

Driving the Application of Digital Solutions in Urban Areas

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Author(s):	Cristina Murillo and Jon Miltxelena
Participants(s):	DSPV, AAL, GAIA, SKC
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Abstract:

This document introduces a monitoring scoreboard with the key performance indicators of the project and the impact obtained in the first year of the project. It will allow to establish the way-to-go of the last 12 months of the project. The necessary changes will need to be carried out in order to reach the objectives of the ET4S project.

Keyword list:

Internationalization, Evaluation, Targeted Countries, Impact, Monitoring, Strategy, Key Performance Indicators, Communication Channels, Messages, Target Groups, Social Networks, Bridgehead partners, ECCP, collaboration...

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1 Executive Summary

The deliverable D.5.3 “Impact Monitoring Scoreboard” is a public report delivered in the context of the Work Package 5: “Communication” of the **European Technologies for Sustainability (ET4S)** project as a result of the Task 5.3: Learning and Monitoring. This deliverable is a document supporting the update of the website, where the information about the Indicator will be published, together with the link to this document.

The aim of this deliverable is to evaluate the current performance of the project and how the achievement of the results is being performed. With this information it will be possible to improve some fields in order to achieve the expected results.

As this task is performed within the Work Package 5: Communication, it will follow the following objectives and the impact of the activities must help to:

- Set up an effective and successful bilateral communication tools for stakeholder groups
- Set up a common communication strategy and development and printing of required materials
- Organize specific activities to create more visibility and recognition for the partnership
- Disseminate information about the project, the network and the outcomes to target audience
- Use of effective marketing channels for all stakeholders to get informed about the results of the actions as well as to contribute with added value inputs.
- Effectively support all the activities of the project in order to maximize the impact of all the actions

The main purpose of this work package is to positively contribute to the impact of each action with effective marketing and communication activities.



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2 Introduction

The European Commission granted the SmartCityTech with a new ESCP-4i project in order to perform the internationalization activities of the partnership. The **European Technologies for Sustainability (ET4S)** is being carried out by five current members of SmartCityTech.

This partnership has its origins in previous projects funded by the EU. Firstly, four clusters (DSVP, GAIA, BrainsBusiness and BICCnet) carried out the project called CLINES, Regions of Knowledge (Cluster Based Innovation Through Embedded Systems Technology, applied to Smart Cities, 2013-2016, <http://www.clines-project.eu/>). The main result of the **CLINES** project was a Joint Action Plan (JAP) for future activities to drive economic development in the field of Embedded Systems for Smart Cities. One of these intended activities was the creation of the SmartCityTech partnership, a meta-cluster with a strong international focus. Then, during 2018 and 2019 years, a strand 2 project called **European SmartCityTech Goes Global** was implemented, establishing relationship with two main target markets, Singapore and USA.

This **ET4S** project is being implemented by a new and dedicated consortium consisting out of core SmartCityTech partners and recently new **SmartCityTech** Partners. It will elaborate on lessons learned from previous projects, builds on the experience, expertise and stakeholder network of the different SmartCityTech partners and will embed the results of the project into the operational activities of the SmartCityTech partnership as a whole.

By following this approach the eT4S consortium:

1. aims to involve as much EU stakeholders into its internationalization activities (eg. The existing SmartCityTech partnership represent more than 3000 stakeholders)
2. creates the long term time horizon which is needed for impactful internationalization towards other continents.

During the project the impact of the different actions are measured and summarized in this impact monitoring scoreboard, linking them to the cooperation goals of the partnership. This scoreboard will allow to evaluate the effectiveness of actions and will allow for further optimizing the SmartCityTech strategy and related actions.



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3 Objectives

The **SmartCityTech** partnership aims at increasing the competitiveness of EU companies by supporting the development of smart systems enabled solutions for urban areas through the implementation of a joint cooperation agenda. This cooperation agenda consists out of 6 action lines:

- Action 1: Develop a joint vision on smart systems for urban areas which will lead to concentrating available resources on those activities which can create the most impact for urban areas.
- Action 2: Building a vibrant and global ecosystem of companies, policy makers, academia, investors and citizens ready to engage for joint projects.
- Action 3: Developing global innovation capacities which allows for efficient development of new smart systems solutions for urban areas.
- Action 4: Stimulating active collaboration between stakeholders on concrete projects leading to added value for all ecosystem stakeholders involved.
- Action 5: Mobilizing funding, either public or private money, as key resource to drive SmartCityTech projects forward.
- **Action 6: Going beyond Europe and collaborate on opportunities on other continents.**

The **ET4S** project will implement the **SmartCityTech** internationalization strategy (action 6 of the SmartCityTech cooperation agenda) The consortium is elaborating on existing contacts in New York City, Philadelphia and Boston (North America) and in Singapore (Asean/Asia).

