



Guidelines and toolkit for engaging activities (stakeholder dialogues)

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Deliverable 2.3

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Purpose of the document

This deliverable describes the achievements regarding the stakeholder engagement applied by the SimpliCITY project in the cities of Uppsala (Sweden) and Salzburg (Austria). That means it sums up and documents the different work steps processed the following tasks: T2.2, T2.3 and T2.4. Schematically, D2.2 (Mapping of regional sustainability services) was the starting point for the closer stakeholder engagement in both cities. This document will outline the selected process including benefits, costs, goals, methodology and the results up to now.

Executive Summary

Stakeholder engagement can bring a multitude of benefits on the one hand, but also certain costs on the other hand. The magnitude of both depends on the purpose and goals, respectively. Therefore, a detailed evaluation of the project is necessary. For SimpliCITY, this evaluation was performed in the course of an own methodology, which can be seen as the SimpliCITY service provider engagement process. This process consists of the following stages: *analysis and listing*, *dialogue*, *enrolment*, *network and community practice*. The results mirror and summarize strongly the interests of the stakeholders for Salzburg, while the process is still in its early stage in Uppsala.

1 Administrative Information

Basic information on the SimpliCITY project and the present deliverable:

Project title	SimpliCITY - Marketplace for user-centered sustainability services
Project coordinator	Salzburg Research Forschungsgesellschaft mbH (SRFG), Salzburg, Austria; project manager: Petra Stabauer BSc MSc
Project partners	Polycular OG, Hallein, Austria Stadt Salzburg (City of Salzburg), Austria Salzburger Institut für Raumordnung und Wohnen – SIR (Salzburg Institute for Regional Planning & Housing), Salzburg, Austria Uppsala Kommun (City of Uppsala), Sweden University of Uppsala, Sweden
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2 Introduction

“No one knows everything, everyone knows something, all knowledge resides in humanity”
(Pierre Lévy, 1997).

A vital part of the SimpliCITY project is the involvement of relevant stakeholders in Uppsala and Salzburg. The term involvement refers to both, the creation of the platform together with and based on the needs of stakeholders and the integration of their services into the platform. Both aspects entail thorough planning and structured execution. Therefore, a high-quality involvement is not a one-point-in-time approach but requires a comprehensive, continuous, and gradual process that takes local conditions into account.

In general, the involvement of three stakeholder groups is deemed crucial for the success of the platform: (1) citizens, (2) service providers, and (3) city administration. This particular deliverable focuses on engaging activities and stakeholder dialogues with service providers only. See D 6.1 for more detail on the selection of the three stakeholder groups.

This document aims to provide broad advice to everyone who seeks to engage service providers in any platform development by delivering documentation of activities, achievements, and lessons learned from the undertaken service provider dialogues. The document will outline why, which, and how specific actions have been designed and implemented and identify the associated benefits. As each city is unique - which can be seen by the different approaches applied in the two pilot cities – successful replication of the suggested steps will require an adaption of the applied framework and formats to local prerequisites.

2.1 Benefits of stakeholder engagement

Stakeholder engagement, on the one hand, when done right, exceeds the sole communication of decisions to affected stakeholders. On the other hand, this extended effort bears multiple benefits. Gould (2012), based on an extensive literature review, concludes that stakeholder engagement establishes tighter shareholder networks that allow for closer cooperation and the development of shared goals and values, as well as a mutual understanding of all parties involved. This common ground increases trust between stakeholders and enables the implementing organization to access more and also often concealed information and discover the individual needs and concerns. Paskaleva et al. (2015) elaborate that well-connected stakeholders, in addition to locally specific knowledge, hold a thorough understanding of local needs, and have access to local assets and resources. This knowledge and capital can then be used to generate a more successful, adapted, and informed product (i.e., a platform). In addition, this targeted approach allows for a better operation and higher profitability on the service provider end. In lay terms, effective stakeholder engagement generates needs-based win-win situations for all participants, creates advantageous relationships, and enables positive economic results based on sustainable values.

Examples for benefits of stakeholder engagement

- Informed decision-making (*based on needs and concerns of stakeholders*)
- Improved quality, efficiency, and effectiveness of the platform (*making use of local knowledge and assets; competitive advantage*)
- Reliable network and community (*snowball-effects*)
- Increased reputation
- Better risk management (*identify risks in advance and react to them*)
- Obtain a social license to operate (*higher acceptance of platform*)
- Avoidance of duplication (*saving time and money*)
- Win-win situations for all parties involved
- Increased trust and accountability

Figure 1. Examples adapted from Gould (2012), Hall (2019), Jeffery (2009), Paskaleva et al. (2015), and Taysom (2019)

2.2 Costs of stakeholder engagement

Stakeholder engagement requires the development of an understanding of stakeholder needs and the impacts exerted by a decision or project and the ability to incorporate their responses into the decision-making process. This process entails certain costs that need to be taken into account. Jeffery (2009), in accordance with Gould (2012), Paskaleva et al. (2015), and Taysom (2019), states that costs of engagement are mostly related to time, effort, and resources. In addition, the authors raise awareness for two significant barriers to stakeholder engagement: imperfect information and conflict. Engagement processes can never be perfect in a sense that it is mostly not feasible to include all stakeholders (representativeness and consistency in participation), multiple, divergent information may lead to indecision, and the reliability of information needs to be considered. Conflicts may arise due to a multitude of reasons. Being aware of different agendas, needs, and ideas of participating stakeholders is necessary to resolve and prevent conflicts, yet requires thorough preparation.

