

## COVER PAGE

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## EXPLOITATION STRATEGY - DELIVERABLE D 6.1

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<b>Authors:</b>	Henriette Thuen (DI)
<b>Reviewers:</b>	BXH (Coordinator) Torben Klitgaard, Aase Højlund Nielsen and AAU (WP3 Leader) Olivia Thomassen Harre, Hans Jørgen Andersen
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0.4	20.03.2023	Peer review	BXH and AAU
0.5	31.03.2023	Final version (submitted)	BXH

## ABBREVIATIONS AND ACRONYMS

DLH	Digital Learning Hub
EC	European Commission
ERG	External relations group
GA	General agreement
HE	Horizon Europe
ICH	Irresistible Cities Hub
IPSF	International Platform on Sustainable Finance
MoU	Memorandum of Understanding
NGO	Non governmental organization
PM	Project Manager
USP	Unique selling point
WP	Work package



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## 1. INTRODUCTION

This report presents Deliverable 6.1, Exploitation Strategy. It seeks to guarantee and expand the impact of the project's results and outcome, through defining the activities to be initiated ensuring efficient exploitation during and beyond the project. The strategy has been prepared during the first six months of the project period to benefit from the involvement of the DESIRE consortium in identifying stakeholders and approaches that will support the long-term ambitions of the project.

Having the mission of '100 climate neutral and smart cities by 2030' as the core of our attention, the DESIRE project is committed to support the cities appointed by the EC in the 5 host countries of the DESIRE sites.

### 1.1. Objective of the Exploitation Strategy

The objective of the DESIRE exploitation strategy is to develop a strategic framework and plan that support the preparation of the extension of the project into a full-scale project and which allows for applying the results in new and diverse contexts. The exploitation strategy will reflect sound analysis of target groups, potential users, and channels. Furthermore, proposals for how to mitigate risks and challenges will be provided.

### 1.2. Structure of the report

This report contains different elements that are considered important to outline the framing of the exploitation strategy and plan. Chapter 2 presents the context that the exploitation strategy and plan will be unfolded within. By context we understand (I) the DESIRE project, including the results, (II) the ecosystem which includes stakeholders beyond those involved in DESIRE and (III) what goes beyond DESIRE. Chapter 3 presents the strategic framework for exploitation (scaling-up, scaling-out and scaling deep) while Chapter 4 outlines the plan and recommendation for actions to implement the strategic framework with clear references to well-defined target groups. Chapter 5 defines the connection between the Exploitation Strategy and the Financial Plan (D6.2) while Chapter 6 concludes by outlining an approach toward revisioning the exploitation strategy.

### 1.3. Definition of concepts: Scale-up, scale-out and scale-deep

The Exploitation Strategy applies the following key concepts that set the framework for implementation of the objectives. The concepts are defined here – for the outline of their application, see section 3.3.1.

*Scaling-up:* The action of increasing the relevance or importance of the DESIRE results by up-taking the results directly for those involved at the different sites.

*Scaling-out:* The action of increasing the number and types of recipients finding the DESIRE results relevant and replicable in their specific contexts.



*Scaling-deep*: The action of changing the deeper values, cultural beliefs, meanings and practices of people, and the qualities of their relationships, to bring about change.<sup>1</sup>

Exploitation strategies are frameworks to support utilisation of outputs developed during the project's lifespan to generate value to society (interest to e.g cities, and academia) as well as the market (interest to business) also beyond the project. In the DESIRE project it's our ambition to replicate and scale to the widest group of recipients possible. Therefore, we aim to scale-up making use of the outputs in its' original context, providing the tools for replication and adaptation in novel context when scaling-out. Finally, we wish to take advantage of our findings for long-lasting behavioral transformation among cities, citizens, and organisations by scaling deep.

## 2. CONTEXT

### 2.1. The DESIRE project

Designing the Irresistible Circular Society (DESIRE) aims to create an alternative way forward for the built environment supporting the EU's mission of delivering '100 climate-neutral and smart cities by 2030'.

Departing from architecture, design, and art we are creating an open learning environment with principles, methods, and guidelines to support us in designing the irresistible circular society. We will present a DESIRE lighthouse demonstrator, built on insights and learnings from on-site demonstration activities taking place on sites in Denmark, Italy, Latvia, Slovenia, and The Netherlands, encompassing various themes (see 2.1.2). By this, we will set the foundation for a school of thought and practice, and establish a scaling framework for widespread learning across the EU utilizing digital infrastructure, stakeholder involvement and empowerment across a partner community of European cities, youth organizations, NGOs, academia etc. Our demonstration sites form the core of DESIRE.

#### 2.1.1. Overall objectives of DESIRE

Through-out the project we use our portfolio of territorial sites for experimentation and on-site demonstrations, that aim at making the vision of an irresistible circular society concrete, turning it into tangible and intangible results and harnessing knowledge and learnings over the lifespan of the project. We seek to:

- Create a learning environment with identifiable values, principles and approaches enabling and emerging learning community for aesthetic, inclusive and sustainable urban transformation.
- Deliver a DESIRE light house demonstrator for local impact to manifest the NEB values through learning from the 8 sites, representing multiple themes, geographies, and context.

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<sup>1</sup> <https://mars-solutions-lab.gitbook.io/living-guide-to-social-innovation-labs/doing/scaling/scaling-up-out-deep>  
[accessed 15 March 2023]



- Build a scaling framework for new EU-wide value through a co-created platform and digital infrastructure for long-term triple bottom line<sup>2</sup> shared value creation, stakeholder involvement and empowerment across an international partner community of innovative cities and their citizens as well and other stakeholders, catalyzing additional funding for full-scale implementation of solution.

To achieve this the exploitation strategy also include a pathway for exploitation.

