Small Communities: Big Ideas

CIVITAS Forum - Session C3:

Delivering mobility innovation through organisational culture change,

creativity and collaboration

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Generating innovation through collective intelligence, crowdsourcing and co-creation

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Evaluation of existing innovation

- Portfolio of PT innovations

- Portfolio of innovations coming from other domains

Shaping future innovation

- CIPTEC's crowdsourcing platform & process workflow

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CIPTEC 'Public Transport Innovation Toolbox'

Overall conclusions and remarks

Basic concepts

Innovation can be defined as 'the implementation of a new or significantly improved product, or process, a new marketing method, or a new organisational method in business practice, workplace organisation or external relations'. Innovation allows PT operators to be more competitive, cost efficient and user-centric, being adapted in the rapidly changing world.

'Crowdsourcing is the act of taking a job traditionally performed by a designated agent (usually an employee) and outsourcing it to an undefined, generally large group of people in the form of an open call' (Howe, 2008)

A group, in the right circumstances, can be smarter than its smartest member.

Enabling innovation in the Public Transport organisations

The adoption of appropriate innovations by Public Transport organisations may result in better services and in a more sustainable business. CIPTEC has reviewed and evaluated existing innovations but also generated new ideas by creating:

1. An **inventory of existing innovative ideas and systems,** by reviewing, apart from the public transport sector worldwide, other transport sectors as well as other business sectors. This process may enable the transfer of certain implementations, services, business models, concepts or ideas already applied successfully elsewhere to the PT organisation concerned.

2. An **inventory of new innovative ideas**, utilising **collective intelligence methods**, in particular crowdsourcing and co-creation approaches. "Collective intelligence" can generate innovation, encouraging the creative 'out of the box' thinking.
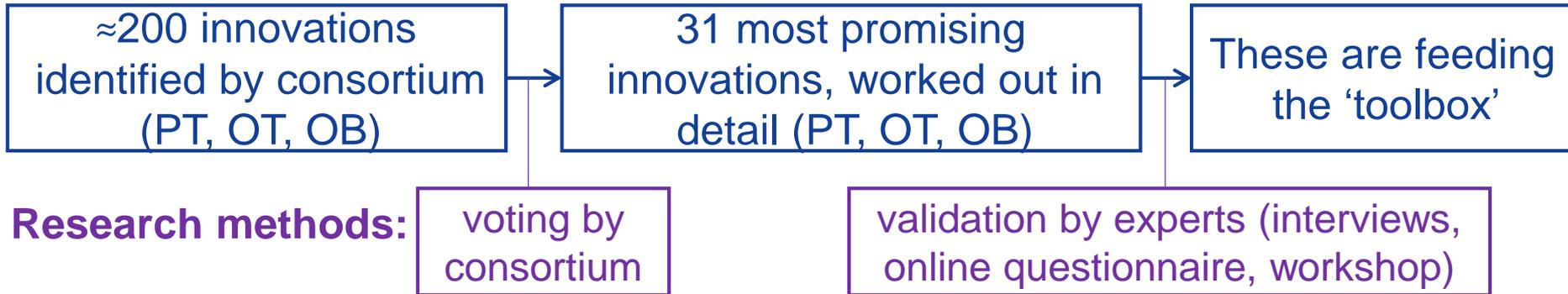
Identification of existing promising innovations & ranking

Methodological process:

From Sep. 2015 until June 2016

| ≈200 innovations identified by consortium (PT, OT, OB) | → | 31 most promising innovations, worked out in detail (PT, OT, OB) | → | These are feeding the 'toolbox' |

Research methods:

voting by consortium

validation by experts (interviews, online questionnaire, workshop)

For an innovation to succeed:
- ✓ PT of high quality and in large cities
- ✓ Innovation must make PT easier & more fun
- ✓ Barriers to overcome such as:
  - ▪ Distribution costs/benefits
  - ▪ Privacy and liability issues
  - ▪ Lack of continuity

