

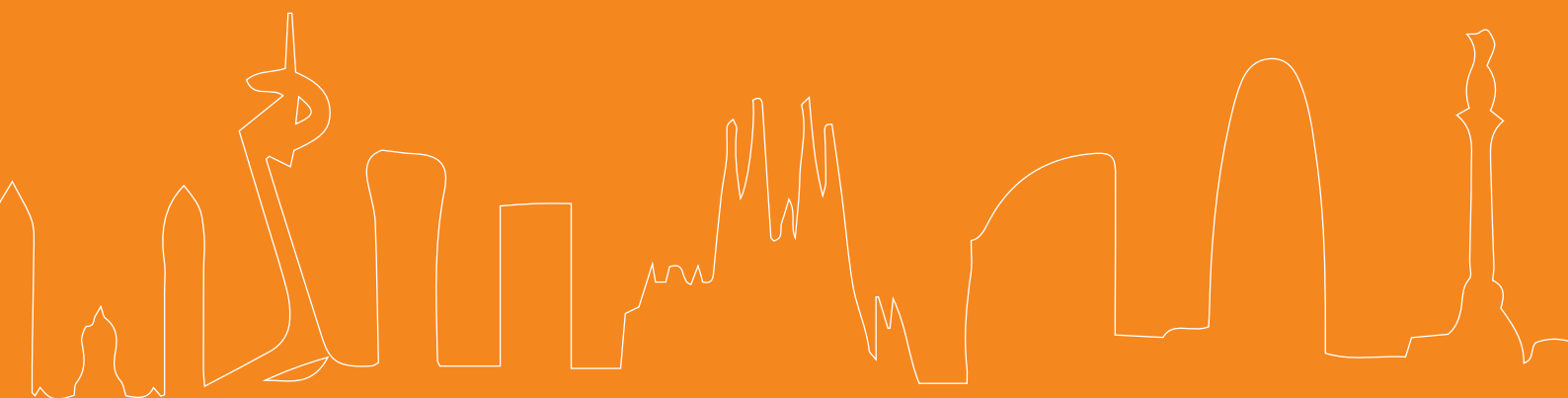
THE CITY AS A LABORATORY

Training Program on Open Innovation in Cities

Agenda

Barcelona

10-14 November 2014



CONTENTS

| | |
|----|--------------------------------|
| 3 | Background |
| 4 | Objective of the training |
| 5 | Training themes |
| 7 | Learning formats |
| 8 | Case studies from participants |
| 10 | Agenda overview |
| 11 | Daily agenda |

BACKGROUND

We are assisting to a transition in public organizations and particularly in cities. A change from the provision of services to the management of ecosystems around these services. Ecosystems where a multiplicity of actors: for profit and non-for-profit, large corporations, SMEs and citizens, play a significant role and ecosystems that aim to transcend the local boundaries or these organizations. These ecosystems aim not only to fulfill the provision of services but are driven by innovation and seek to bring growth, participation and the redefinition of citizenship in the XXI century.

Open Innovation, and particularly its strategies to involve large communities such as Open Data, Crowdsourcing and Crowdfunding, Living and Urban Labs, the use of intermediaries or embedded innovation agencies are the key elements around which they are developed.

The World Bank ICT Sector Unit and Esade have developed this understanding through collaborating with projects such as Open Cities, Commons for Europe / Code for Europe or City SDK and organizations such as ENoLL (European Network of Living Labs).

Both Aalto University and ESADE have organized together with the the World Bank a series

of workshops in 2011, 2012 and 2013 aiming at supporting new perspectives in developing innovation policies. The overall objective of the workshops was to develop the learning of participating decision-makers on strategic innovation in a multidisciplinary and multi-cultural setting. The approach was to engage the decision-makers in a hands-on, participatory and real-life case analysis, also involving prototyping and testing of concepts, business models and service design with users and consumers.