### 2.1.2. Themes

The results, the related learnings, and compiled knowledge to be exploited will reflect the three themes we have identified through a feasibility study compiled as a response to the NEB initiative being

- Reconciling cities with nature. We seek to design livable habitats and functional ecosystems from multispecies perspective, while rebalancing land use to accommodate resource generation and biodiversity from local to a global scale.
- Creating social and inclusive housing. We focus on social innovation, inclusion and “the power of we”. In cities all over Europe, buildings from 60s and 70s need renovation. They represent an opportunity to transform social housing through democratic and inclusive processes while seeking to identify the values that make a circular society irresistible.
- Transforming through symbiotic relationship focusing on recycling and renovation of buildings and dwellings. Large industrial ecosystems with a systemic and symbiotic approach to resource loops and waste management can inspire urban development relating to constructing new buildings and rethinking urban landscapes in cities.

### 2.1.3. Outputs applicable for scaling

This section presents an overview of DESIRE outputs (Table 1) and the potential application coupled to anticipated stakeholders and main target groups. The identification of target groups was done by performing a stakeholder mapping involving the entire consortium (see fig. 1.0 in section 2.2.1 and Annex 1) at the kick-off meeting in November 2022.

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<sup>2</sup> Long-term triple bottom line theory recognizes the connection between environmental health, social well-being and the organization’s financial success and resilience.



Table 1: Overview of outputs for exploitation:

	How it can be used	Target groups
<b>DESIRE Manifesto (M4)</b>	<p>The manifesto will serve as the steering axis throughout the project and ensure that the commonly shared focus is maintained across the consortium partners.</p> <p>It serves as inspiration and an invitation for others to join our movement, working actively to achieve the irresistible circular society.</p>	Sites, municipalities, community groups, companies and others with an interest in city planning, the New European Bauhaus and behavioral change.
<b>DESIRE Set of principles and transformation questions (M6)</b>	<p>The principles are what concretizes and operationalizes the paths that must be explored to achieve the desired transformation towards irresistibility of cities into climate-neutral and smart places based on sustainability, inclusion, and aesthetics.</p> <p>The transformation questions are questions, approaches and methodologies that will transform the principles into concrete and feasible practices for on-site application.</p>	Sites, municipalities, community groups, institutions, companies and more.
<b>Toolkit for transforming principles into practice (M22 – prototype M12)</b>	<p>The Toolkit is what collects and formalizes the learnings achieved throughout the project. It is a replicable set of models, tools, methods, and guidelines that can help our ecosystem and other members of the movement to embark on this transformation process themselves.</p>	Sites, municipalities, community groups, institutions, companies and more.
<b>Site experience and future plans (M20)</b>	<p>Gathering and disseminating experiences and learnings from the experiments that will take place on sites over the two iterations planned in the project. Learning from experimenting with and relating to the design principles, which is concretized in examples and experiences from sites. Focusing on how these have influenced their planning and transformation processes.</p>	The main target group would be city makers, city planners and future policy makers.





<p><b>Narratives of irresistible circular futures (M21)</b></p>	<p>A report which will summarize and collect the work from on-site demonstrations, aiming to inform the public about what has happened on the various sites and how. It will unfold how activities and processes on sites relate to the design principles and how sites have worked with them. The report will describe the processes used in the project and the learning outcomes and opportunities that have been created on sites and across.</p>	<p>Relevant target groups include both politicians, planners and public officials who are embarking on similar sustainable transformations. In addition, scientific articles from the project will broaden the target group to also address researchers and educational institutions.</p>
<p><b>DESIRE learning and assessment framework (M6)</b></p>	<p>The assessment framework will define a methodology and a set of tools that can be used to assess the transformations and capture the learnings that occur in city making processes that aim at regenerating urban areas adopting principles inspired by the NEB. It will combine three learning mechanisms:</p> <ul style="list-style-type: none"> <li>● Learning by doing</li> <li>● Reflective learning</li> <li>● Learning by interacting</li> </ul> <p>In this perspective, the learning and assessment framework is meant to maximize the co-creation and diffusion of knowledge. It will be tested in DESIRE and will remain as a legacy, ready to be customized and adopted beyond the project.</p>	<p>City makers (practitioners, consultants, NGOs, community groups, dwellers, stakeholders, etc.), municipalities and other institutions, developers and other private companies, researchers, and scientific communities.</p>
<p><b>DESIRE innovation biographies (case studies) (M24)</b></p>	<p>DESIRE innovation biographies are case studies that describe the experimentations conducted in the local sites. Their key objectives are to diffuse the knowledge produced by the project, and to narrate the transformations that can lead to an irresistible circular society. Innovation biographies will adopt a methodology designed to study the time-space dynamics of knowledge and ways of knowledge integration within innovation processes. They will describe the results of the experimentations conducted in different contexts and give the possibility to compare</p>	<p>City makers (practitioners, consultants, NGOs, community groups, dwellers, stakeholders, etc.), municipalities and other institutions, developers and other private companies, researchers, and scientific community.</p>



	them, drawing broader conclusions and learnings that can be diffused and scaled.	
<b>Digital Learning Hub (DLH) (M24)</b>	The DLH provides the platform for generating interest among external stakeholders to connect with DESIRE partners in future actions and create exciting references to be used in future project proposals.	Professionals, policy makers and teachers.
<b>Digital engagement tool (M12)</b>	On a local level the engagement tool can create increased awareness and understanding of the DESIRE ambitions, it can amplify local voices ensuring empowerment and provide a structure for engagement, synergizing with local priorities. It might increase awareness and understanding of the pilot sites for both project partners as well as inspiring others in the EU and beyond of novel and inspirational engagement models and ways to inform and to be informed during local planning/development.	DESIRE site stakeholders and other community groups, citizens institutions (e.g., schools), companies, authorities (e.g., municipalities).
<b>White paper on 'New NEB economy' (M24 – draft M9)</b>	A thought-provoking paper setting off discussions, seminars, panels, and high-level political debates on how to design our 'next generation' economic models. The white paper offsets discussions and prototypes a new economic thinking acknowledging the new realities of a future that is simultaneously dematerializing, a future which is near zero waste, a future which is able to share finite critical resources, a future which is building an structurally regenerative bio-base, a future which is able to open up new super low impact mineral resources (surgical mining etc.), and a future which is simultaneously automating and driving toward a new care economy.	A wide network of stakeholders across the EU such as MEPs and national politicians, investors, pension funds, economic scientists, business leaders and citizens.