Ranking criteria:
- ✓ Feasibility
- ✓ Transferability
- ✓ Correspondence to the PT users' needs
- ✓ Correspondence to the PT bodies' needs

Most Promising innovations:
1. Paperless Travel
2. Combined tickets
3. Mobility as a Service

CIPTEC Consortium, D2.2 *'Portfolio of public transport services and "products" targeted to the traditional and new customer base, incorporating field research results'*
CIPTEC Consortium, D2.3 *'Portfolio of existing innovative supply from other transport systems or/and business sectors, incorporating field research results'*
CIPTEC Consortium, D2.4 *'Workshop on existing innovative supply'*

Shaping future innovation: Collective intelligence in the frame of CIPTEC

In the case of CIPTEC, in four European urban areas – Thessaloniki, Frankfurt, Southern Tuscany and Rotterdam/The Hague – collective intelligence methods, were applied with the aim of fostering creativity and supporting the generation of innovative concepts for the public transport sector.
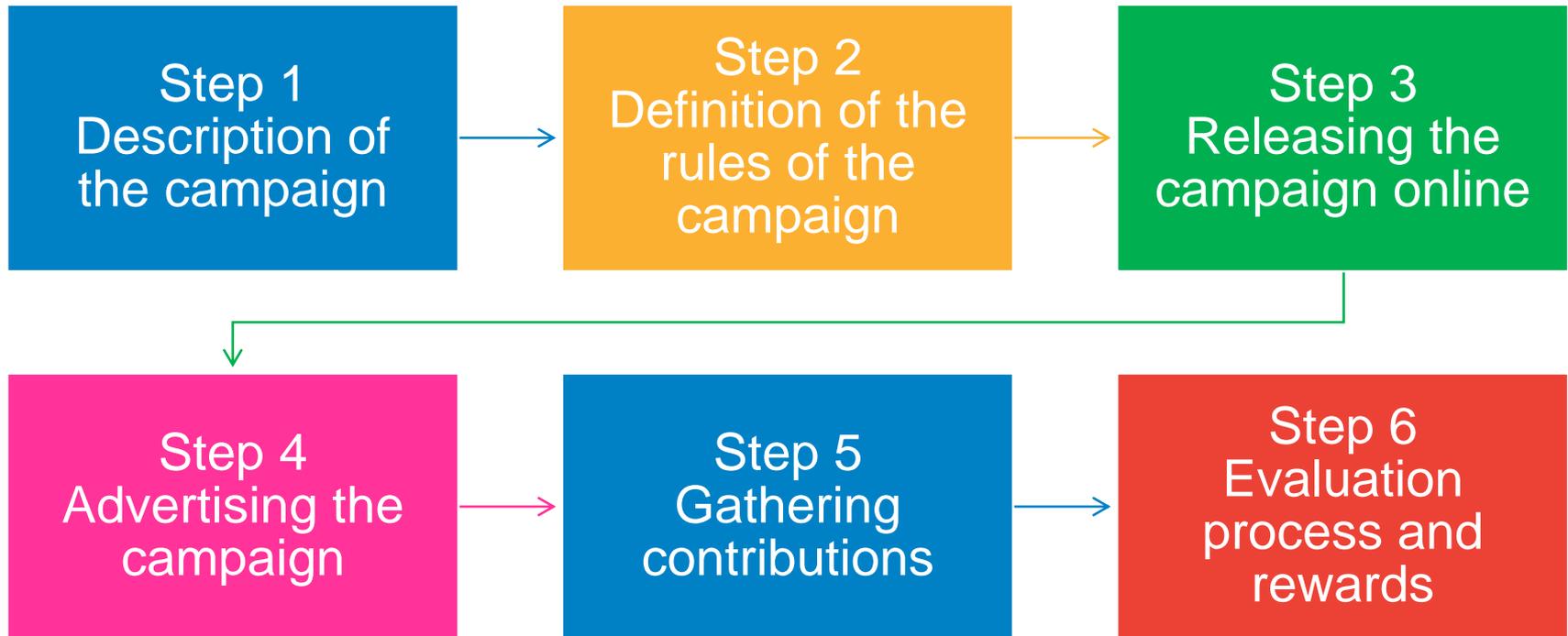
In particular:

- 5 Crowdsourcing campaigns (one local in each one of the aforementioned areas and one European-wide)
- Co-creation processes through 8 relevant workshops (two in each one of the aforementioned areas)

CIPTEC's crowdsourcing process workflow

In CIPTEC a six step workflow plan is used for the effective use of crowdsourcing.