Starting from those ‘beachhead’ contacts new regions in North America (focus on Canada) and Asean/Asia (focus on Hong Kong, Taiwan and China) are being explored. Actions implemented during this project will aim at realizing 4 objectives:

1. Increase the likelihood of impactful internationalization

From previous internationalization actions the SmartCityTech partnership learned that ‘readiness for internationalization is a key success factor to build international collaboration. Many questions have to be answered before a company is ready to embark into an international business adventure.

2. Development of viable cooperation and business agreements:

The major objective of the eT4S project is to establish cooperation between EU stakeholders and stakeholders of the target regions. eT4S aims at collaboration between stakeholders in a broad sense, eg. business to business, business to academia, academia to academia, cluster to cluster, etc. eT4S distinguishes between:

- a. Cooperation Agreements which are set up between the eT4S consortium and clusterlike organisations in the target regions. Those cooperation agreements are key to the implementation of the beachhead internationalization strategy which has been developed by the SmartCityTech partnership and which will be further implemented through the eT4S project.
- b. Business Agreements which are set up between EU stakeholders and stakeholders in the target region. Those business agreements are the ultimate goal of the activities of the eT4S consortium.

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3. Obtain international visibility and recognition

From previous internationalization actions the consortium learned that a coordinated effort towards target regions positively influences the impact as:

- a. A coordinated pan-European initiative supported by the EC creates more trust amongst stakeholders in the target regions. Trust which is needed to open doors and initiate talks.
- b. Allows for sharing experiences and stakeholders contacts which increases efficiency and effectiveness of internationalization actions.

A prerequisite for coordination of action towards the target regions is that the eT4S project as part of the SmartCityTech partnership obtains international visibility and recognition amongst EU stakeholders and stakeholders in target regions.

4. Prepare for sustainability

The eT4S project will be run within the context of the SmartCityTech partnership. This partnership will offer the framework for sustainability of the results of the eT4S project. Successful services will be continued in this partnership and will be supported by the full partnership.



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4 Key Performance Indicators

There are eight main Key Performance Indicators identified by the European Commission which the partnership is pursuing to achieve

#1 Cluster Benefited

It refers to the number of cluster organizations and business networks from different COSME participating countries having benefited from supported actions:

Target established for the action	12	Achieved	23
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Which are:

- ET4S project partners:
 - DSPValley
 - GAIA
 - Aalborg Komune
 - Sofia Knowledge City
 - Digital Knowledge Observatory
- Other SmartCityTech members not project partners
 - TICE.PT
 - SCC Cluster
 - ZD.B
 - Digital Lead
 - Danish Sound Network
 - AMEC
- Techbridge project partners (MOU signed):
 - WaterAlliance
 - Lombardy Energy Cleantech Cluster
 - Susatunnable Business Hub
 - Avaesen
 - CLEAN
- Other clusters member of different business networks and partnership in which project partners are participating and inform about project opportunities:
 - Silicon Saxony
 - MIDAS
 - Minalogic
 - Silicon Alps
 - MESAP
 - High Tech NL
 - Pole SCS



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#2 Cooperation Agreements

This KPI is referred to the number of partnership agreements resulting from the supported actions.

Target established for the action	2	Achieved	0
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*In this KPI we still did not sign any MoU yet with business network even if we have had narrow relationship with some of them. In Singapore, we have a cooperation plan and agenda with the relevant local partner IPI (a strong industry association in Singapore). In Hong Kong we have advanced talks with the Hong Kong Science and Technology Park to sign an MoU as we are cooperating to establish closer relationship. Same situation is with ITRI in Taiwan. In relation to the USA, there are some institutions we are working with for this purpose: NECEC, NYSERDA, Smart Cities Council,

These contacts have advanced but of course there are relevant stakeholders in those target markets which we can also check the interest to close collaborations and MoUs with them.

#3 Business Agreements

This KPI is referring to the number of business agreements resulting from the supported actions.