Furthermore, we might see other outputs of the experimentation in DESIRE's demonstration sites which of obvious reason is impossible to identify at the current stage.



## 2.2. Ecosystem

### 2.2.1. Stakeholder mapping and target groups

It has already been identified that the core raison d'être for DESIRE is targeted to address the “100 climate neutral and smart cities by 2030” and other cities committed to seek climate neutrality however, not restricted hereto. During the kick-off meeting in M2 in Copenhagen a workshop was held to identify possible stakeholders (being professionals, academia, and the project partners) (See fig. 4.0 + fig 5.0 in annex 1). Based on an analysis of the identified stakeholders combined with the EU mission that DESIRE supports we have grouped the stakeholders in 4 target groups being:

- Demand side (e.g. cities)
- Supply side (e.g. businesses)
- Academia
- DESIRE beneficiaries as part of “other”

Furthermore, finance was also seen as an important target group, but will be dealt with as part of D6.2 Financial Plan.

The target groups ‘cities, local authorities, etc. (demand)’, ‘professionals (supply)’, and ‘academia’, are unfolded in Chapter 4 and will guide the structure of the exploitation plan and the action points. Furthermore, a special paragraph regards DESIRE beneficiaries.

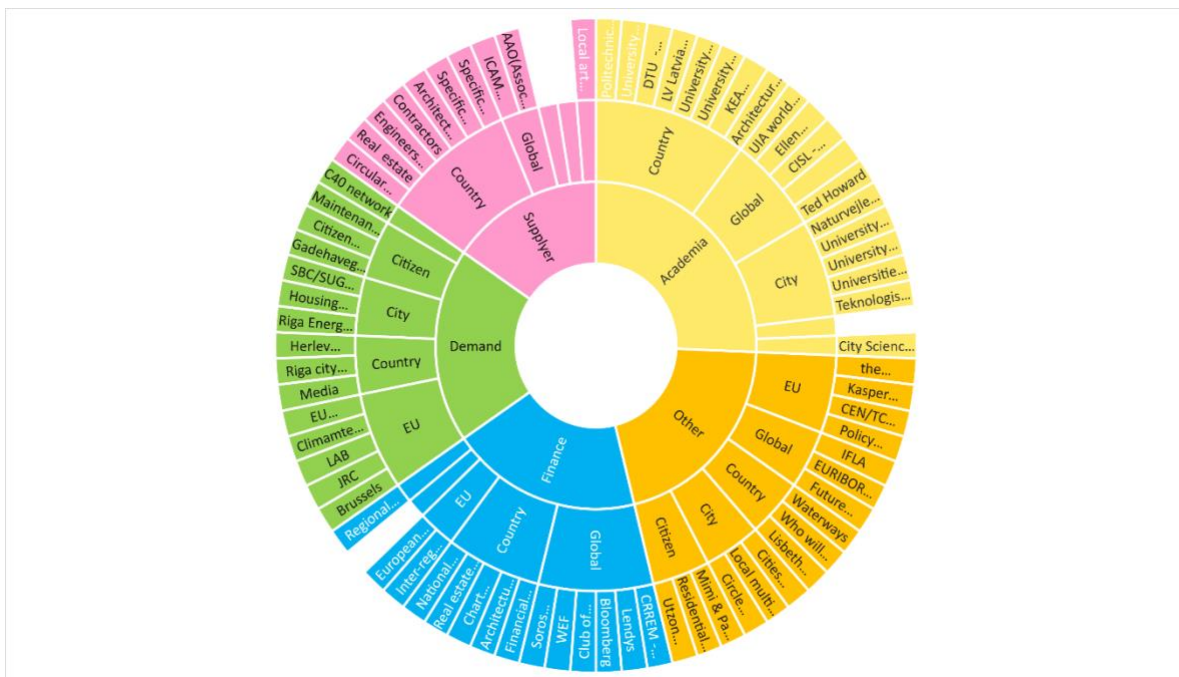


Fig. 1: Stakeholder mapping 1st priority

## 2.3. Timing

The DESIRE project has a project lifespan of 2 years, so to pave the way for an efficient and effective exploitation strategy we have decided to formulate the strategy and plan for scale-



up, scale-out, and scale-deep at a rather early or immature state of the project fully aware, that we don't know the details of the expected outputs yet. To mitigate risks relating to unforeseen obstacles to exploitation, we have planned for spending time at each partner meeting to discuss e.g., updates on results and outputs, and sharing best practice for scaling among partners and beyond. Combined with the work of External Relations Group (ERG) (see section 3.1.1) to oversee progress, we anticipate a high degree of exploitation of results.

### **2.3.1. Beyond DESIRE**

In chapter 4 we describe an action plan with action points for each target groups to provide scaling of the DESIRE outputs during the projects' lifespan coupled with recommendations to ensure exploitation after the project is terminated. The continued involvement of the DESIRE beneficiaries on issues of importance to exploitation will form an important foundation for the exploitation that reaches beyond DESIRE. Detailed planning and definition of milestones on this part will be unfolded throughout the project period and linked to the execution of the action plan (Chapter 4).