Step 1 Description of the campaign	Step 2 Definition of the rules of the campaign	Step 3 Releasing the campaign online
Step 4 Advertising the campaign	Step 5 Gathering contributions	Step 6 Evaluation process and rewards

CIPTEC's crowdsourcing platform workflow

5 crowdsourcing campaigns/platforms:
- ✓ **486 ideas submitted (in total)**
- ✓ **2329 votes / 126 comments received (in total)**
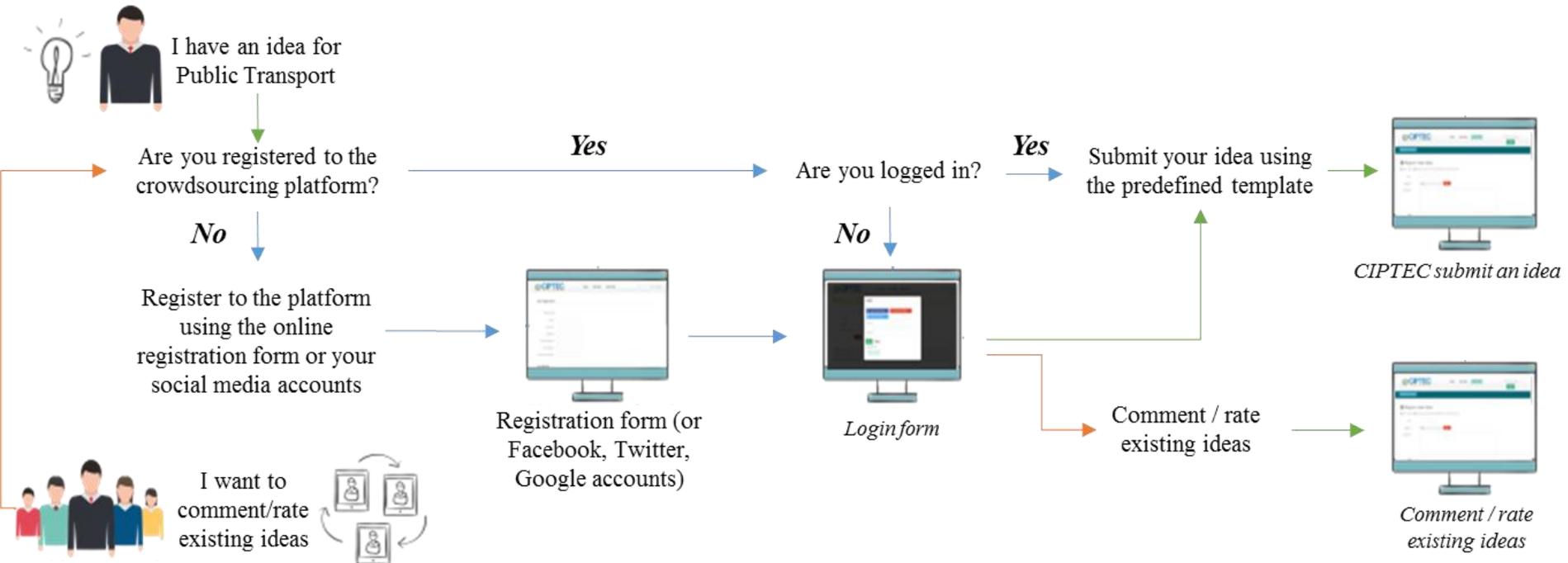
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Main conclusions derived from crowdsourcing campaigns