Target established for the action	4	Achieved	0
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In the case of the COSME programme, the business agreements are, in principle, between SMEs in COSME countries and international SMEs in third countries, as a result of the ET4S activities.

There are still no concrete collaborations established between EU SMEs and companies from the third markets. The hope of the partnership is to obtain more results during the second year of the project, but this one is challenging.

#4 Events

This KPI is referring the number of events (workshops/matchmaking/events/working group meetings) organized.

Target established for the action	16	Achieved	13
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During the first year of the project, some events have been organized by SCT partners and in collaboration with third market partners and other stakeholders. More concrete details about these collaborations are the following:



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- Working group and C2C meetings:
 - o Meeting with EU-Techbridge and SCT in order to align towards the USA and Canada
 - o Meetings with LA stakeholders to co-organize the mission of WP3 (ICN, Clean for EU Techbridge, Energy Cluster Denmark, North Denmark Chamber of Commerce, Axel, Innovation Center in Silicon Valley)
 - o Meetings with NY-Philadelphia stakeholders to organize the mission of WP3 (ET4S, ICN, Techbridge, Trade Council of Denmark in NY, Energy Cluster Denmark)
 - o Meetings with Canadian stakeholders to organization of activities towards this country (ET4S, ICN, Clean, Energy Cluster Denmark, Embassy of Canada in Denmark, Arctic Consensus)
 - o Working meeting with Invest Hong Kong and ET4S project partners in order to establish first contacts and start organizing future actions
 - o Working meeting with IPI and ET4S project partners in order to explore future activities towards this third market
 - o Working meeting with ITRI (Taiwan) and ET4S project partners in order to establish first contacts, reinforce those which already where happening and start organizing future actions
 - o C2C between Ecolabs, ET4S and Danish Trade Council in Singapore
- Events (webinars):
 - o Enter the dragon. Conquering the Asian Markets via the HKSTP ([link](#))
 - o The SmartCityTech partnership: digital smart solutions for urban areas ([link](#))
 - o Webinar: Doing Business with Canada - Opportunities and Relations ([link](#))
 - o Energy & Water Opportunities in LA: Hyperion 2035 Challenges (together with EU Techbridge) ([link](#))
 - o Webinars co-organized for the LA mission ([link](#))



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#5 Matchmakings

This figure is representing the number of cluster and business matchmaking meetings supported

Target established for the action	160	Achieved	84
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During the first year of the project, basically some C2B meetings have occurred due to the webinars and some working groups organized. Due to the Coronavirus, mainly some preparatory events have been organized and some webinars have been performed. During the second year of the project more matchmaking oriented events will be organized in both online and presential (in mission) ways. Therefore there will be more B2B contacts. The meetings supported until now have been.

- C2B
 - o Enter the dragon (Hong Kong): C2B meetings having about 8 C2B interactions
 - o Meeting with LA stakeholders with 9 C2B interactions
 - o Meeting with Canadian stakeholders with 8 C2B interactions

- C2C
 - o Working groups towards Canada, New York-Philadelphia and LA with about 21 individual meetings and connections between stakeholders
 - o Working groups towards Taiwan, Hong-Kong and Singapore with about individual 18 meetings.
 - o Other individual meetings with third market stakeholders performed by different ET4S project partners (not group meetings). About 20 meetings

#6 SMEs benefitted

This KPI is referring to the number of SMEs having directly or indirectly benefitted from the supported actions, resulting in cooperation projects.

Target established for the action	75	Achieved	71
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During the first year of the project, mainly online activities have been organized as indicated above, due to the pandemic situation. Most of the SMEs which have been benefitted from our actions where by participating in these events and receiving information from our project activities. The number of directly involved are expected to be during the second year of the project and with the organization of the business missions to third countries. The activities involving directly SMEs have been:

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Event Organized by ET4S project	Nº of SMEs
Enter the dragon webinar attended	26
Attendants to LA webinars	20
Business in Canada	12
Energy & Water opportunities in LA	13

#7 Economic Impact

This means the increase in the percentage of the turnover from international activities, and employment in Europe, of the SMEs having benefited directly and indirectly from the supported actions, as measured through a survey by the end of the action

Target established for the action	5%	Achieved	-
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This KPI will be measured at the end of the project as mentioned.