### **2.3.2. Supporting the full-scale implementation**

At each of the 8 sites we test, learn, and explore different aspects related to our 3 themes (section 2.1.2). To transfer the outputs and learning from the sites into a community of learning via the Digital Learning Hub (DLH), territorial transformation, and new value creation at EU scale we will use the strategy of scale-up, scale-out, and scale-deep also beyond the project.

The full-scale implementation of the outputs and learnings will be supported mainly through the Financial Plan (D6.2), which forms a key element in the exploitation that reaches beyond DESIRE. How the Financial Plan is embedded in the Exploitation Strategy is described in Chapter 5.

## **3. STRATEGY**

### **3.1. Governance and organization**

The overall responsibility for the exploitation strategy, exploitation plan as well as financial plan lies with WP6 Leader DI. In our endeavors to have a positive and widespread impact on primarily cities and those stakeholders adjacent our approach is a shared responsibility and understanding of scaling-up, scaling-out, and scaling-deep, referring to the definitions in section 1.3. The organization for this is sketched below.

#### **3.1.1. ERG and involvement of partners**

The External Relations Group (ERG) is part of DESIREs governance structure with the main purpose to ensure alignment across the consortium for all external relations, including



conversations with the NEB Team, with other NEB partnerships, with relevant media and press, etc. Partners to join the ERG have been appointed at the start-up of the project – responsibility lies with the WP leader of WP6, supported by the PM.

During the stakeholder mapping session at the kick-off meeting, we identified and discussed the main target groups for DESIRE. This has guided the composition of the ERG. We will use the ERG to help pave the way for the full exploitation of DESIRE outcomes beyond September 2024.

### 3.1.2. Partner meeting

The ERG will play a distinct role in overseeing continued development in the exploitation strategy, while promoting that plans are followed or adjusted according to the best interest of the project. The ERG led by the WP6 leader will engage all partners at partner meetings in continued focus on exploitation.

At each partner meeting we will set time aside to implement and revise the exploitation strategy, and we will explore pre-defined topics. At the partners' meeting in Milan M18 a guide will be developed in a co-creation session for all partners where the main goals are:

- Identify and discuss the most promising outcomes and formulate hypotheses related to potential business models
- Formulate the Unique Selling Point (USP) for each output depending on the target group
- Reach common understanding among partners on the exploitation actions and initiatives to be taken to ensure impact following the end of the project by each partner.

Different themes reflecting the development of the project will guide the discussions:

- Introducing ERG's composition and obligations (M8 Amsterdam)
- Present and co-design the Memorandum of Understanding (MoU) (M13 Riga)
- Develop the user's-guide on outputs. USP in relation to different target groups which partners can use in scale-out and scale-deep (M18 Milan)
- Financial plan and full-scale implementation of DESIRE (M24 Copenhagen)

### 3.1.3 Organization

Each member of the ERG has been appointed due to his/her central role in relation to identified target groups. The members will have the responsibility of coordinating among peers in the project, as shown below.

Indy Johar/DML coordinate with BXH



Arnita Verza/RCC coordinate with Cita di Torino<sup>3</sup>  
Martin Brynskov/DTU coordinate with AAU, POLIMI, KADK  
Julie Quottrup Silbermann /FC coordinate with NXT  
Torben Klitgaard/BXH coordinate with DDC, DAC,  
Henriette Thuen/DI coordinate with CER, DanskeArk

### 3.1.4 Responsibilities/activities

Within the ERG it will be decided on how to facilitate the on-going dialogue with the other DESIRE partners to cultivate scale-up, scale-out, and scale-deep. It could be through a guide or questionnaire covering topics such as:

- Follow-up if outreach has been made to the most important stakeholders identified for each target group
- Discuss if the most relevant outputs, which have been defined, are still the most relevant for the different stakeholders
- Overlook if the identified channels are used and discuss alternatives if impact is presumed to be insufficient
- Follow-up on the advised actions to be taken to ensure exploitation after the end of the DESIRE project.
- Support the development of the Financial Plan (D6.2)

Furthermore, a particular attention to the EU outreach to the NEB team, other NEB partnerships and other relevant EU contacts will be discussed on a frequent basis.

### 3.2. Methods

This exploitation strategy and plan are the results of a co-creating process. The method has been chosen to activate all DESIRE partners, to make use of the collective knowledge and the force of the diversity 24 partners offer, hereby aiming at long-term impact of the project.

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<sup>3</sup> Furthermore, through The Beach we have a close co-operation with the City of Amsterdam represented by Jan Jacob Sikkema



