

Replicate

Final conference



Donostia/San Sebastián

26th March 2021



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This project has received funding from
the European Union's Horizon 2020
Research and Innovation Programme
under Grant Agreement Nº 691735



REPLICATION AND SCALE UP

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BLOCK II: KEYS FOR SCALE UP AND REPLICATION OF SMART SOLUTIONS

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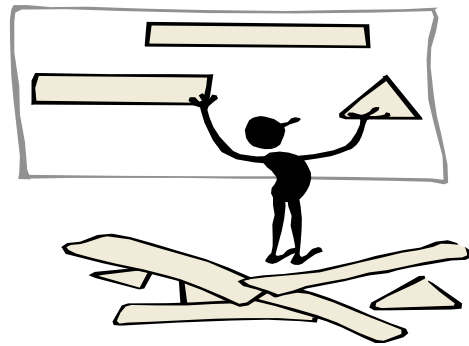
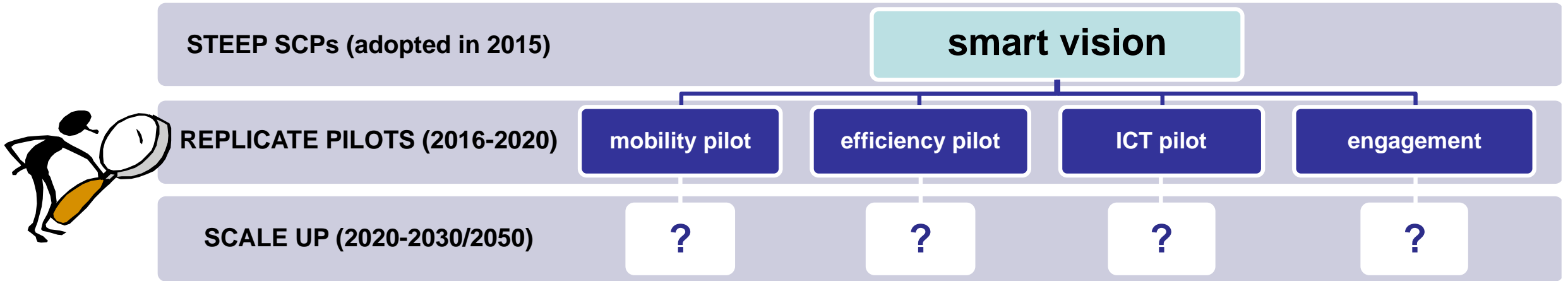
WP7 MAIN OBJECTIVE

CONNECT THE THREE PILOTS AND FACILITATE REPLICATION



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WP7 MAIN RESULTS



Short term actions already on-going/planned: -70.000 t CO₂/y triggered

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WP7 WHAT IS REUSABLE?

