the objectives, methods, and timeline to reach, engage and select the stakeholders.

Selection Committee Committee (composed by city representatives and representatives from the co-creation experts team)

- It will make the selection based on defined criteria and ensure a balanced representation of stakeholder groups and areas of expertise.

Objectives



- **Map** potential stakeholders who are interested in getting involved in the co-creation process on the chosen challenge.
- Launch and promote a **call for application** targeting the different actors of the quadruple-helix (public authorities, business, academia, citizens and civil society).
- **Select** the final group of stakeholders that will be taking part to co-creation.

Time needed



2 months

Process

- Map potential stakeholders representing diverse quadruple-helix (QH) sectors.
- Expand the map by contacting interested stakeholders already mapped.
- Use the data visualisation tool from the MOSAIC impact assessment toolkit to quickly grasp the diversity of the identified and potential participants.
- Reach out to identified stakeholders through multiple channels, including direct outreach and community networks.
- Set the rules of the game (e.g., application and selection criteria, timeline, IP issues, fair reward requirements, etc.).
- Launch and promote the call for applications for QH stakeholders.
- On the ground support activities for inclusion: recruit beyond the usual suspects by pro-actively contacting mapped stakeholders and by expanding the map through existing networks.
- Select the participants.

Outcome

Selection of a balanced representation of stakeholder groups and areas of expertise from the different part of the quadruple-helix that will take part to the co-creation journey.

Guiding questions

- Are different quadruple-helix stakeholders balanced in your map?
- Are you reaching stakeholders beyond the 'usual suspects'?
- Is the challenge clearly described in the call for participation?
- Are responsibilities and rules for participation clearly described in the call?

Tips and lessons learned

This part of the process can suffer from long internal procedures. Be flexible and plan everything well in advance.

Exploring virtuous chains of stakeholders requires a lot of effort but strongly improves the stakeholder map richness beyond the 'usual suspects' and gets to a deeper understanding of the context of the challenge.

You may identify hybrid stakeholders, i.e. having a foot in 'several helices' of the quadruple-helix. They can be interesting profiles to help you achieve a diverse mix in terms of points of views, experience and values.

While stakeholder mapping can be relatively easy (think broad!), inviting and engaging stakeholders is not easy and requires time dedication and commitment.

Stakeholders might be very busy: keep the application procedure as simple as possible and leave the call open for at least one month.

Keep in mind that having a diversity of stakeholders is an essential factor to provide a qualitative co-creation process. The more diverse are the stakeholders, the more different are the points of view and experiences allowing for systemic thinking and potential synergies.

Existing conflicts around the challenge might already be present and can prevent/influence participation.

Resources

<https://zenodo.org/records/10127188>



Phase 02



Sauté

The Gathering

Just as sautéing typically represents the first step into the journey to explore the depth and complexity of flavours, this phase sets the stage for teams to collaboratively cook up innovative solutions that will shape the future of the city. Ingredients transform from raw to aromatic, and in 'The Gathering', stakeholders evolve from individual representatives to collaborative catalysts. This phase's alchemical energy ignites a process of innovation, where ideas mingle, relationships take root, and the path to co-creation becomes clearer. Just as a skilled chef coaxes flavours from ingredients, this phase releases the potential of diverse stakeholders, setting the stage for the transformative process, guided by the shared vision of positive change.

Ingredients

Actors:

- Co-creation expert facilitators to shape and conduct the process.
- City representatives in charge of bridging the co-creation process with the public administration.
- Depending on the topic, city representatives could be supported by representatives from other entities (e.g. public agencies) working with the city.
- City representatives and/or other experts to describe and frame the challenge within the local context.
- Citizens and representatives from civil society organisations.
- Private companies, local businesses, industries.
- Researchers, professors, students from local universities or higher education institutions.

Venue and Materials:

- Suitable venue for 'the Gathering'.
- Detailed script to run the workshop.
- Presentation materials, flip charts, markers, post-it, recording equipment.
- Food and beverage.
- Prepare documents on privacy, licencing and consent forms.
- Depending on the rules that you have defined at the beginning of the process, prepare an NDA.

Soft skills:

- Collaborative and open mindset
- Creative spirit
- Flexibility
- Responsiveness

Objectives

- To identify broad ideas to respond to the challenge and build teams around these ideas.
- To form co-creation teams that will address the challenge by working on those ideas.
- To bring together and on-board city's QH stakeholders.
- To build a shared knowledge around the selected challenge.
- To facilitate networking and getting-to-know each other opportunities.
- To support participants in working together toward the objective.