Examples for costs of stakeholder engagement

- Time
- Effort
- Resources
- Imperfect information
- Conflicts

Figure 2. Examples adapted from Gould (2012), Hall (2019), Jeffery (2009), Paskaleva et al. (2015), and Taysom (2019)

2.3 Goals of and expectations from the SimpliCITY stakeholder engagement process

The main goal of the stakeholder engagement process in the project SimpliCITY was to systematically identify, explore, and integrate the views of those relevant to this project to extract all aforementioned benefits, forego misguided approaches, and to develop a suitable, high-quality, and functional product. Through the integration of stakeholders at an early stage, we aimed to build upon the stakeholders' needs, knowledge, expertise, skills, and assets and

create win-win situations for all shareholders. We believe that only through cooperation and stakeholder engagement can we develop a relevant, trusted, and supported product.

Ultimately, the objective of the engagement process was to establish a network and subsequently, a community of practice that carries and supports the platform well-beyond the timeframe of the project.

The expectation of the engagement process was an in-depth and active involvement of the relevant stakeholders. Since many participation concepts can be imprecise and a large number of methods only pretend to integrate stakeholders fully, yet use them as sources of information, the establishment of equal partners is deemed essential to create the envisioned community of practice. Therefore, the most important claim was that we move beyond the simple enlisting of stakeholders and reach a meaningful engagement and co-production process.

2.3.1 The community of practice

In 1991, Jean Lave and Étienne Wenger coined the term “community of practice”, as they linked the act of learning to the context of social relationships. For Lave and Wenger, the acquisition of knowledge is particularly determined by the participation in a community in which this knowledge is generated.

Although “community of practice” (henceforth, CoP) is a fairly novel term, the main idea and the advantage of working in and with, and establishing such communities is not unique. In the past, mostly companies and organizations realized the potential of such networks and encouraged, promoted, and supported their development. Their networks usually aim to create an environment in which best practices and innovations thrive, and the solutions to shared problems are jointly identified. These approaches provide a competitive advantage in the long-term by breaking down silo thinking, improving internal functions, and creating better practices.

Communities of practice are just on the rise outside of organizations. Non-institutional CoPs “share a concern, a set of problems, or a passion about a topic, and [...] deepen their knowledge and expertise in this area by interacting on an ongoing basis” (Wenger et al. 2002). These CoPs are organized as a group of active practitioners with a common purpose, idea or set of values, who exchange ideas on a regular basis on topics, issues, aspects relevant to them. Their goal is to increase knowledge and disseminate this knowledge to the participants’ work and networks. When these communities are set up successfully, they exhibit increased communication across both horizontal and vertical dimensions, creativity nurtured by interactive communication among actors, and consensus (Paskaleva et al., 2015). Compared to other network-like structures such as project groups or task forces, a community of practice has a long-term orientation as it is usually not established to achieve a specific goal or accomplish a particular task, disband after this goal or task is reached, and does not consist of appointed members with a predetermined role in reaching the goal. CoPs are today often closely linked to online communities and knowledge management and are an effective way to build social capital.

With the emergence of more advanced, technological information and communication methods, CoPs advanced to online structures; so-called virtual communities. The main advantages of virtual over traditional communities lies in the more time-, cost- and resource-efficient way to communicate, in the flexibility, interactivity, multimedia and personalization aspects of internet technologies

3 Methodology

3.1 Service provider engagement process – community development

Networks of stakeholders are complex and nuanced. Hence, to efficiently and effectively involve service providers and develop the envisioned community of practice, the project followed a systematic engagement process. The process contained three concrete steps, which laid the basis for the network development that is envisioned to subsequently evolve into a community of practice (Figure 3). The process is based on common stakeholder engagement practices (e.g., De Merode, 2000; Foreman, 2017; Gould, 2012; Hall, 2019; Jeffery, 2009; Miller-Klein Associates Ltd, 2006; Paskaleva et al., 2015; Serrat, 2016; Taysom, 2019; Webber, 2016; Wenger, 2002; Wenger & Snyder, 2000) and revolves around the question of how to incorporate service providers in a way that provides better access to and inclusion into the platform, but also that empowers the stakeholders to act as a catalyst in transforming their services. The clear advantages of such an approach are the improved quality of the platform due to the incorporation of local knowledge, assets, needs, and concerns, the direct establishment of the platform under local conditions, and the increased trust. In addition, this process allows for a better understanding of the future community of practice, hence a more suitable application of tailored formats for this community and a common definition of clear purpose.