- Paying effort on **launching an appropriate campaign** for advertising crowdsourcing is of primary importance

- **Incentives provision** is also important

- **Commercial interest potential** may discourage certain people in providing details of their idea in an open crowdsourcing platform, but there are opportunities also for them because a prospective developer may ask their cooperation

- Crowdsourcing may result in **ideas that they may have no great commercial interest** for development, but they could increase user satisfaction. Here the role of the so-called **social entrepreneurs can be crucial**
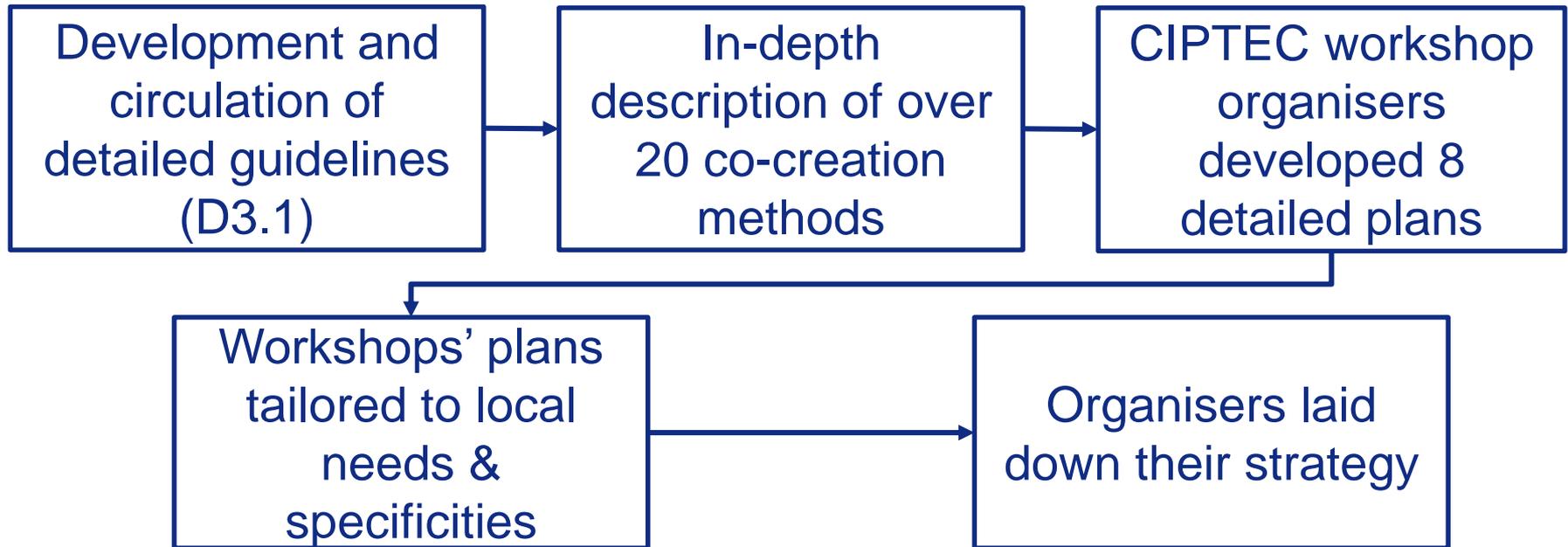
Main conclusions derived from crowdsourcing campaigns

- **PT community can cooperatively work** towards the identification and co-development of innovative PT concepts leveraging the 'intelligence' of the crowd

- The **integration of crowdsourcing approaches in the process** of developing solutions, services, systems and strategic plans in the field of PT **can help all relevant stakeholders**

Overview of the CIPTEC co-creation process

```
Development and          In-depth              CIPTEC workshop
circulation of     →     description of over  →    organisers
detailed guidelines      20 co-creation         developed 8
(D3.1)                   methods                detailed plans
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Workshops' plans
tailored to local    →    Organisers laid
needs &                   down their strategy
specificities
```

