CITYLAB CO-CREATION CONCEPT



The pursuit of innovative solutions in cities is not merely a choice but a <u>necessity</u>

A number of significant drivers for public sector innovation may be found...



Citizens needs and expectations

Technological advancements

Societal challenges

Regulatory pressures

...but there are also different types of barrier to innovate





How to break them down?

Innovation Success

Organizational Culture

Risk Appetite

Political Philosophy

Source: https://intrapreneurnation.com/strategy/public-sector-innovation-strategy-local-government/

CityLab: co-creation among local innovation agents



Cross-sector collaboration

User-centric



Source: https://odourobservatory.org/2019/12/20/eu-water-innovation-conference-2019/



Two-stage process





STAGE1 Needs Define the **problem** to be solved **STAGE 2** Market engagement

Screen the market to identify solutions



assessment

Needs assessment should start with the identification of the initial challenge



Identifying the initial challenge before the workshop is a crucial step that sets the stage for meaningful and targeted innovation.



Before delving into the workshop, local innovation agents have to select a **specific area or areas** that need attention and could potentially be solved with the help of the public procurement of innovation (PPI).

Suggested themes



Environment

green infrastructure, smart waste management, circular economy



Tourism

sustainable tourism, digital platforms for tourism



Social affairs

social inclusion, innovative social services



Transport

smart mobility, e-mobility, micro-mobility, mobility on demand



Energy

renewable energy, smart energy management

Suggested themes



Healthcare

telemedicine, health data analytics, customer administration



Education

ed-tech, e-learning platforms



Infrastructure

smart city infrastructure, resilient infrastructure



Public service delivery

digital service platforms, user-centric service design

Selection of the topic can be based on...





Focus group questionnaire / workshop



Legal / regulatory requirements

Policy objectives / strategies







Procurement strategies

With a topic in mind, workshops should start with...



SHORT INTRODUCTION OF THE INITIAL CHALLENGE

Which topic we will adress and why it was selected?



FORMULATION **OF TEAMS**

Who we are and what we want to achieve?





SPECTRUM OF THE CHALLENGE

What are the elements and causal links that lead to the existence of the problem?



Develop a mind-map, for instance

Source: https://www.researchgate.net/figure/Mind-map-of-identified-barriers-to-health-care-services-for-participants_fig1_360350609



CHALLENGE **HYPOTHESIS**

Let's formulate the hypothesis of the initial challenge

Who?	Who has
What?	What is t
When?	When / w
Why?	Why is it

Fill in a Problem Statement Template

the problem...

the problem...

where does the problem occur...

important to address for the customer...

Source: https://makeiterate.com/how-to-write-a-problem-statement-for-design-thinking/

Let's use the first 3 steps of the Design Thinking to identify our needs

DISCOVERY INTERPRETATION IDE

Understanding the human needs involved Re-framing and defining the problem in humancentric ways

Creating many ideas in ideation sessions

IDEATION

A moderator or design thinking expert is strongly recommended!

STEP 01: EMPATHY AND CHALLENGE RESEARCH

Understand the needs and experiences of the end-users and delve into the wide range of causes that can shape the initial challenge identified at the outset



EMPATHY MAPPING

Understand users' feelings, thoughts, and behaviors visually



Why did the problem occur?

Why did the reason in question 2 happen?

Why did the reason in question 3 happen?

Why did the reason in question 4 happen?



Why?



Source: https://businessmap.io/lean-management/improvement/5-whys-analysis-tool

Four level of thinking (system thinking)



Source: https://ecochallenge.org/iceberg-model/

- Identify events influencing our initial
- Identify patterns related to these events
- Identify structures empowering these patters
- Identify what beliefs and values are enabling



The most typical example of your user

Personal details that can help CityLab team understand the persona better

What persona want to get or do with product / service

List challenges, problems or event fears that a persona may encounter while interacting with the service / product

Image
Goals
Pain Points



Source: https://makeiterate.com/how-to-use-personas-in-design-thinking/

Empathy mapping



Source: https://www.nngroup.com/articles/using-empathy-maps/

Says: Direct or paraphrased representative quotes from users

Thinks: Users' thoughts, motivations, and needs framed in first-person statements

Does: Users' observable actions and behavior, including physical actions and online interactions

Feels: Users' emotional states during the

STEP 02: ANALYSING THE RESULTS AND DEFINING THE REAL CHALLENGE

With the help of the previous step, participants are in a better position to go into more detail with the issue itself

This is the time to ask the CityLab team to come together to write a **detailed** problem statement



THE "HOW MIGHT WE" (HMW) **METHODOLOGY**

Reframe problems as opportunities for creative solutions

Mapping a customer / user journey

Start by identifying the different stages of the customer journey and the touchpoints

Map out customer's:

- Actions user's physical interactions or behaviors during the journey
- Emotions user's feelings, reactions, and emotional responses throughout the journey
- Thoughts user's cognitive processes, perceptions, and considerations

Identify:

- Pain points issues causing frustration or dissatisfaction for users
- Opportunities for improvement areas with potential for enhancement or innovation

Prioritize the ones that will have the biggest impact

ring the journey esponses throughout the journey nd considerations

tion for users for enhancement or innovation Scope and goal

Phases						
User actions, tasks and activities	• Action					
Emotions, thoughts and feelings	Emotion / thought					
Painpoints	• Painpoint					
Opportunities (for features, improvements)	Opportunity	Opportunity	• Opportunity	Opportunity	Opportunity	• Opportunity
Touchpoint	Touchpoint	Touchpoint	Touchpoint	• Touchpoint	Touchpoint	Touchpoint

Source: <u>https://www.optimizely.com/optimization-glossary/user-journey-map/</u>

"How Might We"

Rephrasing problem into something actionable

How Might we <u>Action</u>

for in order to _____ What change?