This training program is one more effort in this direction aiming at further promoting Open Innovation practices in cities. It is inviting policy-makers of key stakeholder organizations in order to communicate the key concepts of Open Innovation in the Public Sector, provide a direct hands-on experience visiting and working with key organizations in Barcelona together with talks from some European representatives. At the end of the program the participants will have improved their “how-to” capacity to apply co-creation methodologies with local challenges based on training themes selected.

Furthermore, this training program is designed to strengthen the collaboration between the World Bank and the European actors leading the translation of Open Innovation to cities.

LIVING LAB METHODOLOGY

Living Labs methodology was originally developed as a way of more effectively carrying out research and development in ICT. In essence, a Living Lab takes research and development out of the laboratory and into the real world, engaging stakeholders, citizens, and end-users in the collaborative design of new services. The immediate benefits of the Living Lab approach derive from this relationship created between people and technology: by allowing citizens to design and create their own solutions, the resulting services find faster and improved acceptance, with end users gaining a greater sense of empowerment and ownership.

Living Lab approach has been applied as a tool for local and regional policy and a means to promote territorial innovation to the overall benefit of local enterprises and economic activities. It is in this context that Living Labs and related approaches have by now become policy tools through which local well-being can be enhanced through a constant and permanent process of multi-faceted innovation.

OBJECTIVE OF THE TRAINING

The overall objective of the training workshop is to develop the learning of participating decision makers on Open Innovation in the Public Sector, in a multidisciplinary and multicultural setting. The approach of the workshop is to engage the participants in hands-on, participatory

and real-life case study analysis involving also prototyping and testing of concepts, business models and service designs following Living Labs methodologies.

The training will have four areas of focus:

TRANSMIT AND DISCUSS KEY IDEAS AND STRATEGIES AROUND OPEN INNOVATION IN CITIES

... particularly on the management of public-private ecosystems with a mix of actors that compete and collaborate, for profit and non-for-profit, large corporations and individual developers or ordinary citizens.

DEVELOP A HOW-TO COMPETENCE IN THE CO-CREATION OF PROJECTS USING DESIGN THINKING METHODOLOGIES

... through cases selected and provided by the participants that will be developed in deep through the whole 5 day program.

PROVIDE A HANDS-ON EXPERIENCE WITH LEADING EXAMPLES OF OPEN INNOVATION ORGANIZATIONS IN EUROPE

... through visits, presentations that engage with the themes and workshops on how to translate this experience to the environment of participants.

MEET AND NETWORK WITH KEY LEADERS IN THE EUROPEAN SCENE ON OPEN INNOVATION IN THE PUBLIC SECTOR

... not only from Barcelona but also from the rest of Europe through in deep dialogues and opportunities for informal discussions around coffee breaks, dinners and networking exercises.

TRAINING THEMES

The training program revolves around two different tracks. One that addresses the main themes of Open Innovation in Cities and its exemplified with visits and translation workshops.

And a second one that aims at developing fast projects around areas of interest of the participants using Design Thinking methodologies with a vision on the innovation ecosystem.

Open Innovation in Cities will address the vision of Open Innovation in terms of an ecosystem where the objective is no longer sourcing innovation from outside the firm but aligning the value proposition of the organization with the innovative proposals of third parties. This way, is no longer bought, licensed or transferred but benefits the whole ecosystem. Think of the apps in the Apple or Android ecosystems, they are not owned by either Apple or Google but certainly contribute to their value proposition.

Smart Cities have also always dealt with infrastructures. The building of Smart Infrastruc-

tures has been a key part of the concept. All countries and cities regardless of their development level need to address the infrastructure problem from a perspective that builds on their strengths. Many times bottom-up collaborative economies are strong in developing countries and decentralized infrastructures in telecommunications and energy are a perfect match for this strength. We will also cover this potential in the field of telecommunications.