#8 Cluster Cooperation projects

This KPI refers to the Impact of the supported actions in terms of number of resulting cooperation projects between international cluster and business network partners (optional for Strand 1).

cluster and business network partners

Target established for the action	2	Achieved	0
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Impact of the supported actions in terms of number of resulting international cluster projects between international cluster and business network partners

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5 KPI Summary

This is the summary in a table of the KPI from September 2020 to August 2021:

Nº	Title	Brief description	Target	Achieved
KPI_1	Cluster Benefited	Number of cluster organizations and business networks from different COSME participating countries having benefited from supported actions	12	25
KPI_2	Cooperation Agreements	Number of partnership agreements resulting from the supported actions	2	0
KPI_3	Business Agreements	This KPI is referring to the number of business agreements resulting from the supported actions	4	0
KPI_4	Events	Number of events (workshops/matchmaking/events/working group meetings) organized.	16	13
KPI_5	Matchmaking	Number of cluster and business matchmaking meetings supported	160	84
KPI_6	SMEs Benefited	Number of SMEs having directly or indirectly benefited from the supported actions, resulting in cooperation projects	75	71
KPI_7	Economic Impact	Increase in the percentage of the turnover from international activities, and employment in Europe, of the SMEs having benefited directly and indirectly from the supported actions, as measured through a survey by the end of the action	5%	-
KPI_8	Cluster Cooperation Projects	Impact of the supported actions in terms of number of resulting cooperation projects between international cluster and business network partners (optional for Strand 1)	2	0

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6 Conclusions

This deliverable shows a first overview of the project results achieved during the first year of the project and it will help the project team to adapt and perform different activities to obtain the desired business relationships between European companies and stakeholders from the third countries.

Project started in September 2020 in the middle of the COVID-19 pandemic with an increasing number of uncertainties due to the virus and its consequences. At the time that the proposal was written and Key Performance Indicators were set up, there was no the exceptional environment that we are currently living, therefore some of the project indicators seemed challenging when the project started as life changed for everybody in very few weeks and there were hard reactions from the project target stakeholders, specially the cluster member companies.

Firstly, companies started to quit internationalization objectives from their priorities as they needed all resources in order to face the crisis generated at that time and in the months that were coming and ensure their survival in the difficult situation. It made difficult to obtain the interest of companies in project activities.

Another barrier was that most of the countries had implemented travel restrictions which did not allow foreigners to enter their borders, specially those coming from other countries which of course made it difficult to foster interactions between stakeholders from Europe and third markets. In turn, this resulted in a proliferation of digital activities, with lots of companies and actors organizing digital events trying to adapt their activities from the physical interaction to the digital world. This was an opportunity but also a threat for the project. We organized several digital activities in order to reach some companies addressing third markets without the need of travelling but it also happened that during the first pandemic year, the number of digital events, webinars, matchmakings and these kind of activities became a bit excessive, as everybody started to invite everybody to their own events resulting on an overload of people's agendas making it difficult to engage companies to our organized activities. We needed to ensure that the events organized within the ET4S project adds really a value to the companies.

Last but not least, it is the difficulties to build trust among stakeholders from different countries. When talking about international cooperations and closing the relationship with companies from other countries, the main first step is to build Trust with the potential customers, collaborators or suppliers. In order to achieve this needed trust, it requires a very big effort, including number of interactions and normally, a very long period of time. Therefore, from the first contact making to a final agreement between companies or other stakeholders, may require several months of even years. Of course the COVID-19 has also hindered this aspect which in turn, makes it very challenging to obtain some of the project KPI-s.

With this environment that has diffculted the performance of an internationalization project, the team has followed a project plan which postponing some activities, using digital solutions and other kind of adaptations has pursued the obtention of the project results as were established at the beginning of the project. Having a look to the overall results obtained during the first year, there are some of the indicators which are on track and which we expect that there will be no problems to fulfill them like the clusters benefited, events, matchmaking and SMEs benefitted. During the second year of the project, there will be



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more meetings organized and in addition there is an intention of organizing physical missions which will help to increase those figures and helping to obtain the expected results.