Throughout the process, the **key principles** applied are *openness* (e.g., the regarding scope of participation and contribution, the impact of contribution or the access to information) *transparency* (e.g., clarity of goals), *fairness* (e.g., offering the same opportunities to all providers), *equality*, *trust*, *respect*, *accountability*, and *democratic decision-making*.

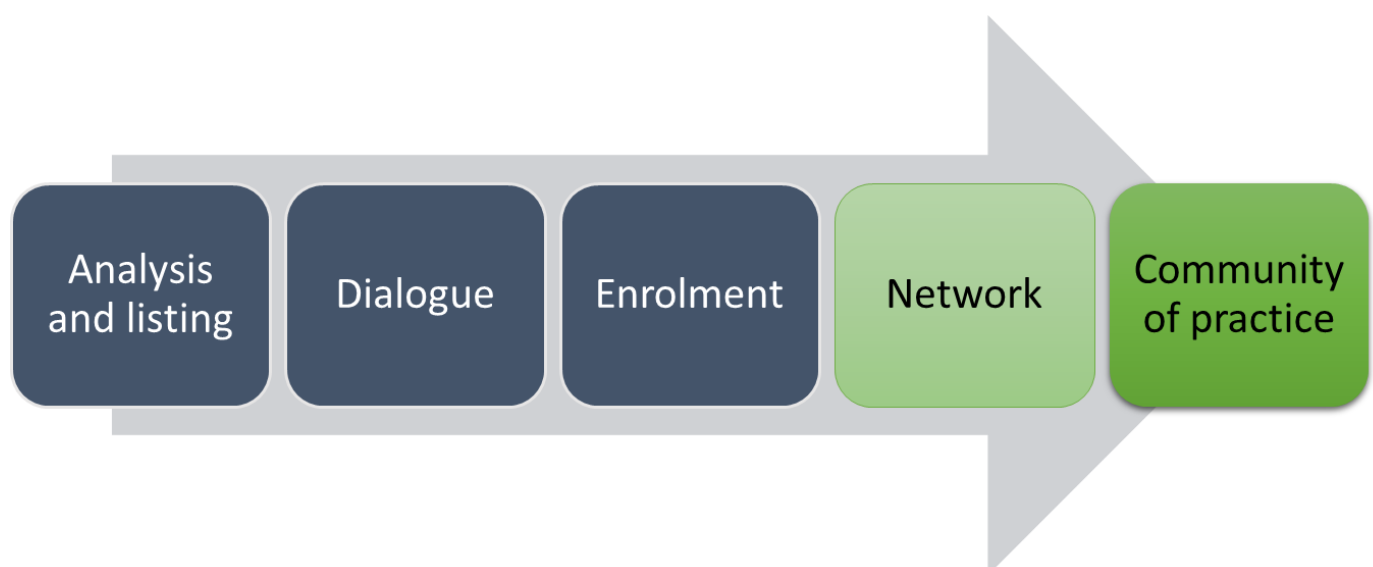


Figure 3. Stakeholder engagement process

3.2 Analysis and listing – collecting service providers

The first step of the process included a thorough analysis and listing of existing and active service providers in both cities. The analysis and listing approach is outlined in detail in **Deliverable 2.2.** and was mostly based on an innovative approach.

The purpose of this step was to **identify the impacted stakeholders and the impact of each stakeholder group on the project.** In addition, the analysis allowed for the **identification of multipliers, assets, and relationships** within the respective community.

The listing of stakeholders provided a first overview of the number of services associated with each topic (i.e., biking, social inclusion, and local production) in each city and built the basis for the selection of the most suitable engagement methods for each target group.

3.3 Dialogue – setting up the service provider workshops

The second step of the process entailed the dialogue activities with service providers. The activities were understood as mediation and translation between the potential network actors to bring together those stakeholders that support the goal of creating a new, dynamic, and viable network and community of practice. Ultimately, the activities aimed to

- **introduce the project to relevant stakeholders**
- **inform stakeholders about the platform's objectives, value, and potential levels of integration**
- **connect with stakeholders to understand their needs, prerequisites, demands, and need for support regarding the platform,**
- **consult the service providers on platform formats**
- **verify stakeholder list and expand through a fan-out method¹, and**
- **build mutual trust and interest in the platform.**

The dialogues are considered the most crucial consultation step in the early phases of the project.

Based on the results of step one, all relevant stakeholders can be easily picked from the list and subsequently, a suitable format can be selected for the dialogues. The criteria for inviting a service provider to the workshop were the *availability of the service* (active and readily available), *local context* (related to commercial services), and *contributing to sustainability in the cities*.

As the choice of an appropriate stakeholder engagement format is essential for the success of the process, a broad format analysis (e.g., De Merode, 2000; Foreman, 2017; Gould, 2012; Hall, 2019; Jeffery, 2009; Miller-Klein Associates Ltd, 2006; Paskaleva et al., 2015; Serrat, 2016; Taysom, 2019; Webber, 2016; Wenger, 2002; Wenger & Snyder, 2000) was carried out

¹ In a fan-out method, participating stakeholders identify further networks or additional stakeholders to engage in the process and give an insight into potential social, environmental, and economic impacts of the platform.

for all three stakeholder groups. The selection of the format ultimately depended on the *number of participating stakeholders* and the *driving questions* (Figure 4) behind the workshop.