Together with the theoretical part, 6 Living Labs in Barcelona will be visited: BcnLab, CitiLab, Ateneus de Fabricació, UrbanLab and FabLab together with the experience of visiting experts from other parts of Europe. These visits and discussions will provide a hands-on experience with actual implementations of the methodology that will provide the grounds for translation exercises to the environment of participants.

In this track the main themes that will be addressed will be:

SMART CITY MODELS

Smart Cities is a very polyedric concept that has different views depending in different cultures and areas of the world. In this section we will take a look at these different views with an special emphasis to the ones that the World Bank is promoting in developing countries and the model of Barcelona together with experiences around the world. These views will be summarized with the Open Innovation model and how it can trigger a change in local administrations.

CIVIC ENGAGEMENT

Smart Cities need Smart Citizens, then engaging citizens is a must for any Smart City initiative. Living Labs is one of the most recent methodologies for innovating in real-life spaces involving users, researchers, business and policymakers. We will discuss the methodology in depth together with some of the most relevant implementations. A visit to "Ateneus de Fabricació" our most recent example of Civic Engagement in Barcelona will provide the hands-on experience for this session.

TRAINING THEMES *CONTINUED*

INNOVATION ECOSYSTEMS

Smart Cities have to mobilize the full potential of the civic society, CityHalls cannot build Smart Cities alone. How to engage, collaborate, create and sustain structures that provide structure and governance to these ecosystems are necessary building blocks for Smart Cities. An in-depth visit to CitiLab the most relevant example of citizen Living Lab in Barcelona together with a workshop on possible implementations of CitiLabs will complement the theoretical session.

OPEN DATA, BIG DATA & OPEN CODE

Open Data is possibly the best well-known example of ecosystems in the Public Sector. Here we will look at deep on the current state of Open Data, the different ways to address it, ecosystem failures and ways to alleviate or solve them together with a walk through a concrete implementation: apps4bcn. We will use this day to have a look at the Urban Labs projects in the city.

OPEN HARDWARE FOR OPEN INNOVATION

Developing countries with a strong collaborative and sharing economy have the tools to take advantage of the decentralize model that novel developments in energy and mobile propose. These infrastructures provide a source of important competitive advantage to the communities that enjoy them. We will focus on three areas: wifi&fiber, sensors and makers/3D printing.

In parallel to this “contents” track the program covers a practical, “how-to” track facilitated by Aalto University Executive Education. This process aims at developing participants’ competences of designing and running innovative

projects in cities with an ecosystem view.

This will be carried out with projects proposed and selected by the participants that evolve through the whole training program.

1

Setting the foundation: That covers the presentation of participants and the case proposals, the selection of cases and the formation of groups.

2

Creating value: That addresses the development of the value proposition and how it relates to all stakeholders together with the Business Case sustaining it.

3

Exploration and inspiration: Covering the exploration phase of the methodology & how participants can get inspired by becoming active participants in the existing experiences.

4

Ideation: In this phase, different methods to conduct the ideation process will be covered and compared.t.

5

Ecosystem: Proposals live in an ecosystem, where all the different actors have to be identified and their motivations and incentives addressed.

6

Making it real: Two different methodologies will be covered: prototyping and experimentation in real life environments.

7

Discussion: The final projects will be presented and discussed with experts and the whole group of participants.

LEARNING FORMATS

The training program will use a series of learning formats in order to reach their objectives. They will range from traditional lectures or presentations to how-to exercises that will

realistically build proposals presented by the participants.

The program will use five different formats:

PRESENTATIONS & LECTURES

Presentations and lectures will be used to introduce theoretical aspects of the program.

HOW-TO EXERCISES

Realistic proposals will be developed using how to exercises in groups that will cover all the phases of a Living Labs methodology.

VISITS & HANDS-ON EXPERIENCES

Visits and hands-on experiences with real Living Labs will be used to transmit the complexity, successes and limitations of actual implementations.

TRANSLATION EXERCISES

Translation exercises will allow the participants to imagine how existing Living Labs could be accommodate to their reality.