- Correspond to PT users' needs and major social and market trends.
- Promote concepts that are based on new technologies and business models.
- Bring together PT users & non-users with PTAs'/PTOs' representatives

- Scope & Objectives
- Moderator & Participants
- Structure
- Co-creation methods
- Evaluation criteria
- Venues
- Connection with crowdsourcing

Overview of the CIPTEC co-creation process

- Implementation of all eight co-creation workshops:
  - ✓ 2 in Thessaloniki, Greece (coordinated by AUTh)
  - ✓ 2 in Tuscany, Italy (coordinated by TIEMME)
  - ✓ 2 in Frankfurt, Germany (coordinated by traffiQ)
  - ✓ 2 in Rotterdam/The Hague, Netherlands (coordinated by MRDH)
- Application of various co-creation methodologies
- Inclusion of many different types of PT stakeholders (users, PTAs, PTOs, experts, IT providers, etc.) in the co-creation processes
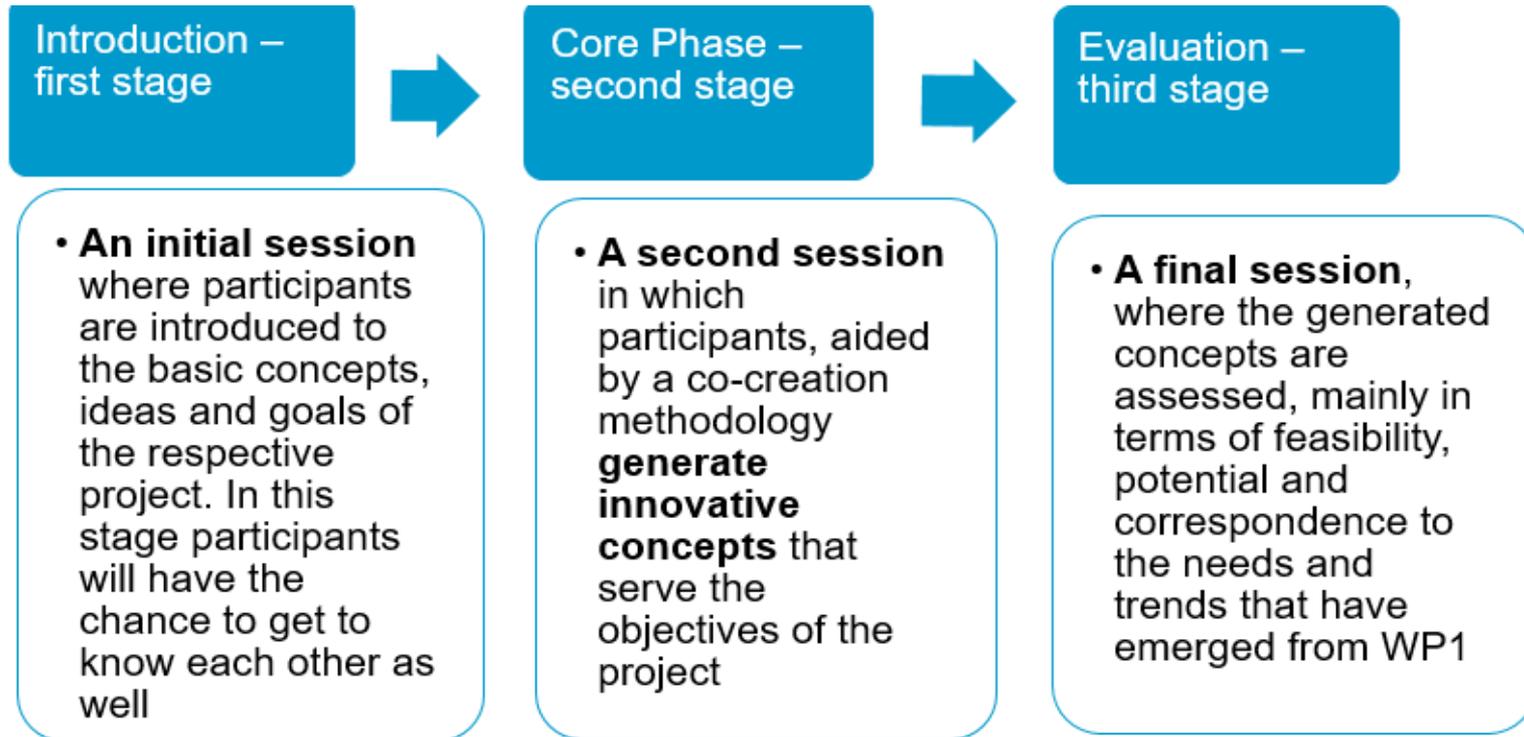- Identification of promising PT concepts