Driving questions for the dialogue activities

- What is the status of the services (organizational, technological, user, usage, data collection, evaluation of data, etc.)?
- If and how do the providers aggregate users?
- What challenges and barriers do the services face?
- What ambitions and goals do they hold for the future (further development; increase users or intensify usage; technological approaches, etc.)?
- What are their needs and requirements for participating in the platform? (formats, technological, incentives, gamification, nudging for their services)

Figure 4. Driving questions for the dialogue activities

Based on the driving questions, a detailed work plan was developed that outlined the exact flow of the workshop and the selected formats. Contextual differences and city-specific objectives had to be taken into account while deciding upon the most suitable strategy and format for stakeholder involvement and the types and number of stakeholders invited to the dialogues. As both cities are unique in their available services (commercial vs. non-commercial services), stakeholders (number of stakeholders in focus topics), and engagement structure (existent networks and working relations), a one-size-fits-all-approach was deemed unfit. Nevertheless, certain preparation steps and documents were used in both cities.

The **key principles** for the workshops were to *generate the best interest for the community and the platform*, to *create an open, honest, and meaningful exchange*, to be *inclusive*, to *engage stakeholders as early as possible*, to be *accurate and easy to understand*, and to be transparent in the decision-making process for the platform participants.

3.3.1 Enrolment – signing up for the platform

The third step of the progress foresaw the enrolment of service providers to the platform. For the enrolment, we developed a letter of intent, which all participants were asked to fill out and return to the project team. In addition, as the first token of commitment, service providers were urged to fill out a specially designed fact sheet, which aimed to collect minor information regarding the services and first ideas concerning challenges and incentives.

3.3.2 Network – creating a first network as a basis for the community of practice

The network is a natural result of the previous three, active steps of the process. The network results through the enrolment of service providers to the platform and requires proper management, information, and exchange strategies. Only through these approaches, it will be possible to develop the envisioned community of practice.

To foster, strengthen, and expand the network each city aims to conduct further engagement formats to exchange with the service providers, involve them in the improvement and

expansion of platform formats and functions, and test its functionality. In addition, these formats aim to increase the snowball effect of the network and to encourage active service providers to engage further stakeholders

The network is the first stage of the envisioned community of practice (, in which participants are thought to learn from each other and identify others who work on similar issues and ideas.

3.3.3 Community of practice – the lasting community for the platform

The establishment of a lasting CoP is the envisioned end-product of the stakeholder engagement process and is likely to allow for the continuity of the SimpliCITY platform beyond the project frame. Figure 5. lays out the envisioned characteristics and the purpose of the SimpliCITY CoP.

Characteristics and purpose envisioned for the SimpliCITY CoP

The SimpliCITY CoP shall

- be an **informal, voluntary network** within a predetermined group of individuals (i.e., service providers for biking, social inclusion, and local consumption services), which joins in the development of the platform.
- **contribute** resources, concerns, ideas, needs, experiences, good practices, and knowledge through and based on their services.
- consist of **active and responsive service providers** who share the common goal of fostering sustainable living in the two pilot cities through their services. The community feeds from the passion of its members.
- **strengthen** the sense of a **shared passion, purpose, and value**.
- **regularly communicate and interact** with each other, provide mutual support, and subsequently learn how to advance their services based on the needs of citizens. This approach generates new knowledge, which the members will disseminate to their networks.
- **enable** exchanges, pool, create, filter, and retain tacit / experiential (rather than just explicit) knowledge, amplify ideas, and encourage and motivate people to enhance the quality of their work.
- be **responsive to the needs of all its members**.
- be **dynamic** and will allow for a shift in member involvement over time.
- , despite its informal character, be **directly linked to and (partially) led by the participating cities**. The long-term direction of the CoP will require resources such as time, budget, support, and suitable technologies that cover different means of communication, as well as leadership, which provides (some) of these resources and follows a more or less flexible communication strategy.

Figure 5. Characteristics and purpose of the SimpliCITY CoP

4 Results

4.1.1 Analysis and listing – collecting service providers

Results of the first step are listed in D 2.2 as part of the described mapping processes of the services. To avoid producing double information, please check this deliverable.

4.1.2 Dialogue – setting up the service provider workshops

Stakeholder engagement methods

The method screening resulted in a multitude of formats applicable in the SimpliCITY context. Figure 6 shows the identified formats in relation to the three stakeholder groups relevant to this project: citizens, service providers, and city administration. As not all of the formats apply to

every stakeholder group, the figure is divided into three sectors that each project a target group. The formats that apply to more than one group are mapped in the overlapping sectors. Relevant for this deliverable are formats associated with the group of service providers, highlighted in orange. As the stakeholder listing indicated that the cities differ in the types and number of services available for each focus topic, the workshop approaches varied. Further details are listed below in the individual workshop description sections of the cities.