MOODLE ONLINE PLATFORM

The Moodle on-line platform will provide support for additional documentation, discussion and grouping all the material of the course.

CASE STUDIES FROM PARTICIPANTS

Towards a relevant learning experience through teamwork sessions

The main aim in the teamwork in the training is to enable the participants to share their experiences and knowledge across the board through the group work sessions, and to co-create rapid solutions based on collective expertise. The methodology used is also expected to inform the best practice of working in the context of innovating in the smart cities and urban contexts.

The knowledge and experience sharing process is structured around the teamwork sessions. The central idea is to work in three to four mul-

tidisciplinary and multicultural teams on topics that each team adopts for itself.

To achieve a maximum relevance of context, we are proposing to use case studies based on the real circumstances and issues that the participants would bring from their own countries. As the learning aim is very practical (i.e. create concepts for solutions, services), the participants are expected to profit from working hand-on on topics that they can easily identify with.

Each participant is kindly requested to prepare and submit a proposal, with backing material, for a real-life case study.

The participating teams will choose their topic from the proposals in the first day of the workshop. The generic possible topics could include

(but are not limited to - the participants can bring their own topics) the list below.

Example topics could include:

DEVELOPING SERVICE AND/OR BUSINESS MODELS THAT CAN REACH THE POOREST PART OF THE POPULATION

THE CREATION OF A LIVING LAB FOR TRANSFORMING RESEARCH OF UNIVERSITIES INTO SMART CITY PROPOSALS

FOSTERING LOCAL INDUSTRY THROUGH THE USE OF URBAN LABS PROJECTS

CREATING AN OPEN DATA COMPETITION THAT COULD DEVELOP LOCAL DIGITAL STARTUPS

CREATING NEW SERVICE THROUGH OPEN DATA

INVOLVING CITIZENS IN THE CREATION AND DEVELOPMENT OF THEIR OWN PROJECTS

REDUCING SOFTWARE EXPENSES THROUGH SHARIGN CODE IN CODE4LATAM

CASE STUDIES FROM PARTICIPANTS *CONTINUED*

CASE STUDY PROPOSAL SUMMARY FORM

- 1. Name of case study**
Please give a working title that describes the case study at hand.
- 2. Short summary and background**
Please summarize the background that has led to the initiative. Where does the initiative come from? What are the key incentives? What kind of platforms, previous projects and/or knowledge does the initiative build on?
- 3. Current phase**
What is the current stage of ideation, planning, and implementation? What are the key current issues?
- 4. Key opportunities**
What are the key opportunities that have been identified? How have they been identified? Is there a time consideration (short vs long term)?
- 5. Key challenges**
What are the identified key hurdles that need to be overcome to make this initiative a success? Is there competition from other parties?
- 6. Key stakeholders & clients**
Who is involved? Why? Can the clients be clearly identified? Are the stakeholder and client groups stable?
- 7. Key partnerships**
What kinds of partnerships are involved? How are they set up? Will they change over time? How are the partnerships managed?
- 8. Key activities**
What are the key short, mid- and long terms activities that can already be foreseen? What activities would be done in-house, and what would be outsourced or done by partners?
- 9. Cost & revenue**
What would the cost structure look like? What are the key elements? How can costs be managed? How can revenue be created? How can revenue be made sustainable?
- 10. Funding issues**
How would initial funding be arranged? Who needs to be involved?
- 11. Other considerations**
Any other information that may be useful. **Please include visual material as much as possible (photographs, videos, links to websites).** It is envisaged that the participants would bring forward enough information of the case so that other workshop team members who are not familiar with the topic can understand the issues at hand. This can be a one-pager of text describing the case initiative, background material, report summaries, survey data and statistics if available.

AGENDA OVERVIEW

The training program will be developed along five (5) days from 8:45 to 22:00. Although days will vary a lot in order to accommodate the

different needs of organizations participating and presenters, a general format will guide the workshop:

START WITH THEORY

A lecture with cases and discussion if necessary will set the stage providing the framework on which to situate practices and experiences through the day.