Time needed

1 months

Process

Prepare the Gathering:

- Define the Gathering's format and agenda.
- Secure a suitable venue, catering, equipment and facilitators.
- Invite the selected stakeholders, ensuring representation from all quadruple-helix sectors by sending personalised invitations with clear event details, objectives and expectations.
- Invite the key persons from the Municipality and other experts to frame the challenge within the local context and public policies.

Implement the Gathering

- Create a welcoming environment that encourages open communication and collaboration.
- Present the challenge that forms the heart of the co-creation journey, frame it within the local context.

- Facilitate a discussion in homogeneous stakeholder groups around the barriers and opportunities to solve the challenge.
- Collect, cluster and prioritise ideas from participants on potential solutions.
- Guide participants in forming multi-stakeholders teams, each one composed by all the different categories of stakeholders around specific challenges.
- Within each group have a first brainstorming around the selected idea and define practical details to proceed with the co-creation work.

Wrap up and next steps

- Summarise the collective achievements, team alignments and collaborative ideas generated during 'The Gathering'.
- Outline the upcoming phases, including roles, responsibilities, and the continued co-creation journey.
- Send a questionnaire to the participants to collect their feedback on the Gathering in order to adjust your way of leading the process in the next steps if needed.

Outcome

Selection of ideas around which multi-stakeholders teams will work together to co-create specific solutions to respond to the challenge.

Guiding questions

- Do teams' ideas respond to the challenge?
- Have teams formed around clear ideas?
- Are all helices represented in the different teams?
- Are next steps clear to participants?
- What kind of support will the newly formed groups need to keep working together?

Tips and lessons learned

Consider that normally some of the selected participants won't show up at the Gathering. Participation of 'academia' and 'governance' helices can be particularly limited.

Participation of 'governance helix': anchoring co-creation to active policies is crucial in order to guarantee the commitment of the Municipality.

Participants interested in the topic can have a strong commitment, but also pre-defined expectations that are not always coherent with the challenge. Need to clearly explain the challenge at the beginning and during the process.

Some participants might have doubts regarding the process's ability to bring together individuals with diverse backgrounds. Assure them that the process is filled with pleasant surprises. Encourage them to be open-minded, give it a chance, and remind them that previous participants have achieved success.

Very vocal people can have a negative impact on the collective discussion: dedicate time to clearly explain and the rules of engagement and if needed reiterate them during the day.

To maintain the commitment from participants during the whole process, teams must be built around clear ideas and a proper facilitation for each

group should be guarantee. You need to decide in advance how many teams you are able to follow in the whole process.

Many participants are more likely to commit if they feel they can trust the city. Soft skills will be key in your way to lead this meeting!

To implement the Gathering you need between 6 and 8 hours. Depending on several factors, choose the best option for your context in terms of timing (if running it during working days or weekend, if organising it in one or in two separate half days, etc.).

Teams could be unbalanced in terms of different helices representation. If needed, you can propose participants to move from one group to another in order to reach a better balance within groups.

The Gathering is a significant milestone in the co-creation process. To deliver impactful results for participants and the city, it is essential to evaluate the participants' understanding of other stakeholders' interests/ points of view and their alignment. This is key to assess if there is already positive or negative impacts and be able to adapt in order to maximise positive impacts and prevent negative impacts.

To foster inclusiveness, think about providing childcare services throughout the event duration. Reward or at least reimburse travel costs to participants from civil society/citizens.

Resources

<https://zenodo.org/records/10127360>



Phase

03



Preparing the Sauce Ideation

Within the ideation phase, multi-stakeholder teams (comprising diverse quadruple-helix stakeholders engaged in the process) convene on a regular basis to deliberate, progress, and refine the ideas brainstormed during the Gathering.

Just as a chef transforms a sautéed base into a rich, flavourful sauce, co-creation teams bring together their expertise to collectively stir their innovative solutions. As a sauce becomes more complex through careful reduction, this phase deepens the complexity of the co-creation journey, ensuring that each idea captures the essence of the innovative transformation. As we progress, the potential for impactful change becomes even more evident, with each idea representing a harmonious fusion of creativity and collaboration.

Ingredients

Actors:

- City Representatives
- Citizens
- Businesses
- Academia
- Co-creation expert facilitators to shape and conduct the process
- External experts if groups express the need to expand their knowledge on specific challenge-related aspect

Venue and Tools:

- Venue for periodic groups meetings
- Collaboration platform/mailling list/chats
- Shared repository

Objectives

- To co-develop innovative solutions to respond to the challenge, taking into account all participants' expertise, know how, needs and expectations.
- To step beyond top-down, standard solutions and increase the innovation potential through co-innovation.