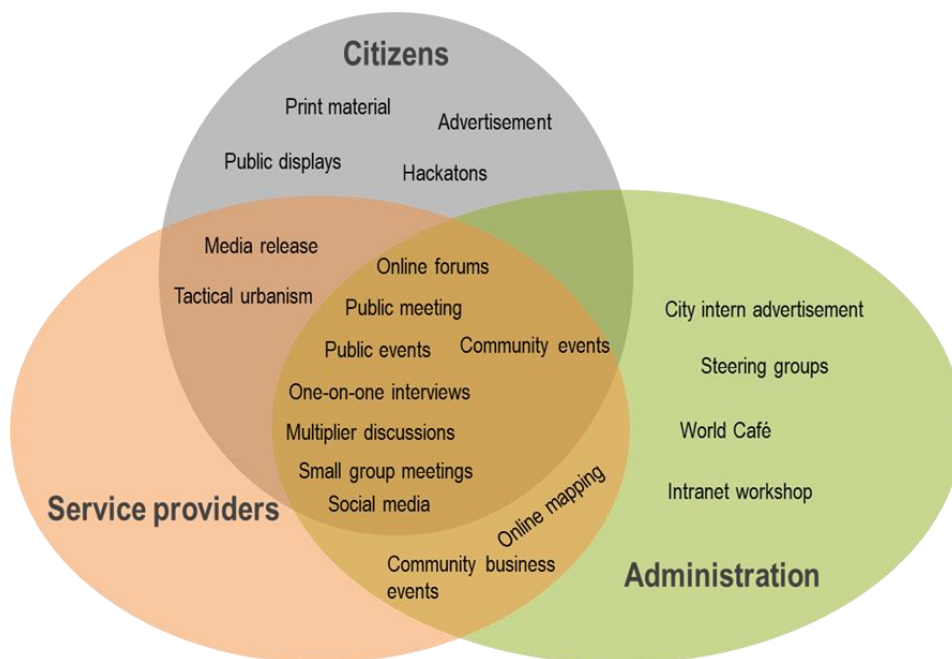


Figure 6. Suitable stakeholder engagement methods

4.1.2.1 *City of Uppsala*

The overview of the services, the applied format (as show in Figure 6) and the documentation of the stakeholder workshops is still in process in Uppsala and will be documented as soon as possible. Also, the results will be added to this report when available.

4.1.2.2 *City of Salzburg*

The project identified a total of 51 services and crucial networks related to the three topic areas. More than half (n=26) services are biking-related services and networks, followed by services concerning local consumption (n=18), and social inclusion (n=7). Most of the listed services are non-commercial and often provided by the city. Due to the manageable number of stakeholders whose services are readily available, a small group meeting was selected as a suitable format.

Workshop plan

The comprehensive service provider work plan (Figure 7) built upon the driving questions outlined in section 2.1.2 and foresaw seven workshop segments. Figure 7 gives a detailed overview of the segments' duration, title, format, responsibility (presenter), required utensils, and the topics, questions, and aspects covered.

Invitation and specifics of workshops

As the city of Salzburg set ambitious goals to increase the share of bikers in the modal split, it was decided that the first focus of the SimpliCITY project and the first demonstration lays on bike services. Also, these services dominate the service listing. Therefore, the first invitation was extended to all relevant bike service providers in the city. As the timing of the envisioned workshop coincided with the vacation period, participants were offered participation in one of two identical workshops. Figure 8. shows the invitation to those workshops, which was sent by mail to 15 stakeholders, representing 19 of the 26 services (23 services and three networks). The two and a half hour workshops were held on the 13th and 24th of June 2019 at the offices of Salzburg Research and the Salzburg Institut for Spatial Planning and Housing. A total of three stakeholders (four services) participated in the first and six stakeholders (six services) in the second workshop. In addition to the two workshops, the project team decided to hold face-to-face meetings with another three service providers (representing eleven services), who were not able to attend the workshops but deemed crucial for the success of the platform. The first face-to-face meeting took place on August 29th, 2019, and the other two are scheduled for the end of September. Service providers of the other two focus areas (social inclusion and local consumption) will be invited to workshops at the end of 2019 and the beginning of 2020 in preparation of the first and second demonstration. The participants were and will not be offered any compensation or incentives for participating.

The service provider work plan (Figure 7) was applied in both workshops and all face-to-face meetings and will also be applied for the pending workshops with local consumption and social inclusion service providers. Due to the small number of participants, the discussion table formats were replaced with a group discussion approach. The face-to-face meetings allowed for a more in-depth discussion regarding the services.