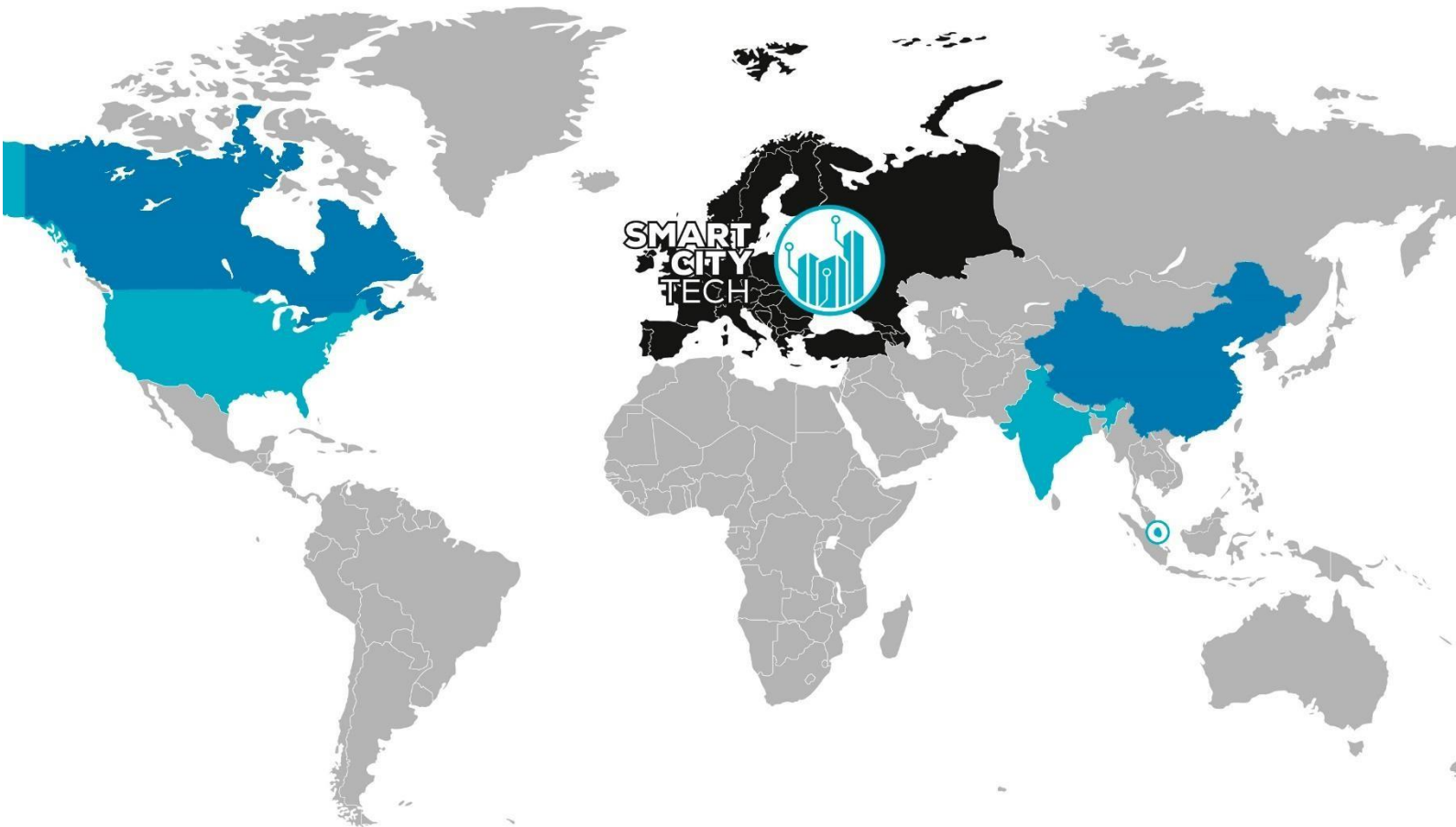
In case of the C2C agreements, there are still not concreted results, but the conversations with potential stakeholders from target regions are ongoing, therefore the project teams is optimistic to close these collaborations and obtain the expected MoUs with the different target markets.

Lastly, there are some KPI-s which will be very challenging, specially due to the pandemic situation mentioned previously and the barriers that it has created. Specially the economic impact and the B2B agreements will be the most challenging ones as these will be very difficult to obtain such concrete agreements during the project lifecycle.

Despite all the difficulties being faced by **ET4S** project partners, we will seek the fulfillment of the project results and the achievement of the established Key Performance Indicators taking the required measures. The second year of the project will be more active beforehand, specially due to the physical missions that will be organized (if everything goes well). The pandemic is improving currently but of course it is necessary to be cautious, as there are lot of uncertainties concerning the virus and the new strains.



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