Overview of the CIPTEC co-creation process

Main objectives of the eight co-creation workshops

Co-creation Workshop (CW)	Objective
1st CW at Thessaloniki	The improvement of PT services within the city of Thessaloniki
2nd CW at Thessaloniki	The search of innovative ideas answering to some crucial market and societal trends as well as to some major PT challenges
1st CW at Southern Tuscany	The identification of the accessibility problems in several type of areas (tourist areas, city center, points of interest, peri – urban areas etc.) and the investigation of innovative solutions.
2nd CW at Southern Tuscany	The shift from problems' and needs' identified in the 1st workshop to further analysis and solutions investigation.
1st CW at Frankfurt	Building a common understanding for the creation of a single 'umbrella' PT brand concept replacing local and regional PT brands, as well as on identifying barriers and innovative solutions for its adoption.
2nd CW at Frankfurt	The identification of innovative concepts for PT, tailored to the local needs and specifications, by considering the portfolio of existing PT innovations (as they were reviewed in previous project's research activities) and the suggestions of the members of the Public Transport council.
1st CW at Rotterdam/The Hague	The generation of concrete and innovative ideas or concepts (services and products) that will enhance the quality, attractiveness, market share and experience of PT use within the region.
2nd CW at Rotterdam/The Hague	Elaboration of the results of the first event, by identifying related new innovative concepts that are in line with the scope of the first workshop's results.

Overview of the CIPTEC co-creation process

Introduction – first stage	Core Phase – second stage	Evaluation – third stage
• **An initial session** where participants are introduced to the basic concepts, ideas and goals of the respective project. In this stage participants will have the chance to get to know each other as well	• **A second session** in which participants, aided by a co-creation methodology **generate innovative concepts** that serve the objectives of the project	• **A final session**, where the generated concepts are assessed, mainly in terms of feasibility, potential and correspondence to the needs and trends that have emerged from WP1

- **Workshops aimed to offer more detailed and elaborated concepts than crowdsourcing.**
- **A total of 165 concepts came up. Organizers concluded on 17 innovative PT concepts.**

Overview of the CIPTEC co-creation process

Various co-creation methods were used, e.g.:
1. Brainstorming
2. World Café
3. Role playing
4. Conceptual mapping
5. Appreciative Inquiry
6. Problem Tree
7. Brand Constellation
8. Storytelling
9. Dilemma Thinking
10. Dot Voting
11. Two Dimension Axis

| Groups of Participants	No of Representatives
Citizens & Community Groups (current & prospective users)	81
Mobility providers & PT operators	61
Experts in the field of PT	49
Local authorities & transport policy makers	18
Total No of participants	209

Main conclusions derived by implementing co-creation

The co-creation workshops' approach seem to be suitable for **integration within PTAs'/PTOs' processes,** based on:

- ✓ the number & quality of co-created concepts that are in line with PT users' and authorities' needs and priorities as well as with major identified trends.

- ✓ the fact that citizens' and PTAs'/PTO's representatives have actively and effectively worked together.