Workshop execution

The workshops started with a short welcome note and explanation of the workshop goals. In the segment “Introduction to SimpliCITY”, the consortium leader introduced the project, its status, and results from the citizen survey (for results see Deliverable 6.1) to the participants (presentation attached as external document – Annex I). During the second segment, Polycular presented a first illustration of the envisioned platform and informed participants about the different levels of integration and the diverse functions the platform could offer (presentation attached as external document – Annex). Subsequently, the workshop made use of discussion rounds with the service providers. In three separate rounds, participants were consecutively asked to introduce their service and particularly go into detail regarding

- (1) the **status** of their service (e.g., functionality, responsibilities, access, technical information; user and usage rate; current data collection approaches; challenges and barriers; connections to other services),
- (2) the **future development** of their service (e.g., ambitions and goals for future development; need for support to reach these goals), and
- (3) their impression of the platform and **potential cooperation**. This last round offered the opportunity for external validation of the project approach and the quality improvement of the product based on needs and ideas of relevant service providers.

In the last segment, the moderator provided a conclusive statement (including a recap from the separate discussion tables if applicable) and a preview of the next steps in the project.

The meeting minutes (German) of both workshops and the first face-to-face meeting are attached in **Error! Reference source not found..**

Workshop results

Overall, service providers indicated their interest and outlined first cooperation ideas, approaches, and incentives. The main conclusions can be summarized as follows:

Important functions of the platform from the point of view of service providers

- **Providing information**
 - o **Services:** listing all sustainability services is a positive approach
 - o **News:** projection of information (including new offers and services) is of interest
 - o **Parking:** information regarding free parking spots in the bike garage and the parking area in Schallmoos
 - o **Heart beats:** The Heart beats were generally rated very positively. Illustrating the sustainable activities in the city can serve as a motivator and incentive for further activities. In addition, the participants can well imagine „collecting Heartbeats“ as an incentive.
- **Promotions**
- **Challenges**
 - o Are considered as an interesting aspect. The participants of the the workshops are willing to create challenges or to actively participate in the creation of a challenge.
- **Feedback**
 - o Feedback was of particular interest for the services of the city. Other participants were more reluctant towards this function.
 - o In addition to general feedback, the city of Salzburg is interested in the option of receiving information regarding desired bike box locations (spatially localized)
- **Calendar function**
 - o Keeping a calendar up-to date drains resources. For this particular function, an automated integraiton of the event information is seen as essential asset by the service providers.

In addition, it was suggested that a **print version** of the platform should be generated at regular intervals, which could also provide the information to citizens with no technical background or access to the platform.

Potential cooperation opportunities

- Exploiting synergies in dissemination – the participants wish to advertise each other / Sharing of communities
- Incentives such as price reductions (e.g. vouchers of commercial service providers,

reduction in yearly rental fee for bix boxes, etc.)

Further important points

- **Simplicity of the platform**
 - All participants stress the need for an automation information flow between their service and the platform. The platform shall not further stress the limited resources and create additional work. The platform must be simple and always up to date.
- **Strategy**
 - The KfV points out that a platform alone will do nothing, it needs a vision and a long-term strategy behind it.
- **Salzburg direkt**
 - The existing app is perceived as moderately helpful. Responsibilities are unclear and there is no feedback on transacted / edited messages.

Conclusion:

The platform is perceived as meaningful by the workshop participants. Potential cooperation was discussed and participants revealed the first incentives.

Duration	Begin	End	Titel		Description and details	Responsibility	Format	Utensils
00:15	09:45 Uhr	10:00 Uhr	Arrival					
00:10	10:00 Uhr	10:10 Uhr	Welcome and goal definition		Welcoming the participants and guiding them towards the objectives of the workshop	Mostegl	Talk	
00:10	10:10 Uhr	10:20 Uhr	Introduction to SimpliCITY		What is the project SimpliCITY? - Goals of the project - Consortium - Current project status (+ user requirements)	Stabauer	Presentation	PPT
00:20	10:20 Uhr	10:40 Uhr	Presentation of mock up		What is the SimpliCITY platform? - Potential layout of platform - Functions of the platform (overall and some details such as survey/poll/feedback) - Approaches to gamification, nudging, incentivisation on the platform - Levels of integration - Advantages of participating in the platform	Layer-Wagner	Presentation	PPT
00:40	10:40 Uhr	11:20 Uhr	Discussion round 1 - Current status		Status of the services - Description of service (functionality, organization, responsibility, access, technical information) - User and usage rate - Data collection and databasis (are data collected and if yes which data and in what form?) - Current challenges (what are they struggling with?) - To what other services, communities, platforms or exchange formats are they connected?	M/S/L-W	Discussion tables	Flipchart, pens, cards
00:25	11:20 Uhr	11:45 Uhr	Discussion round 2 - Future development		Future development of the service - Ambitions and goals (expansion or reduction of service; user or usage increase; future development) - Required support (what are their needs to develop their service further, if envisioned?)	M/S/L-W	Discussion tables	Flipchart, pens, cards
00:35	11:45 Uhr	12:20 Uhr	Discussion round 3 - Connection to platform		How can the services become part of the platform - Recap different level of integration - Investigate usefulness of functions (survey, poll, feedback - needed?) - User requirements - what else would they need from the platform? - Interest statements - Letter of intend - to participate in the platform - Further questions (e.g. how to integrate analog services - offer from Polycular)	M/S/L-W	Discussion tables	Flipchart, pens, cards
00:10	12:20 Uhr	12:30 Uhr	Conclusions		Conclusion from the discussion rounds and outlook - Recap from the tables - Further steps of the project - Future participation (+ are there any other services we have missed?)	M/S/L-W	Talk	

Figure 7. Detailed workplan for service provider workshops in Salzburg



Einladung zur Gesprächsrunde und Workshop SimpliCITY Plattform

Salzburg ist auf dem Weg zur österreichischen Radl-Stadt Nummer 1!