The principles

The technical analysis of the pilots

The management models analysis

The Roll out Plans

The lesson learnt

The best practices



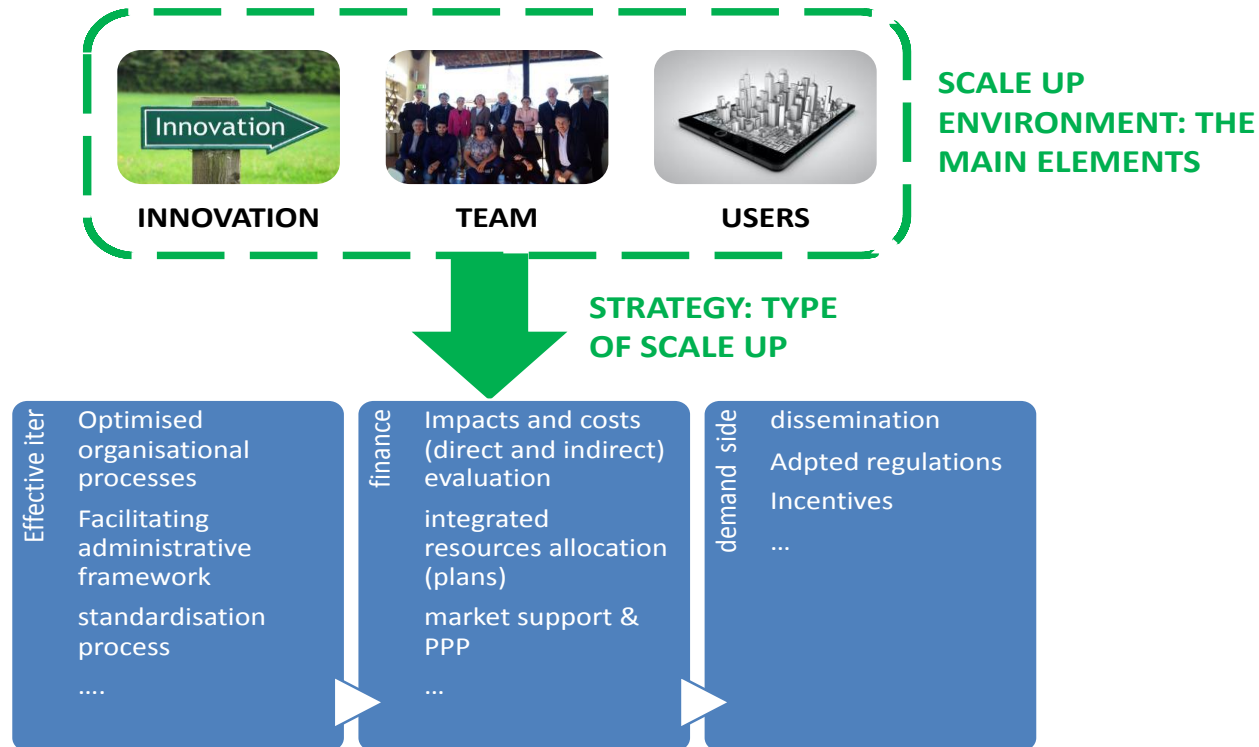
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WORK CARRIED OUT: THE PRINCIPLES

SCALE UP FRAMEWORK



Funded by the Horizon 2020
Framework Programme of the
European Union



- “To multiply the impact of successfully tested innovations it is necessary to **plan efforts in fostering policy development on a lasting basis**” (WP2 and European Energy Award network). This is why the roll out actions have been embedded in the cities’ planning framework and not just listed in a stand-alone dedicated plan not integrated in the policies and in the usual procedures.

- **Innovation** means that “something” has been perceived as new, but it doesn’t involve only new technologies, typically it could consist **also in management processes** necessary for a successful implementation (WP2 and EEA network).

- Replicate doesn’t mean “copy & paste” of a best practice but “**adapt and optimise to local conditions**”. (WP8 City-to-City learning program)



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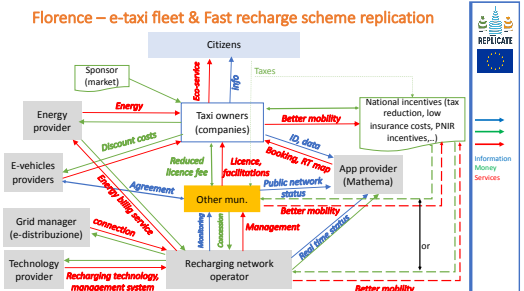
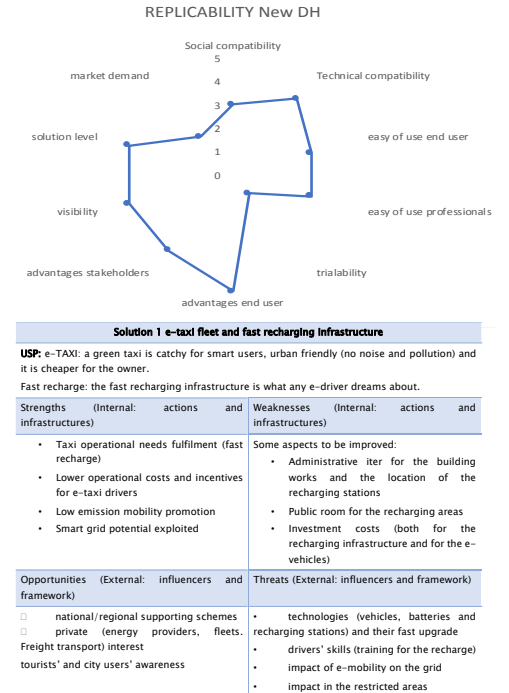
WORK CARRIED OUT: THE ANALYSIS OF PILOT MEASURES