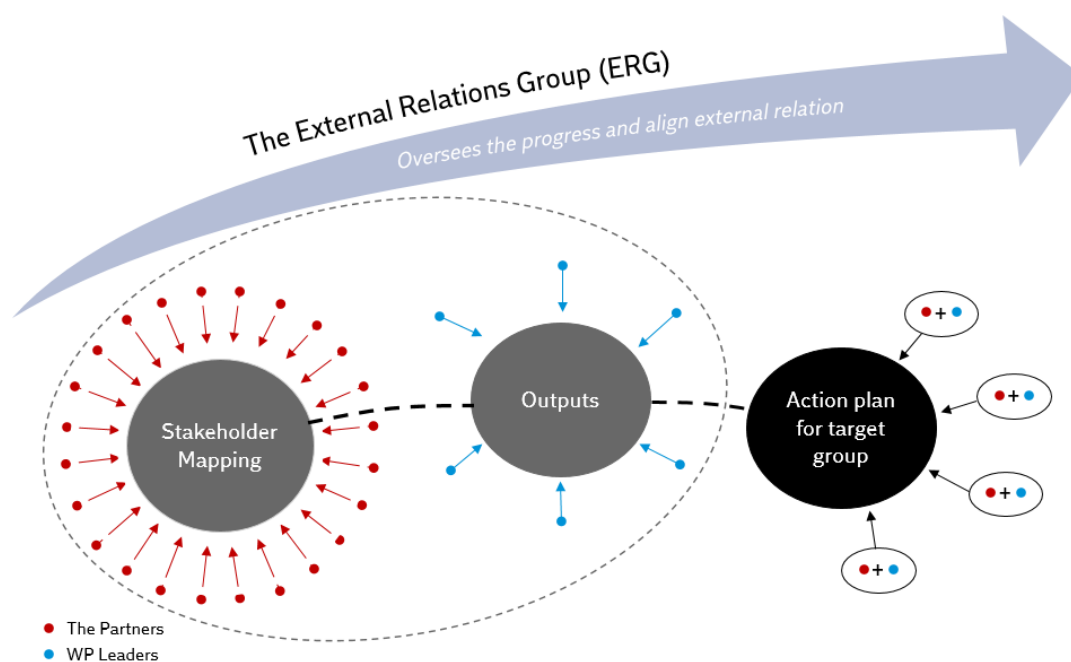


Fig.2: Overview of the co-creation process

### 3.2.1. Co-creation

We initiated the process at the kick-off meeting in Copenhagen in M2, where all partners joined a workshop on stakeholder mapping (an overview presented in annex 1). This was followed by gathering the overview of outputs with contribution from all WP-leaders. Based on the identified 4 most relevant target groups each target group had a team of two partners (lead and wing) responsible for the core content of each chapter with a pre-defined structure by the WP6-leader.

The work of the exploitation strategy and financial plan in WP6 is closely linked to the WP5 on dissemination and outreach, why the WP-leaders of both WPs meet bi-weekly to coordinate.

### 3.3. Scaling frameworks

#### 3.3.1. Scaling strategies

Scaling-up, scaling-out and scaling-deep (see section 1.3. for a definition) are key elements in the overall scaling strategy which frames the different activities in the action plan (Chapter 4). In addition to this, DESIRE operates with two scaling frameworks that each relate to one of the three scaling strategies. The scaling frameworks are briefly presented here.





### 3.3.2. Irresistible Cities Hub

To facilitate scaling deep we did a qualitative market analysis which was carried out among the local governmental entities in Amsterdam, Riga and Turin, delivering a clear result being a profound need for exchange of best practice among the cities. This is why we will investigate the possibility of establishing a network carrying the work title “Irresistible Cities Hub (ICH)”. Within the next year and before the milestone of “MoUs with 24 cities” (M17) we will develop the idea of the ICH and define the scope for it. What has already been discussed is a hub for dispersing knowledge and case studies of how to overcome challenges that cities face with implementing changes towards an irresistible society, as well as best practice on how to implement DESIRE and showcase the transformation in the involved cities.

### 3.3.3. Digital Learning Hub (D5.2)

For the duration of the project, all beneficiaries will be able to share findings and learnings in a dedicated, accessible-to-all online platform. In doing so the beneficiaries will test features and collect feedback on preferred uses of the tools that would possibly be included in the Digital Learning Hub (DLH).

In addition to documenting activities, the DLH facilitates "peer learning" during the project. Based on the success of these activities, different exploitation routes will be explored and discussed in ad-hoc meetings to sustain the legacy of the knowledge created and the legacy of DLH.

In the longer perspective and beyond DESIRE, the DLH is intended to become the focal point for expanding, extending, and exploiting learnings, insight and tangible results based on the DESIRE activities. A prerequisite to the fulfillment of this ambition is the identification of and access to resources, primarily financial, that ensures this ambition. Efforts on achieving this will be done in collaboration with WP5.

## 4. ACTION PLAN WITH ACTION POINTS

The following presents potential points of action relating to the different identified target groups. The action plan needs to be further developed, involving the beneficiaries and the members of the ERG. For each target group, we will define key stakeholders, couple relevant outputs, highlight possible channels, and anticipate possible risks.

### 4.1. Cities, local authorities etc. (demand side)

#### 4.1.1. Identifying the most relevant stakeholders

Every city is organized differently, why an analysis of governance and impact for the city ought to be made prior to scaling. However, for each city at least three levels should be part of the analysis, here exemplified by Riga.

City governance: Identify the city council, e.g., the mayor, chairman, committees, and





members and establish who decide on the important topics and has the most influence on what will have financial backing.

Administration: Departments and agencies of municipalities involved in the built environment. Works on all levels of city making – from development plans and strategies to procurements of built environment projects, management, and citizen involvement.

**Case: Riga**

*Administration:* Applicable institutions for built environment in Riga are the Property Department, the Department of Housing and Environment, the City Development Department etc.

Citizens: Associations of citizens with a vast impact on city planning. The most active part of citizens is already mobilized for action and therefore easiest to connect and involve with.

**Case: Riga**

*Citizens:* In Riga there are 50 neighborhoods and almost all of them have at least one association. We will identify and interact with those most relevant for the DESIRE project.

#### 4.1.2. Establishing the most relevant outputs

Basically all outputs are considered relevant for the cities, however, the relevance varies if the public entity is of strategic or operational nature.

In general, it's fair to say that the 'DESIRE manifesto' (D2.1) provides an inspirational framework that encourages cities for bolder initiatives towards a united goal. Useful for politicians in their communication, also for municipalities to incorporate in development plans and strategies.

The 'DESIRE Principles' and 'DESIRE Toolkit' (D2.3 and D2.4) can inspire how to turn goals into everyday operation of cities' fragmented management of the built environment and how to improve quality of processes and interdepartmental cooperation.