Time needed

4 – 6 months

Process

- Enable multi-stakeholders teams to kick off the ideation process by narrowing down their specific proposal from the diverse ideas generated during 'the Gathering'.
- Establish communication channels for co-creation teams to continue collaborating.
- Ask each team to identify its representative.
- Offer guidance and support to teams as they refine their ideas.
- Organise and share useful materials for the whole process on a shared repository.

- Set milestones within their independent journeys, ensuring consistent progress and development.
- Teams actively engage in periodic meetings, establishing a regular rhythm for collaboration and progress tracking.
- Delivery of one idea from each multi-stakeholder team.

Organise plenaries in which groups can:

- Interact with external experts if competences are lacking within groups.
- Have an exchange with the municipality.
- Share doubts and reflections.

Outcome

Development of innovative ideas that have the power to turn into products or services of great impact aligned with the essence and objectives of the identified challenge.

Tips

Keep participants on track by reiterating the challenge and the importance of being adherent to the municipality needs but also leave some space for creativity.

Be patient: this stage is the hardest one in which discussion might look very abstract, but it can rapidly come down on Earth at some point!

Provide templates to the teams in order to describe the idea.

Groups might fail in concretizing the solution for different reasons. It is important to foresee checkpoints during the process to stop some groups from working (set clear rules from the beginning about this). Participants from these groups can still contribute to the process (e.g., end-users experience activities, advisors, etc.).

Guiding questions

- What is the idea that each team wants to develop?
- Is it responding to the challenge?
- Is it responding to a social challenge?
- Is it sufficiently detailed?
- Is it endorsed by the entire group?
- Is it ready to be transformed into a concrete solution?

Tips and lessons learned

The more the initial idea of solution is vague, the more the group can get lost (missing a clear and collective scope).

Picking a broad challenge can lead to more time needed to make broad ideas more concrete.

Low participation from the governance helix during the whole process due to staff turnover, understaffed units, etc.).

Pairing participants availability with long bureaucratic processes can be hard.

The commitment required to participants in this kind of process is huge but participants can be very generous!

Interest in networking with other citizens/stakeholders can lead to new opportunities beyond co-creation process.

Mutual understanding of each other's concerns and point of view is key to generate positive impacts.

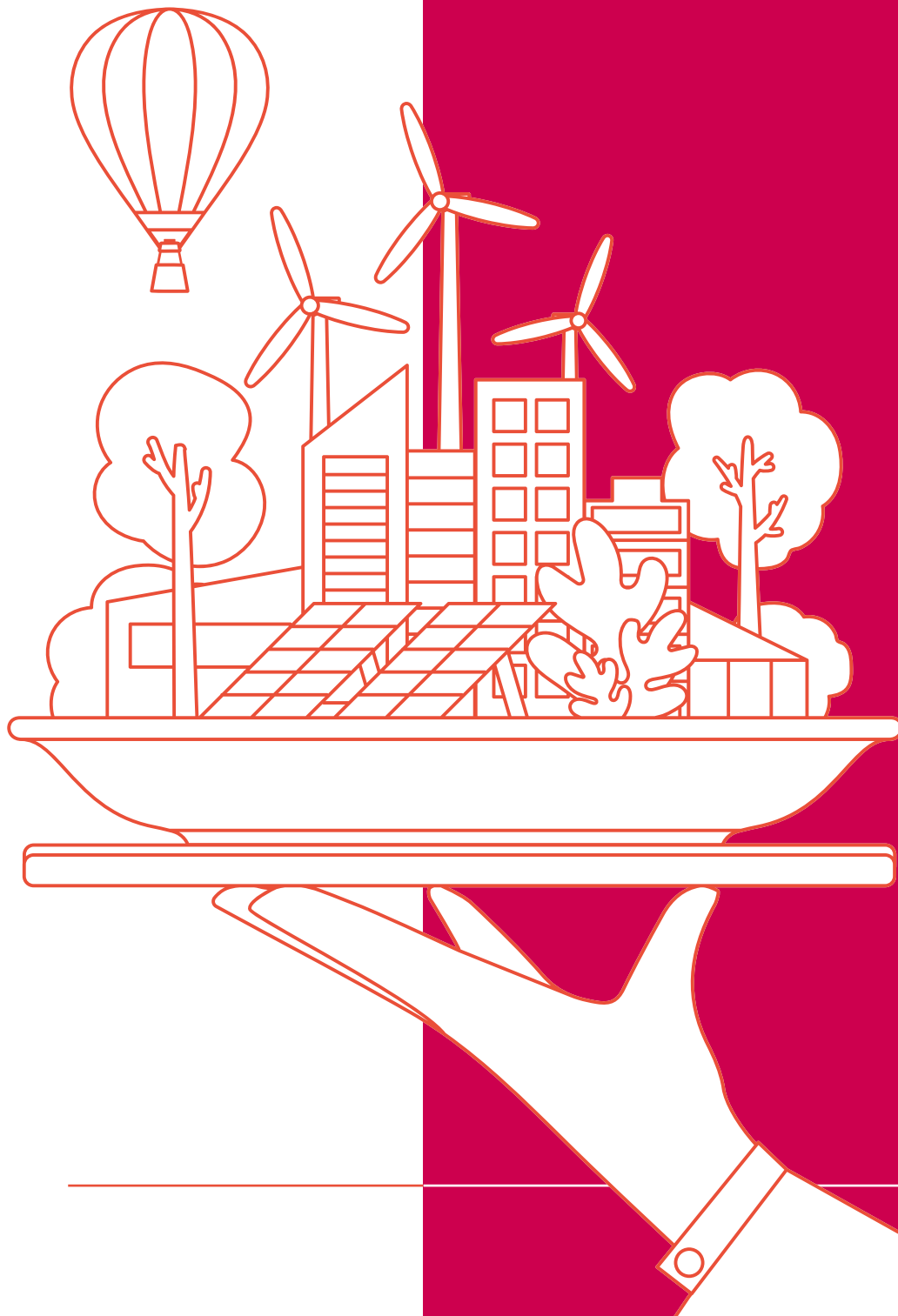
People are more likely to commit and show up to meetings if they are able to build a sense of community within the group and align around a common vision on local challenges they can relate to.