DOWN TO PRACTICE

Actual policymakers in charge of implementing this practice will share their real life experiences with the participants in very interactive sessions.

LUNCH - TOWARDS A DEEPER UNDERSTANDING

Brown bags with the photo and theme of discussion will be around during the morning. Using these bags participants can enroll in a table by introducing her/his name together with a question.

During the dinner and after introductions, the expert will address question by question randomly and start a discussion around it.

After lunch all experts and designated participants (one per table) will present to the whole group a summary of the discussion.

DOING SESSION - BUILDING A PERSONAL PROJECT

A hands-on project or a practical session that could provide the doing part through mini-projects.

DAILY AGENDA *MONDAY NOVEMBER 10* *THEME: SMART CITY MODELS*

Manel Sanroma

10⁰⁰-10³⁰

WELCOME FROM THE CITY HALL: THE BARCELONA MODEL OF A SMART CITY

Barcelona is well known as a reference in Smart Cities, Manel Sanroma is one of the protagonists of the creation of this success, he will share with us his personal view of this endeavor.

Ilari Patrick Lindy

10³⁰-11³⁰

THE WORKSHOP AND ITS CONTEXT IN THE WORLD BANK

This session will frame the workshop in the context of the strategy of the World Bank and the rest of the activities being pursued.

11³⁰-12⁰⁰

Coffee break and networking

Esteve Almirall

12⁰⁰-13³⁰

TRANSFORMING CITIES - OPEN INNOVATION IN CITIES

This session is about implementing Open Innovation in cities and how this implementation leads to transforming them. With examples for more and less developed countries we will see different models of change led by innovation.

13³⁰-15⁰⁰

Lunch with Pilar Conesa and Anteverdi

Pilar Conesa

15⁰⁰-16³⁰

MODELS OF SMART CITIES

Pilar Conesa is the former CTO of Barcelona and she will share with us her experience and her views on Smart City models. Anteverdi is one of the leading Smart City consultancies with a large presence in Latin America. Pilar is also the Director of the Smart City Expo.

16³⁰-17⁰⁰

Transfer to BcnLab

Inés Garriga

17⁰⁰-20⁰⁰

BCNLAB: THE NEW LIVING LAB PROPOSAL OF BARCELONA

BcnLab is the the proposal of the City of Barcelona for using Living Labs as a tool for transformation and the engagement of citizens and companies. Inés Garriga, the Director of Innovation of Barcelona will explain and discuss this proposal in detail with us.

20⁰⁰-20³⁰

Transfer to dinner

20³⁰-22⁰⁰

Networking dinner with BcnLab

DAILY AGENDA *TUESDAY NOVEMBER 11* *THEME: CIVIC ENGAGEMENT*

Esteve Almirall

9⁰⁰-11⁰⁰

CIVIC ENGAGEMENT IN SMART CITIES

Civic Engagement in Smart Cities distinguishes because of the use of technology for coordination or as an excuse for triggering the participation of citizens. We will walk through a series of examples of civic engagement in cities and discuss their feasibility in less developed countries.

11⁰⁰-11³⁰

Coffee break and networking

Ana Garcia

11³⁰-13³⁰

LIVING LABS IN THE ENOLL AND CITIES

Ana will walk us through the reality of Living Labs in the ENoLL and how they link to Smart Cities through projects.

13³⁰-14³⁰

Lunch

14³⁰-15⁰⁰

Transfer to CiitLab

15³⁰-20⁰⁰

CITILAB

CitiLab is the oldest and most relevant example of Living Labs in the area of Barcelona, we will visit it and learn first hand from their experience

DAILY AGENDA WEDNESDAY NOVEMBER 12

THEME: INNOVATION ECOSYSTEMS

Ramon Sanguesa

9⁰⁰-11⁰⁰

INNOVATION ECOSYSTEMS

Ramon was among the ones who imagined CitiLab and has been working for many years in Innovation Ecosystems activating developers, designers, makers. He will tell us what he learned through these years.