The 'DESIRE site experiences and future plans' (D3.2) can work as an example and guidelines of better processes and cooperation along with the 'Narratives of irresistible circular futures' (D3.3), which supports the implementation of sustainable changes based on case studies.

The DESIRE learning and assessment framework (D4.1) is an important platform to acquire necessary knowledge for implementing change on municipal level. While the Digital Learning Hub is relevant when public entities want to foster interest and participation for different stakeholders.

#### 4.1.3. Deciding on the most relevant channels for scaling

We will interact with other initiatives using existing global platforms for city mobilization towards a united goal to scale out to the widest audience possible. The two most relevant



initiatives at European level would be CrAFt cities and NetZeroCities. Other interesting partners to work with would be Global Covenant of Mayors for climate & energy, C40 network of mayors, Alliance of European Mayors, Eurocities and ICLEI.

#### **4.1.4. Recommendation to ensure exploitation after the end of the DESIRE project**

In accordance with the GA a Memorandum of Understanding could form an agreement on practical actions towards united goals for an irresistible future.

Furthermore, during the project the possibility to create a network aimed at different target groups to share knowledge and learnings on how to implement NEB on different levels, will be investigated. It might result in establishing a cities' forum dedicated to irresistible cities.

Finally, it might be relevant as a supplement to the outputs to develop specific guidelines for implementing principles, using our toolkit to implement irresistibility on different municipality levels.

#### **4.1.5. Identifying potential challenges and risks and how to mitigate these**

Difficult decision-making processes may well occur when developing public places and urban spaces due to large number of stakeholders involved. Below is listed some of the potential challenges and risk and proposals on how to mitigate these.

##### **Different goals**

Stakeholders might have different agendas. If the project lack communication as well as coordination, there is potential risk that the exploitation will fail.

This could be mitigated by finding common understanding of goal(s) and deciding on common grounds for the process. Hopefully, the DESIRE principles and the tools related hereto might curb the risk, but also theory of design governance could be of inspiration<sup>4</sup>.

##### **Lack of knowledge about NEB values and DESIRE principles**

It could be foreseen that there is a lack of knowledge about NEB values and DESIRE principles and their possible impact implementation, due to the rather immature state of both.

To mitigate this, DESIRE partners should share and promote the DESIRE principles and other outputs from the project e.g., by engaging stakeholders such as city planners, building contractors and developers through the Irresistible Cities Hub (ICH).

##### **Procurement**

There might occur challenges when implementing DESIRE principles in procurement procedures as the EU procurement law may be seen as somewhat inflexible.

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<sup>4</sup> E.g. Matthew Carmona: "Public places, urban spaces. The dimension of design", N.Y., Routledge 2021



To mitigate this, it could be relevant to share faced obstacles with the NEB Lab community to find better solutions and cover legislation changes needed to move towards irresistibility.

### **Distrust between citizens and authorities**

For municipalities to involve citizens meaningfully, mistrust might be an obstacle. Previous policies or public initiatives might have led to mistrust between citizens and public authority, which even if the mistrust is not even remotely related to urban development, can be a barrier for a fruitful corporation.

Finding innovative ways of citizen involvement, tangible ways of involvement of all partners as well as opportunities of giving feedback could be ways of mitigating this. In the NEB Compass (annex 2) there are suggestions of design for participatory processes that might be helpful.

## **4.2. Professionals (supply side)**

It's important that companies and professionals can deliver what is requested by the cities and other clients of the built environment. Each country is organized differently, and the supplier might differ depending on the task, and the well-defined roles in the value chain is shifting, why an analysis of relevant suppliers and impact for the task ought to be made prior to scaling. However, there are some main characteristics for the built environment.

### **4.2.1. Identifying the most relevant stakeholders**

Architects, urban planners, and landscape architects with their interest in processes and context defined solutions make them a key target group for DESIRE. Moreover, architects play a significant role in future urban development through their awareness towards trends and innovation within the built environment. Finally, architects place themselves in the intersection between art, creativity, and tech/construction.

Another important group is engineers or building contractors responsible for the different contracts and arrangements that are needed to build or renovate successfully. Their market specific knowledge and knowledge about innovative and new approaches are important for the overall project agenda access to renovation and building sites.

Construction companies and those with a specific aim for circularity may be regarded as motivated for identifying new approaches and tools that support circularity.

Finally manufacturing companies with a clear and stated sustainability agenda would be relevant.

### **4.2.2. Establishing the most relevant outputs**

The main output relevant is the DLH, where there is access to the 'Narratives of irresistible circular cities' (D3.3). Combined with the 'DESIRE Principles' and 'DESIRE Toolkit' (D2.3 and D2.4) which aims at inspiring ways to think and act differently about our built environment and



living spaces, mixed with concrete tools on how to do it at a practical level, will provide a great foundation for the future work among the 'supply' actors.

#### **4.2.3. Deciding on the most relevant channels for scaling**

Knowledge and information will be disseminated by WP5, nevertheless, for the supply side it could be relevant to facilitate training and share best practice among the companies to ensure scale-up and scale-out. Within the consortium we have several organizations representing the supply-side such as BXH, CER, DanskeArk, and DI, with whom we will investigate possibilities to develop and provide actual training.

The CrAFt project which has a role of coordinating across the NEB lighthouse demonstrator projects could provide the scale-out forum for exchange with other entities representing the supply side, which could be offered as e.g. participation in training or opportunities to share best practise. Cooperation with EEN, BusinessEurope, FIEC, and ActiveHouse to mention a few will be explored during the DESIRE project.

#### **4.2.4. Recommendation to ensure exploitation after the end of the DESIRE project**

The WP6 will investigate the possibility of concluding agreements with sector organizations for their continued work with the DESIRE approach hopefully ensuring scaling deep.