- ✓ the high participants' satisfaction rates.
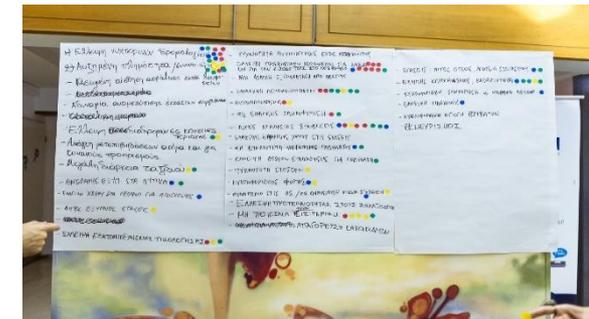
Main conclusions derived by implementing co-creation

- Organisers must engage in thorough participant selection and invitation processes.

- A diverse participants' mixture is one of the key success factors.

- Although some of the workshops' outputs might not be as innovative as expected, they have emerged based on the insights of the main local PT stakeholders ➡ increased potential for market uptake.
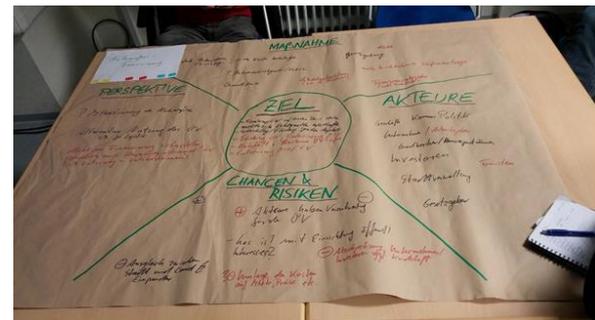
Main conclusions derived by implementing co-creation

- Workshops' plans must be flexible and allow for last minute adaptations

- Workshops must ensure interactivity among participants and allocate adequate time for their main co-creation sessions.

- It is useful to adapt workshops based on local specificities.

- Strengths and drawbacks of each one of the methods used, were highlighted.