DELIVERABLE 7.3 Technical analysis

- Description & Value proposition: why the solution has been selected
- Technology: Details about the technical approach and innovation level
- Market analysis, Enablers & obstacles: legal framework, incentives, human factor, competitors
- Findings: lessons learnt, optimal scale for future implementation, further developments needed, expected impacts
- Scale up KPIs (ref.WP10)

DELIVERABLE 7.5 Management models analysis

- Description of the innovation
- Players: key partners, beneficiaries and stakeholders involved
- Market analysis: Enables and obstacles
- Impacts: economical, environmental, social
- Management model scheme: Economic costs and revenues, Value Creation Ecosystem concept developed by ESADE (WP9)
- First scale up analysis: SWOT, future VCE
- extension / replication
- Conclusions (in accordance with WP2)



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WORK CARRIED OUT: THE ROLL OUT OUTCOMES

The **common features and hints, reusable by any interested city**, are the result of debate and discussion among the three lighthouses to enrich the test feedbacks and multiply the results.

Similar measures have been grouped and **11 Tables** to summarise in a glance all the inputs have been developed including:

- the **additional useful information** for the decision-making process or the design phase
- the precious list of **lessons learnt** by the three lighthouses to avoid same mistakes and prevent problems
- a short **SWOT** analysis listing main strengths as well as critical aspects of the implementation
- the **adaptations already planned** by the lighthouses to allow an effective roll out
- the identification of the **stakeholders** that, from the pilot experiences, ought to be involved in the process

In parallel, SPES has carried out with the support of the University of Exeter and EEA an analysis about latest **financing opportunities** and supporting measures (EU programs, focus on Green bonds and taxonomy issue, management models, standardisation options...).

The effects of an unexpected crisis like the recent **Covid pandemic** has been included for every measure highlighting possible future obstacles but also many upcoming opportunities for a more ethic and green development of urban environments.

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WORK CARRIED OUT: ADDITIONAL GENERAL LESSONS LEARNT

Some suggestions and recommendations for followers and cities interested in replicating :

- ✓ Begin with the **end** in mind
- ✓ Consider **organizational innovation**
- ✓ Integrate **different departments / disciplines** to exploit synergies and evaluate interactions
- ✓ Plan **adequate efforts for replication**
- ✓ Increase the **knowledge about your territory through ICT platforms** providing also **continuous monitoring which enables quick adaptation and optimisation** as it happened for example during pandemic and its recovery.
- ✓ Include **Cyber security** as part of digital governance since the beginning.
- ✓ Make **data outputs** from platforms be **clear and targeted** to users to be effective.
- ✓ Implement **Stakeholders' and citizens' engagement** with proper process management (examples in WP2,7,8).



Amelia Earhart

"Lo más difícil
es la decisión de actuar.
El resto no es más que tenacidad."

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WORK CARRIED OUT: THE BEST PRACTICES

BENCHLEARNING AMONG CITIES: Shaping vision and planning processes are never ending activities which follow a circular approach aimed at continuous improvements to reach more and more ambitious or new challenges. Smart cities are those who can reach more efficiently and more quickly ambitious sustainable targets thanks to their particular structure and network of links. The exchange process has been approached as a Total Quality Management System for continuous improvement strategies: Who/what is better (at a particular process) than us? What could fit to our specific situation? How can we adapt/optimize the action? Have we taken into account all possible impacts? You do not ensure a successful implementation by trying to transfer a certain process. One must seek the key to understanding creative processes as such in the non-task-based behavior and, therefore, in the individual's personality. Thus, focus on understanding other city' ability to carry out tasks is transferred to the city itself, to the human resources in the municipality and the ability to use these.