It would also be relevant for WP5 and WP6 to examine the possibility of inaugurating "the DESIRE Award for Professionals". An award might be a possible initiative based on a 'community of practice' for professionals much in line with the "Irresistible Cities Hub" supporting cities.

#### **4.2.5. Identifying potential challenges and risks and how to mitigate these**

Professionals rely on reliable cost-benefit analyses of their activities. If the impact assessment of the DESIRE principles and toolkits as well as the learning opportunities proves insufficient or without the clarity that stakeholders expect, their interest and exploitation of the DESIRE outputs will be jeopardized. Possible mitigation measures could be ongoing dialogues with the different sectors or the defined companies to ensure a persistent and clear understanding of the context they operate within, their perspectives and specified needs.

Lack of financing might also occur as applying new tools or approaches include a willingness to take risks. Venture capital mitigates this risk, and therefore, lack of venture capital may jeopardize the willingness to get involved in the approaches that DESIRE offers. The white paper on a new NEB Economy Model, which is one of the DESIRE outputs might provide alternative ways forward for the cost assessment, and therefore an alternative to existing assessment procedures that may support alternative financing sources.

### **4.3. Academia**

Exploitation is a different concept when it comes to academia than other more practical or commercial domains. However, academia is still embedded in a practice and has high potential for using the outputs of the DESIRE project to exploit directly, and to deliver impact



for societal good. We will work especially with the academic partners in DESIRE – AAU, DTU, KADK and POLIMI – to ensure exploitation of the results, and strategies of the institutions beyond the project itself to reach out to their Mode A, B and C partner networks (see below).

While “Academia” is normally restricted to institutions based on research and formal higher (tertiary) education in universities, DESIRE takes a broader view on learning and capacity building, which also then includes interactions with companies, the public sector and civil society.

Overall, as shown in Figure 1, we see three modes of academic practice, Modes A, B and C, where Mode A is the traditional academic research and education, Mode B adds innovation with businesses and the public sector, and Mode C adds strategic interaction with and contribution to society at large.

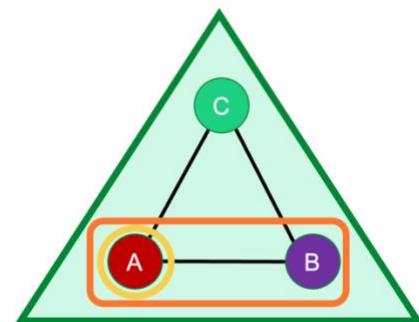


Fig. 3: Three modes of academic practice: Research and education (A), Innovation (B) and Interaction with society at large (C).

As such, these modes also cover what the innovation literature often calls the Quadruple Helix of collaboration.

To illustrate how the modes are applied in practice at a university, below are some short descriptions taken from the Technical University Denmark’s DTU Smart Communities Centre: *Research and education (A)* An open research platform as driving force for sustainable and smart transformation in the built environment. Aimed at enhancing digital literacy of researchers and students with new courses combing the physical built environment, the data generated there, and thinking with digital tools. While (B) is *Research-and-Education-based Innovation* is new technologies and solutions closely link to industry to support governments and citizens to speed up implementation and create significant societal impact. And finally (C) *Smart communities and society* for public-private joint efforts for sustainable and smart transformation in the built environment. Enhance digital literacy of civil servants and engineers. Based on this simple model, to ensure we have broad coverage, we describe a set of key stakeholders, outputs, channels, exploitation opportunities, and risks related to the DESIRE objectives. In addition to addressing the overall project level, we also give local examples, in this case from the Amsterdam site ecosystem.

#### 4.3.1. Identifying the most relevant stakeholders

As the most important DESIRE stakeholders from a broad academic perspective defined above in fig. 3 being research & education, innovation, and interaction with society at large, we have identified the following:

- Universities (and university colleges) who have already begun to work across disciplines to address the challenges that are core to NEB and have started formulating strategies towards a more mission-driven approach to contribute to addressing societal challenges.



- Companies who want to engage in strategic partnerships with those universities.
- Local governments who are actively pursuing a strategy of supporting and becoming part of such open innovation ecosystems, e.g by including certain parts of the physical planning.
- Local community groups working in a structured way to give voice to marginalized groups that are often overlooked in formal planning processes.

Here exemplified by Amsterdam:

**Case: Amsterdam - Stakeholders**

*Academia:*

- SPRONG: Research collaboration of the Amsterdam University of Applied Sciences, Rietveld Academy, InHolland, Amsterdam University of the Arts
- CTO, academia at the municipality
- Social Design and Architectural Studies: Studies specifically aiming at designing cities (with people)
- DDF: Design authority in The Netherlands
- Social Work Studies: Not only designers, people from social work also need to be informed about bottom-up

#### 4.3.2. Establishing the most relevant outputs

For universities the most relevant outputs are ‘DESIRE site experiences and future plans’ (D3.2) as well as ‘Narratives of irresistible circular futures’ (D3.3) showing examples of successful (and less successful) implementation of open innovation systems. Most outputs could either be used in curriculum or as actual methods used when teaching or for research purpose.

Furthermore, the ‘Learning and evaluation framework’ (D4.1) ought to help diffusing knowledge and maximize co-creation. The DLH is also expected to be beneficial, when looking for innovative projects of transformation.

#### 4.3.3. Deciding on the most relevant channels for scaling

The academic partners of the project must investigate various options to implement outputs and the overall outcomes of DESIRE in their work nationally and in a European frame. The ERG will act as catalyst and coordination forum hereof.

An obvious channel for dissemination and exploitation by sharing with peers through academic venues for publication, such as journal and conference papers, should certainly be prioritized, as this is the way most academics would search for and validate contributions in their field.