11⁰⁰-11³⁰

Coffee break and networking

Anna Majó

11³⁰-13³⁰

URBAN LABS - BARCELONA ACTIVA

Urban Labs tries to transform spaces of the city into real-life laboratories involving citizens, startups and governments in testing new concepts.

13³⁰-14⁰⁰

Lunch

Mikko Koria

14⁰⁰-16³⁰

INNOVATION ECOSYSTEM CHALLENGES

Cases arising from participants will be elaborated during the workshop in groups. Cases are analyzed together for commonalities, and participants will vote three most interesting cases. Group work will start analyzing and modelling the ecosystem for the chosen 3/4 projects.

16³⁰-17⁰⁰

Transfer to Urban Labs

Anna Majó

17³⁰-20⁰⁰

BARCELONA URBAN LABS

A visit to the most relevant Urban Labs and Smart City projects of the City of Barcelona.

20³⁰

Networking dinner with Urban Labs

DAILY AGENDA THURSDAY NOVEMBER 13

OPEN DATA - BIG DATA - OPEN CODE

Esteve Almirall

9⁰⁰-10³⁰

OPEN DATA - BIG DATA - OPEN CODE

We will walk through the first and second generation of Open Data experiences pointing the most relevant roadblocks, the state of art and the problems that must be solved to advance in the area.

10³⁰-11⁰⁰

Coffee break and networking

Sergi Jerez

11⁰⁰-13³⁰

OPEN DATA

Sergi is an expert in eGovernment and the person behind the strategy of Open Data in Barcelona. He will explain to us his experiences, his views and the lessons he learned through the years.

13³⁰-14⁰⁰

Lunch

Mikko Koria

14⁰⁰-16³⁰

CREATING VALUE

Short talk and discussion on value creation and business models reflecting to case projects. What value is created, how and by whom? How is it aligned with the ecosystem?

Joaquin Alvarez

16³⁰-18³⁰

APPS4BCN

Joaquin is in charge of the Apps4Bcn project, and he will walk us through the project and the challenges associated with promoting civic apps.

18⁰⁰-18³⁰

Transfer to Barcelona Activa

18³⁰-20⁰⁰

BARCELONA ACTIVA

A visit to one of the incubators of Barcelona, Barcelona Activa.

DAILY AGENDA FRIDAY NOVEMBER 14

OPEN HARDWARE FOR OPEN INNOVATION

Mikko Koria

9⁰⁰-12³⁰

MAKING IT REAL

Group work on building a rapid prototype in the case projects. What does the service/product/business model look like? Who are the customers? What is the offering and value proposal? Who are the key partners? How does the case project generate revenue? Pitching the cases to other groups.

13⁰⁰-14⁰⁰ *Lunch*

Miquel Oliver

14⁰⁰-16⁰⁰

OPEN HARDWARE FOR OPEN INNOVATION

Short talk and discussion on value creation and business models reflecting to case projects. What value is created, how and by whom? How is it aligned with the ecosystem?

16⁰⁰-16³⁰ *Transfer to FabLab*

16³⁰-20⁰⁰

FABLAB AND ATENEUS DE FABRICACIÓ

We will have two visits, first to Barcelona FabLab and secondly to the implementation of the concept as a tool for engaging citizens in Ateneus de Fabricació.

20⁰⁰-20³⁰ *Transfer to dinner*

Arturo Muenta-Kunigami

Eva Clemente

Esteve Almirall

20³⁰-22⁰⁰

RECAP AND FAREWELL

ESADE
Business School

AEE
Aalto University
Executive Education

 **THE WORLD BANK**
IBRD • IDA | WORLD BANK GROUP

 **Ajuntament
de Barcelona**