If the co-creation process is to contribute to the identified city challenge, it is important to think about the changes that will occur if the co-creation result is incorporated into the city. What will change at the city (or urban area) level if the innovation generated by co-creation is successful by 2030? The idea is to understand the contribution (in terms of changes) that the co-creation project will make to the city challenge.

Resources

<https://zenodo.org/records/10127622>





Prototyping Phase

Refining flavours and textures

In the culinary journey of co-creation, we now step into the 'prototyping phase', which can be compared to the delicate art of refining flavours and textures. Just as a chef tastefully adjusts a dish to perfection, assessing its flavors, texture and presentation before serving it, co-creation teams adjust and refine their prototypes to achieve a balance of functionality, usability and innovation.

Based on tasting and feedback, co-creation teams ensure that the products or services developed are not only technically viable, but also fit the challenge and create a meaningful impact on the city's future.

Ingredients



Actors:

- City Representatives
- Citizens
- Businesses
- Academia
- Co-creation expert facilitators to shape and conduct the process

Objectives



- To prototype tangible and concrete products, services or organisational structures.
- To test such solutions by allowing users to experiment and interact with the prototype to assess the functions and scope of the product or service, providing a focused feedback loop for users.

Time needed



2 months

Process



- Teams engage in iterative cycles of development, continuously improving their prototypes based on feedback, insights, and feasibility considerations supported by facilitators.
- Plenary sessions are organised by facilitators in order to guarantee a frequent exchange with the municipality and between groups.
- An AB board can be formed by participants from the teams that were not selected in order to provide advice to the teams.
- The phase culminates in a showcase event where each co-creation team presents their refined prototype to stakeholders.
- Feedback gathered from stakeholders and the showcase event informs the final refinement of prototypes.
- The showcase offers an opportunity to demonstrate the progress made and connect with potential stakeholders to scale-up the innovative solutions.

Outcome

The creation of tangible and concrete products or services to bring innovative solutions to life.

Guiding questions

- Are the solutions responding to the challenges?
- Are the solutions inclusive for everyone?
- Do solutions respond to collective needs?
- Does everyone contribute to the process?

Tips and lessons learned

Meeting for exchanges between groups can be really useful.