Um den Anteil der Radler*innen von den derzeit 21% auf 24% zu steigern, bedarf es aber noch weiterer Anstrengungen. Sie, als versierte/r Anbieter*innen von Fahrrad-Dienstleistungen, tragen einen wichtigen Teil zur Verbesserung der Angebote für Radler*innen bei. Vielen Salzburger*innen ist jedoch noch nicht bewusst, welche Möglichkeiten und Leistungen es bereits gibt und wie sie diese am besten nutzen können. Dies resultiert einerseits aus mangelnden Informationen, andererseits aus fehlendem Bewusstsein für deren Relevanz.

Das Projekt **SimpliCITY** hat sich daher zum Ziel gesetzt, mittels einer **digitalen Plattform** und unter Verwendung von unterschiedlichen Anreizmethoden die **aktive Nutzung von regional angebotenen Nachhaltigkeitsservices zu unterstützen**.

In einem ersten Schritt möchten wir **mit allen Anbieter*innen von Fahrrad-Dienstleistungen ins Gespräch kommen**. Lernen Sie SimpliCITY kennen und seien Sie aktiver Bestandteil einer wachsenden Community. Profitieren Sie von einer frühzeitigen Einbindung in das Projekt und **bestimmen Sie aktiv und gemeinsam die Anforderungen und Rahmenbedingungen des Projekts** mit und erzielen somit den größtmöglichen Nutzen für alle Beteiligten und für die nachhaltige Entwicklung Ihrer Stadt!

Die Smart City Salzburg und das SimpliCITY Projektteam laden Sie herzlich zu einer von zwei (identischen) Gesprächsrunden ein. Wir freuen uns über Ihre Teilnahme!

Termin 1

13.6.2019 | 10:00 - 12:30 Uhr
Techno-Z III, Seminarraum C, EG,
Jakob-Haringer-Straße 5, 5020 Salzburg

Termin 2

24.6.2019 | 14:00 - 16:30 Uhr
SIR, Schillerstraße 25, 3. Stock, Stiege
Nord, 5020 Salzburg

Ablauf der Termine

- Präsentation des Projektes SimpliCITY
- Ersten Ideen zur SimpliCITY Plattform
- Gesprächsrunden zu Fahrrad-Dienstleistungen
 - Derzeitige und zukünftige Nutzung
 - Potentielle Integration in die SimpliCITY Plattform
- Zusammenfassung und Ausblick

Um Anmeldung zu einem der beiden Termine wird bis zum 11.6. gebeten. Anmeldung und Fragen an: Nina Mostegl, nina.mostegl@salzburg.gv.at, +43 662 623455 23



Figure 8. Invitation to the first and second service provider workshop in Salzburg

4.1.3 Enrolment – signing up for the platform

All participants of each workshop in Sweden and Austria received a letter of intent by mail after the workshop. With this letter, the service providers state their interest in cooperating with the SimpliCITY project and further declare on which level their service should be integrated into the platform. On level one, the service is integrated with its basic information (what does the service offer, when, where and how can it be used, link to the homepage or further information on the service). On level two, the service is integrated with its basic information and can (in the two pilot phases) carry out challenges together with the project team and use other incentive methods of the platform. The template letter of intent is attached to this deliverable as Annex III.

For a streamlined enrolment process, participants also received a fact sheet document by mail, which aimed to collect the first information regarding the services and first ideas concerning challenges and incentives. The fact sheet asked the respondents to specify the organization, name and type of their service, content persons (content, technical, others), content and aim of the service, number of users (optional), reach on online channels, planned events 2020 and 2021, and potential ideas for own incentives and challenges. A template of the fact sheet is attached to this deliverable as Annex IV.

4.1.3.1 *City of Uppsala*

Currently, the workshops are underway in Uppsala and therefore it is not yet predictable, how many and which services will finally sign up for the platform.

4.1.3.2 *City of Salzburg*

Due to the timing of the workshops, reminders were sent out to participants regarding the letter of intent and the fact sheet. Until the end of the reporting period, a total of three services have returned both sheets (Salzburg radelt, SaMBA, city of Salzburg). Nevertheless, as the city of Salzburg will integrate their services into the platform, the majority of bike services will be available on the platform. Nevertheless, as the platform aims for holistic integration, reminders and follow-up phone calls will be sent out to non-responsive participants with the aim of increasing enrolment further. Since the city of Salzburg has only integrated cycling services into the process, it is expected that the expansion to the services of local supply and social inclusion will increase enrolment and ultimately expand the network.