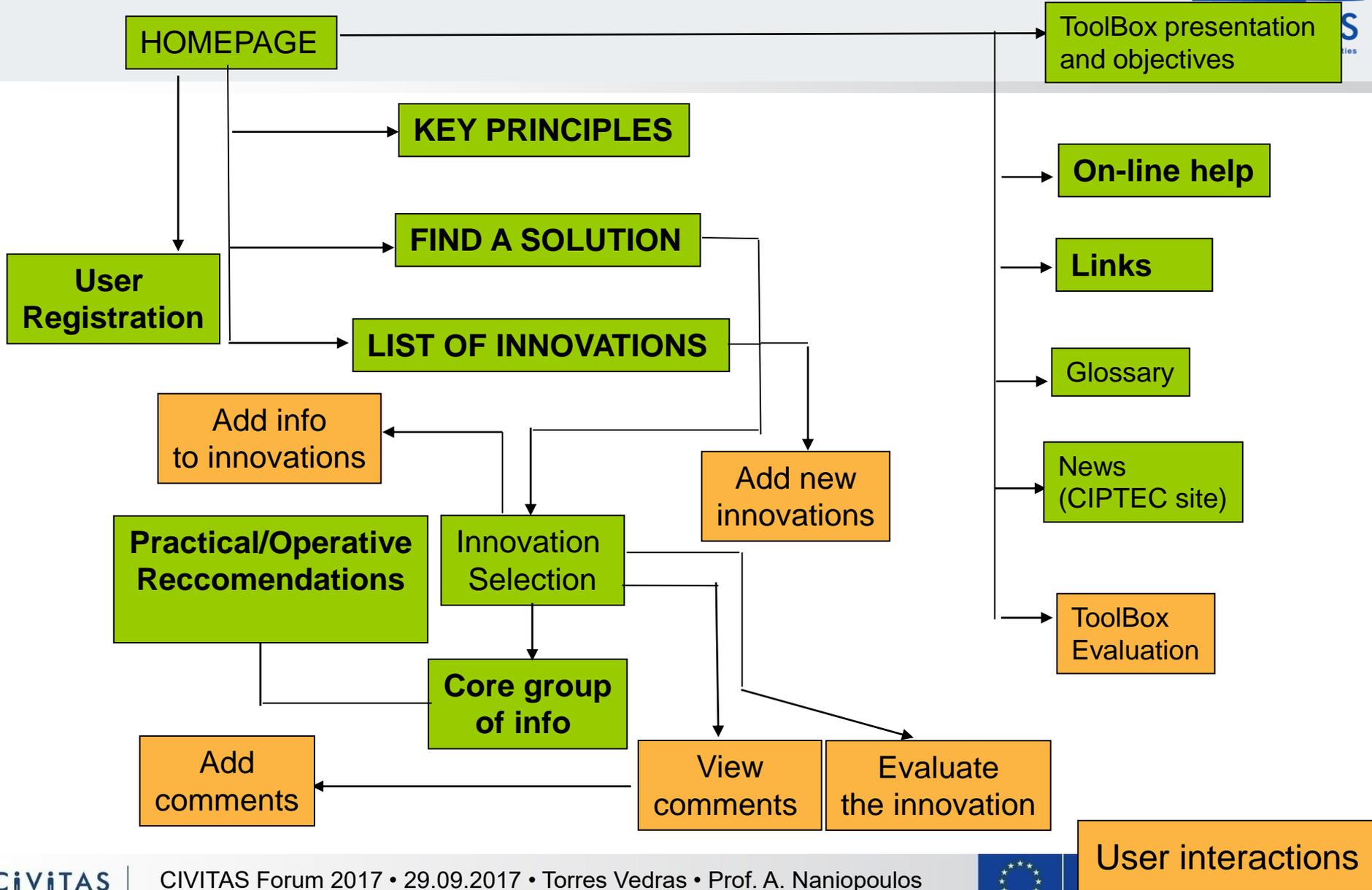# CIPTEC 'Public Transport Innovation' ToolBox: objectives

The CIPTEC toolbox for Public Transport Innovation aims in capturing the generated knowledge and provide advice on innovation introduction to PT stakeholders.

The CIPTEC Toolbox can be used by PT stakeholders to:

• *Improve the coordinated planning and introduction of the innovative measures and solutions.*

• *Select, implement, and assess innovative processes and measures* in urban PT.

• *Foster innovation culture.*

CIPTEC 'Public Transport Innovation' ToolBox: the online functionalities

HOMEPAGE

ToolBox presentation and objectives

KEY PRINCIPLES

On-line help

FIND A SOLUTION

Links

User Registration

LIST OF INNOVATIONS

Glossary

Add info to innovations

Add new innovations

News (CIPTEC site)

Practical/Operative Reccomendations

Innovation Selection

ToolBox Evaluation

Core group of info

Add comments

View comments

Evaluate the innovation

User interactions

Overall conclusions and remarks

- The collective intelligence methods applied, i.e. crowdsourcing platforms and co-creation workshops have **produced results**.

- The **utilisation of results is open to PT stakeholders** since all CIPTEC Del's are open.

- During next steps of the project, **actions are foreseen to involve 'social entrepreneurs'** in utilising-developing innovations for PT.

- **The tools used** i.e. the crowdsourcing platforms and the methods applied – experiences derived from co-creation workshops **will be made available to PT stakeholders,** thus facilitating their in-house application.

- **Involving actively citizens in Innovations creations is very important following the societal demand: 'for us with us'.**

Future CIPTEC events

- 14-15 Dec. 2017: two-days workshops on 'social innovation and public transport' at Thessaloniki

- 24 Apr. 2018: CIPTEC final conference at Brussels

Thank you!

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Open questions

1. Are you interested for innovation? How do you promote it within your organisation?

2. Would you be willing to adopt and use the approaches described?

3. What would be your main concerns or limitations? How could CIPTEC help you to overcome them?