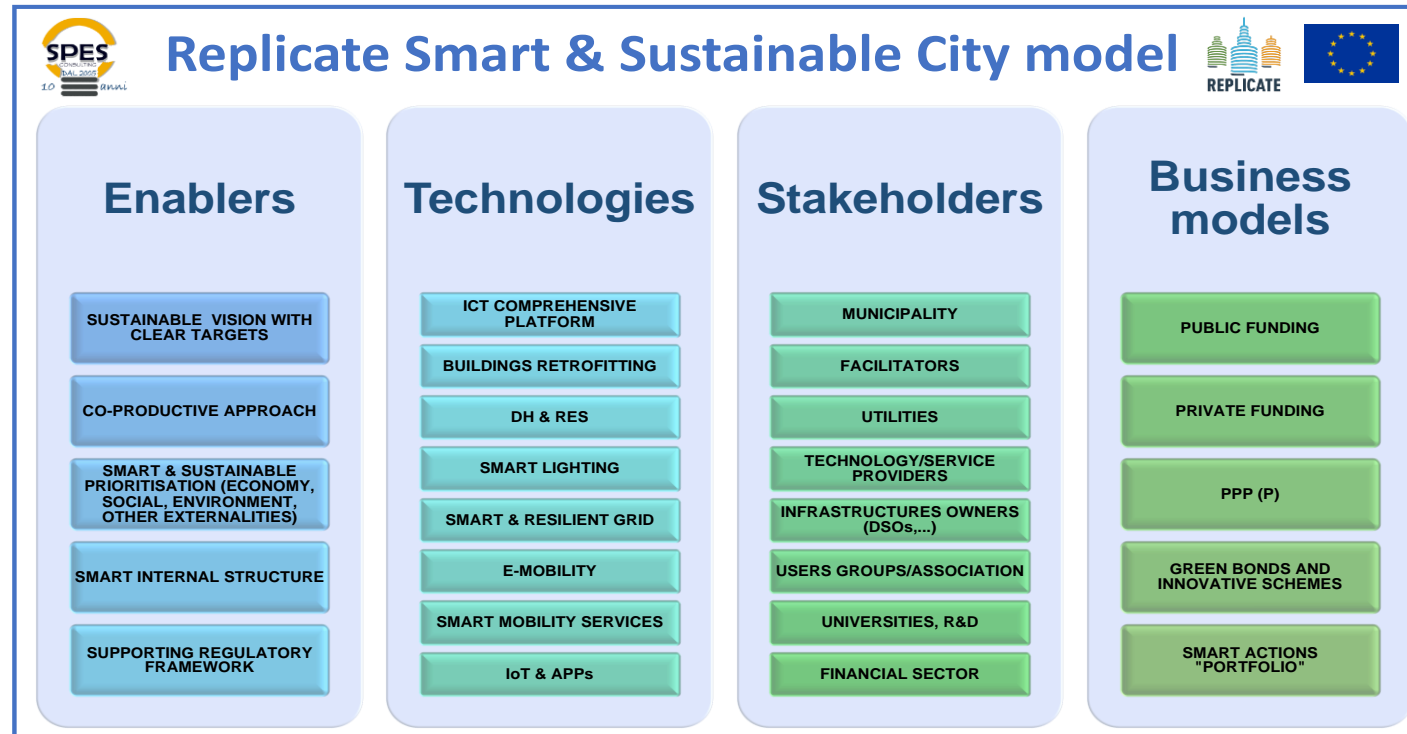
- ✓ Identification of the strategic process to benchmark with quantified KPIs - WP10
- ✓ Benchlearn from best practices (not only numbers and technology but framework, environment, administrative and behavioral issues, participation, cross sectorial issues and synergies) - WP7+ WP8
- ✓ Benchact adapting your previous procedures to new configurations to obtain better results - WP7-8-9