4.1.4 Network – creating a first network as a basis for the community of practice

The project was successful in establishing the first steps for the network development in both cities. New ties were created through the stakeholder workshops. The further development of the network will be supported through additional engagement formats as well as follow-ups with workshops participants. If a community of practice is successfully established will be evaluated along the progress of the project and after both demonstration activities in the two cities.

5 Lessons-learned and conclusion

Stakeholder engagement is becoming increasingly important during a product development process. Engagement not only increased the acceptance of the product but also enhances its effectiveness by focusing on the needs and concerns of key stakeholders. Due to the diverse approaches and the manifold formats available, these process needs to be planned in detail and executed with special care. The following lessons learned can be drawn from the engagement process so far:

Analysing and listing of stakeholders

- The step of analyzing and listing stakeholders clearly set the stage for an appropriate stakeholder involvement. Investing time into this task and developing a concise list was well-worth the resources and is considered the only way to allow for transparency and inclusiveness throughout the process.
- Gathering sufficient background information about the services in advance also enables the preparation of targeted and well-structured engagement formats. This task prepares for diverging points of view and allows for risk minimization.
- We learned that even in smaller organisations, multiple people may be responsible for a service. Hence, inclusion goes even further than expected and extending an invitation to all relevant stakeholders is crucial to start building trust.

Stakeholder dialogues

- Choosing an appropriate workshop format strongly depended on the number of participating service providers and their backgrounds. Different approaches were needed for Austria and Sweden. Hence, investing time in identifying suitable formats for each stakeholder group was a necessary task to generate the required level of flexibility to adjust and shape the formats as needed.
- Knowing the starting point of your participants (level of knowledge about platforms, interest in digital services, etc.) and their potential agenda (what do they seek to achieve in the workshops) improved the definition of driving questions. The driving questions were crucial in developing suitable workshop goals, objectives, and discussion rounds.
- Developing a detailed workshop plan enabled the moderator to stay on track with their agenda and allowed for a check-up during the workshops to ensure the best output for the project and the platform
- Even throughout the workshops, it may be necessary to adjust the work plan. Flexibility is key.
- It is important, that all participants and the project team gain by taking part in the workshops. Being aware of and communicating advantages for participants and the project generates incentives for participation.
- As the workshop dates overlapped with vacation periods, it was necessary to hold more formats than primary intended. Despite the increased effort, it is crucial to be inclusive as possible, even if this entails face-to-face meetings with individual providers. This approach, however, is only suitable if there is only a small number of providers.

Enrolment

- It is crucial to send out meeting minutes shortly after the workshop. This will remind the participants of the agreed steps and enhances the possible enrolment.
- As enrolment to the platform was slow in Austria, reminders were necessary to retrieve letters of intent. Despite an email reminder, an additional phone call will be necessary as encouragement and proper follow-up.
- In the phone calls, we will work more closely with the advantages that the platform will provide to service providers. Generating an incentive for them for participating through joint value creating may further enhance enrolment.
- Investing resources in this enrolment process is deemed crucial as it will contribute to the development of trust and the establishment of a strong network and, subsequently, a well-working community of practice.

Overall findings

- The prior definition of the stakeholder engagement process enhanced the experience of engagement throughout the project and provided a solid framework for application.
- We found that it was no particular challenge to reach broad stakeholder participation in the workshops, despite the lack of prior knowledge of the platform. However, keeping the stakeholders engaged and reaching enrolment requires a proper strategy and resources to follow up with participants.
- Generating a shared understanding, developing joint values, and conjointly working towards the improvement of a product with only few participants and then fanning-out to others and progressing into the sense-making process was found to be particularly valuable.
- Trust takes time to develop. Investing time in follow-ups and face-to-face discussions enables even further snowballing effects of the network.
- Despite different approaches in both participating countries, the project participants gained extensive knowledge from each other and the exchange was fruitful on all levels.

Our propositions for stakeholder involvement

- Follow the process closely and adapt it to your needs
- Involve stakeholders early in the process (identify needs and problems)
- Define the values of the product you want to generate and communicate them
- Identify the advantages for participation of crucial stakeholders
- Build mutual trust through key aspects such as inclusiveness, openness, and transparency
- Make use of participants interested in the platform to snowball the product and the network
- Provide meeting minutes in time and be available for feedback
- Follow-up with participants, even if it takes time
- Make use of different formats to cater to the needs of different stakeholders

6 Literature

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8 Annexes

All annexes outlined below are externally attached to this deliverable.

Annex I Del. 2.3 SimpliCITY: Meeting minutes of workshops conducted in the city of Uppsala

Annex II. Del. 2.3 SimpliCITY: Meeting minutes of all workshops conducted in the city of Salzburg

Annex III Del. 2.3 SimpliCITY: Letter of intent – City of Salzburg

Annex IV Del. 2.3 SimpliCITY: Fact sheet