In this phase, it is important to pay attention that the co-creation process and the expected prototype is aligned with the visions of

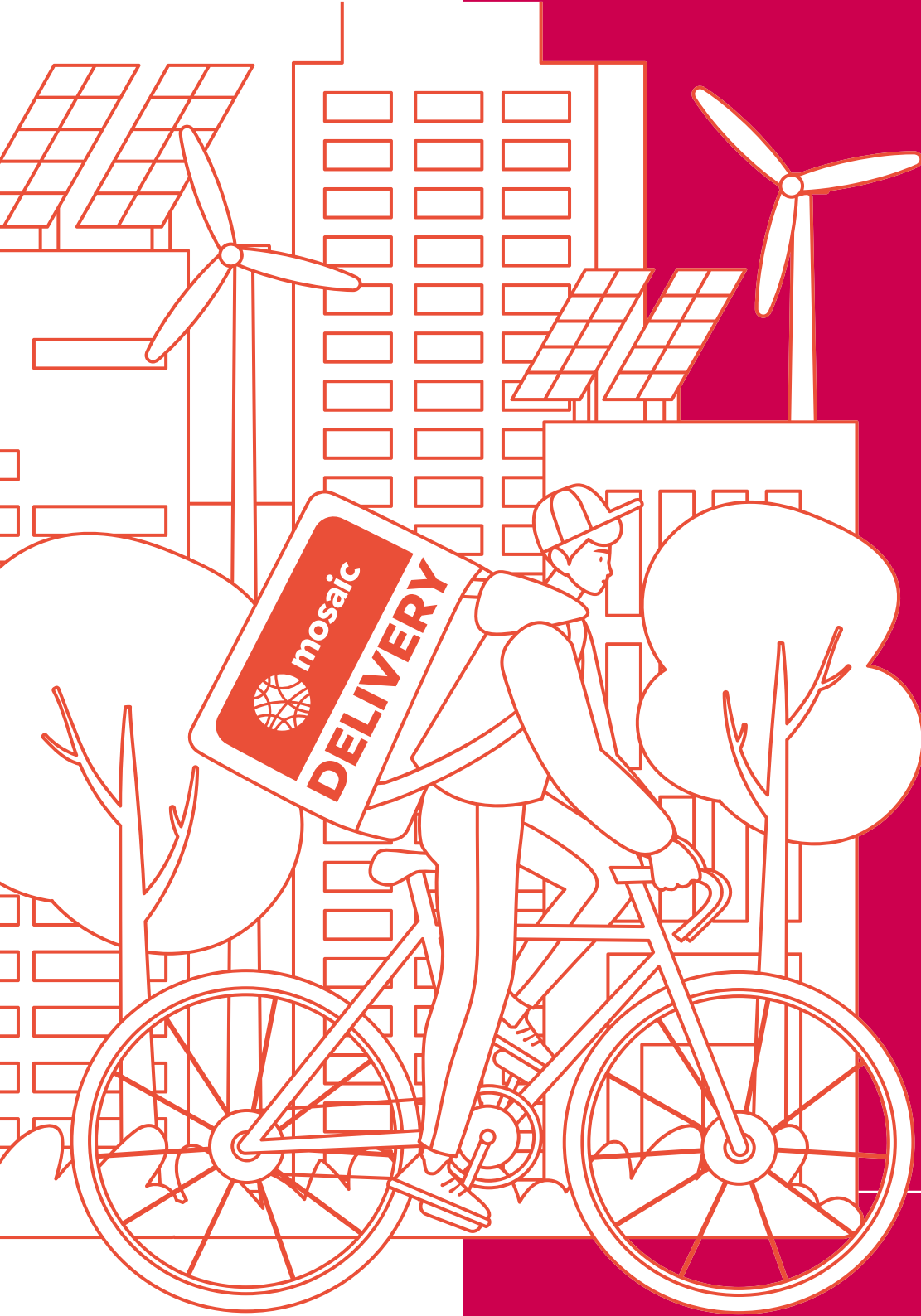
change in contributing to the challenge.

Facilitators can support participants in developing surveys/focus groups to collect input and feedback from potential final users.

Resources

<https://zenodo.org/records/10127653>





Delivery and scale-up

Enjoy the dish

The MOSAIC co-creation recipe is ready to be served at the 'co-creation dinner'.

The dinner represents the grand finale of the co-creation journey and serves as a platform where accomplishments are celebrated and where the developed and prototyped products or services are unveiled to a wider community. Much like a chef meticulously presents its culinary creation, this phase is the culmination of months of dedication and collaboration, offering a chance to share the journey's experience and the results achieved.

The 'co-creation dinner' not only celebrates accomplishments but also sets the stage for potential partnerships that can amplify and scale up the innovative solutions. By inviting relevant stakeholders, such as media representatives, investors, philanthropic organisations, the event becomes a hub of connections and collaborations.

While the co-creation process may have originated from a local challenge, its impact can have resonance far beyond its geographic origin: the co-creation process and the solutions born from this journey have the power to multiply across cities, each one eager to learn from the shared experience.



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