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WORK CARRIED OUT: THE BEST PRACTICES

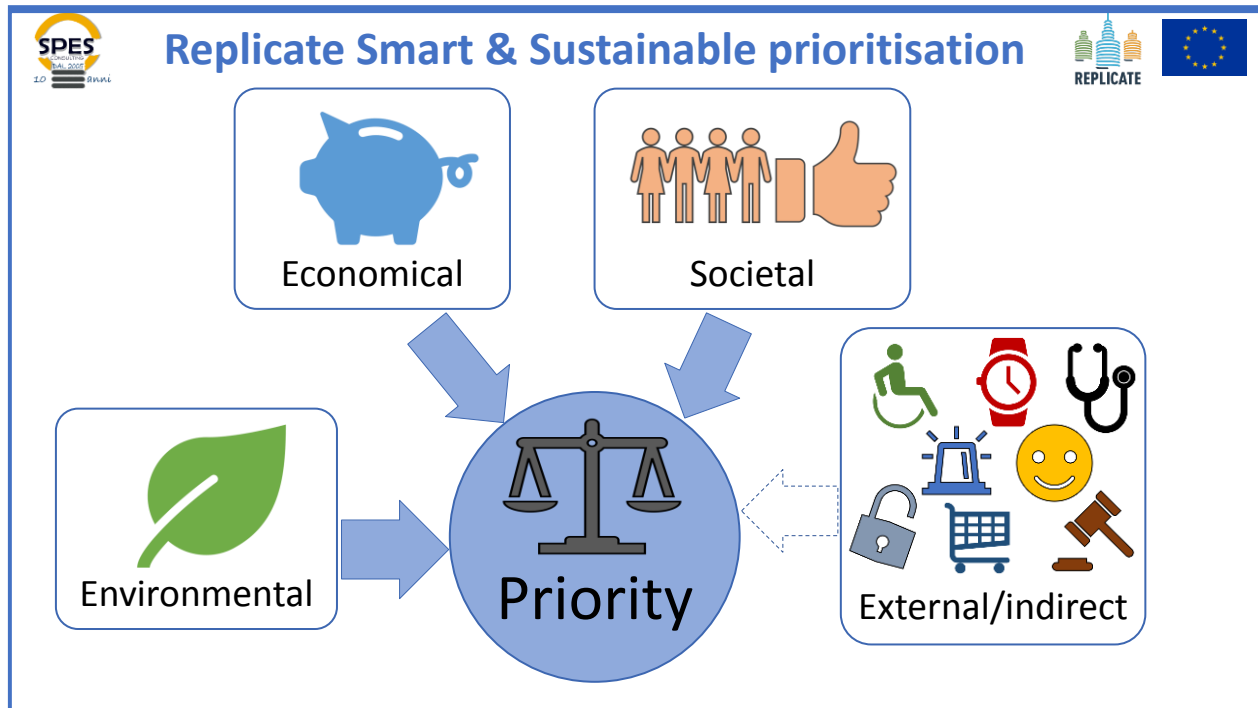
SSC MODEL: behind innovative technologies that are evolving faster and in few years can change completely their actual business models, the key resulted to be the enablers like the Smart city structure as network of links and relations with stakeholders; this liquid structure ought to be highly adaptable (also as internal organization) and always evolving together with its regulatory framework to be able to target new challenges, managing integrated and innovative project schemes.



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WORK CARRIED OUT: THE BEST PRACTICES

PRIORITY and EXTERNAL COSTS SIMPLIFIED METHODOLOGY: The target vision is not usually related to innovation and technology, which are perceived as “tools”, but to sustainability and well-being of citizens; this should be reflected in the decision making process, which is becoming more and more co-created, as well as in the assessment of all different direct and indirect impacts (air quality and health, social inclusion, poverty...).



The Green premium might be covered decreasing green tech costs, but also including external impacts in business as usual solutions to have a fair comparison.

External impacts avoided or external benefits might be included in the business model and funding research.

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ESKERRIK ASKO

THANK YOU

GRAZIE

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