What **Stakeholder**

STEP 03: GENERATION OF IDEAS

With the problem statement and real challenge in mind, the third stage should be dedicated to developing potential ideas and solutions



6-3-5 Brainwriting

01.	Keep the " How Might We " question or problem statement visible for all	
02.	Participants have 5 minutes to write 3 ideas in the top 3 squares of the provided template to solve the problem	(Round 1)
03.	Each participant passes the sheet of paper to his or her left neighbor, and each team member generates the next 3 ideas inspired by the previous ideas on the paper	(Round 2)
04.	Repeat step 3 until every participant has written in all the sheets of paper	1 (Encircal S)
05.	Review ideas and cluster them	
06.	Vote for the best ideas	
		(Round 4)

 (Round 1)	(Round 1)
 (Round 2)	(Round 2)
 (Round 3)	(Round 3)
(Round 4)	(Round 4)

Source: https://apphaus.sap.com/wp-content/uploads/sites/2/2021/06/635Brainwriting.pdf

The Worst Possible Idea



Keep the "How Might We" question or problem statement visible for all

Main rule – **bad ideas only**

Quantity over quality

Each team member needs to write down the worst (most costly, inefficient, inconvenient) and unrealistic ideas to solve the problem

Think how to **turn bad ideas into the best possible solutions**

The Crazy 8

01.	Each participant generates 8 ideas in 8 minutes
02.	After time is up, each team member selects their top 3 ideas and present them
03.	Team vote for the best 3 ideas to continue with them
04.	You can stop here, or
05.	divide the team into working groups by idea and think how to improve them
06.	Prioritize ideas



The Brainwalk



Source: https://www.innovation.wiki/en/method/brainwalking/

Set up Brainwalking space (tables or whiteboards each presenting different aspect of the problem)

Create smaller teams or groups

Instruct participants to walk around the space

Allocate specific time for each rotation

At each table/whiteboards participants spend a few minutes writing down their ideas

Gather and discuss generated ideas

Six Thinking Hats



Source: <u>https://untools.co/six-thinking-hats/</u>

Yellow: optimism and positivity; highlights benefits and opportunities

Green: creativity and innovation; generates new ideas and possibilities

Red: emotion and intuition; explores feelings and gut reactions

White: factual and neutral; focuses on information and

Black: caution and critical thinking; identifies risks and weaknesses

Blue: control and organization; manages the thinking process and facilitates discussions

Round Robin



Keep the "**How Might We**" question or problem statement visible for all

Arrange the team in a **circle**

Moving around the circle, each participant individually describes one potential solution for the problem

Each participant passes her / his idea to the colleague on the right / left side. They need to describe why this idea would not work

Pass the idea to the right / left. Can you now improve the original idea? Repeat until you have come full circle

Continue around the circle until a set number of rounds are completed or ideas are exhausted

Assess your ideas

Impact vs effort

Urgency vs Importance

City needs vs User needs

LOW VALUE

Cost vs. Problem

Feasibility vs Value for the user



By now, CityLab teams should have an understanding about:

the real challenge it wants to solve;

potential solutions for the challenge.



- On to the next stage...



Market engagement



Screen the market for the potential solutions

The solution already exist on the market

The solution could result from adapting or combining the existing ones

Here are 6 steps to help you find out...



STEP 01: GENERAL INFORMATION MEETING ON THE PPI

- Facilitate discsussions and collaborations between differentstakeholders (city) representatives, companies, clusters, universities, NGOs, etc.)
- Present good practices from your own or other organizations
 - Present your own future procurement plans
- It will help to:
 - break stereotypes about PPI
 - strengthen market knowledge and interest in PPI
 - reach a higher number of companies

STEP 02: SHOWCASING SEMINAR

- Presentation of the challenge identified by the CityLab
- Presentation by the expert within the defined sectorabout the future tendencies, market potential, scientific knowledge, etc.
 - Company pitching session
- It will help to:
 - engage early with the potential suppliers
 - understand market potential
 - identify relevant companies
 - identify risks and challenges



STEP 03: ONE-ON-ONE MEETINGS

- Individual consultations with SMEs and start-ups
- Explanation of what CityLab wants to achieve and what companies are capable of delivering
- Potential to adjust the initial challenge and identified solutions



STEP 04: FEEDBACK SURVEY

- Feedback questionnaires for companies following Showcasing seminars and one-on-one talks
- - Assess:
 - the level of interest
 - market capacity to deliver solutions



STEP 05: MEETING BETWEEN THE CITYLAB AND MARKET

- When the call for tenders will be launched
- Presentation of the procurement, expectation, criteria to be used, etc.
- General presentation on PPI or what assistance companies can receive in the bidding process
- Opportunity for companies to express their take-aways
 - Main goal to attract as many qualified bidders as possible

STEP 06: FOLLOW-UP, FEEDBACK AND LESSONS LEARNED

- Evaluation of the market dialogue steps, defined goals and results achieved
- Lessons learned for the future
- Use this information to insipire other cities



While some ideas identified during the CityLab may lead to PPI projects, others, for various reasons, may be set aside

Nevertheless, this **does not imply** permanence; the evolving landscape in different areas, such as technological change, policy priorities, or the availability of funding,

can rejuvenate old ideas

Consider these elements





Having ideas in

Look for external funding

Look for external consultations

Try small-scale piloting





Co-funded by the European Union



Project partners

LITHUANIAN INNOVATION CENTRE



THE BALTIC INSTITUTE OF FINLAND







Ministry of Economics **Republic of Latvia**

Project website: <u>https://interreg-baltic.eu/project/ppi4cities/</u> PPI4cities platform: <u>http://ppi4cities.eu</u>





ESTONIAN CHAMBER OF COMMERCE AND INDUSTRY



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