The academic partners of DESIRE will investigate the opportunity to establish DESIRE “summer schools” (any season) to inspire across disciplines among young academics, also including the local area and stakeholders where the event takes place. This could include work





sessions at the sites, visited by designers and architects, but also other inhabitants of the neighborhood, clerks, social organizations, and other people who are interested, creating an inclusive dialogue, resulting in an in-depth connection between academia and practice.

Finally, the concept of “residencies” where young and/or senior academics work (1-6 months) at a site to cross-fertilize ideas as well as doing field research is a very relevant channel, which should be explored as an opportunity for further scaling.

#### **4.3.4. Recommendation to ensure exploitation after the end of the DESIRE project**

The results should be anchored in the main strategic categories of academia (A, B and C), meaning that the formats of the deliverables should be usable directly in the channels mentioned above and thereby ensuring a strong connection to the practical partners and the practices. That’s where investments happen, and the academic work is brought closest to society and to the market.

DESIRE should try to influence (academic) discourse within the relevant fields, especially through contributions in relevant formats, especially for young academics.

One way is to work towards getting the theories/practices/tools into the curricula of the different studies and create shareable and usable tools, works and other outputs, so that people keep using them. It is important to keep the cost of maintenance low to avoid erosion of the legacy of DESIRE.

#### **4.3.5. Identifying potential challenges and risks and how to mitigation these**

The biggest challenge when addressing academia is that the baselines are usually very precise. On the other hand, critique lies at the heart of academia and academics, so if there’s a challenge or research question that DESIRE manages to formulate in a precise and relevant way, academia will surely be interested in picking it up. Through working with institutions that already work strategically to set up open innovation ecosystems and address modes A, B and C in concrete ways it should be possible to mitigate.

#### **4.4. DESIRE beneficiaries involved in exploitation**

The entire consortium behind DESIRE plays an important role in supporting the exploitation. They represent a diverse group, although the vast majority fall into - directly or indirectly - the target groups (demand, supply, and academia) covered in this chapter. As outlined above (Chapter 2), the relevance of the expected outputs of DESIRE differs among the beneficiaries due to the nature of each partner. Thus, we will develop a guide covering the unique selling points (USP) for each output for different target groups, such as cities, professionals and academia which will be useful for beneficiaries when scaling out. The preparatory work will be carried out by WP5, WP6 supported by Plus Value.



## 5. FINANCE

### 5.1. Financial plan (D6.2)

The financial plan forms a specific deliverable in DESIRE with a due date set by the end of the project (M24). The Project Coordinator (BXH) is responsible for the financial plan but as the preparation of it is directly connected with the plan for bringing the DESIRE outputs into a wider use, also beyond the project period, it is briefly explained here, and how it is linked with the direction and activities outlined in this strategy and plan for exploitation.

#### 5.1.1. Purpose and content of the Financial Plan

The financial plan will support the implementation of the exploitation strategy with the specific objective of preparing for an extensive and full-scale implementation of key elements of the DESIRE piloting project. It will address aspects that concern elements of affordability, differences in economic capability and access to financial resources in different parts of Europe. By this, it will adapt to different contexts: Geographical (regional, national and European), scope (challenges and needs for intervention and investment) and potential (level of transformation, business opportunities, innovation).

### 5.2. The connection between the Exploitation Strategy Plan and the Financial Plan

The definition and limitation of the financial plan will depend on the output of the experimentation and documentation phase (M7-M18) and the scale-out efforts that the Exploitation Strategy and Plan forms the background for. It means that the investigation of how the DESIRE outputs may be applied in different contexts that go beyond the pilot project will be followed by a continuous focus on potential financial sources and opportunities. More specifically it will involve elements like the following (examples of interventions where the financial plan feeds on the exploitation strategy):

- Mapping of relevant financial sources following the initial mapping of external stakeholders that was done as part of developing the exploitation strategy
- Scale-out strategy building on contacts established through the implementation of the exploitation strategy
- Assessment of the identified financial streams through knowledge and experience of those stakeholders addressed through outreach activities
- Identification of alternative approaches to financing activities through a White Paper on a New NEB Economy which will outline a new and different thinking about economic aspects of New European Bauhaus – the New NEB Economy will be developed as part of activities relating to WP6 Exploitation and influence the development of the financial plan

At a practical level, the ERG will form the main framework for dialogues on financing and create input for the development of the financial plan.





## 6. CONCLUDING REMARKS

### 6.1. Sum-up

The inclusive approach that has been used to develop this Exploitation Strategy allowed for a detailed overview of the most evident exploitation potentials of the outputs and results delivered by DESIRE, as well as identifying the most relevant target groups, and provide plans for how outputs can be used directly in scale-up or adjusted in novel settings when scaling-out and describe pathways for scaling-deep also beyond the projects lifespan.

### 6.2. Revision

The exploitation strategy and plan is a living document which will be subject to revision based on:

- Interaction with NEB actors in the NEB Community
- Best practice among beneficiaries
- Discussions at partner meetings throughout the project's lifespan

The revision will be carried out continuously and closely connected to the evolvement of the project, identification of new channels for outreach or new stakeholders to engage with. The ERG plays a key role in this task by collecting input through its members and by adjusting the strategic framework as well as its implementation to obtain the best possible outputs of the activities.

A final assessment and revision on how to ensure exploitation beyond DESIRE will be conducted as part of the development of the Financial Plan (D6.2) which is scheduled for the final part of the project period.



**ANNEX 1: STAKEHOLDER MAPPING (zoom in on one target group)**

Fig. 4: Stakeholder overview "Demand" (similar overview is made for the other target groups except the group "others"):

# Demand

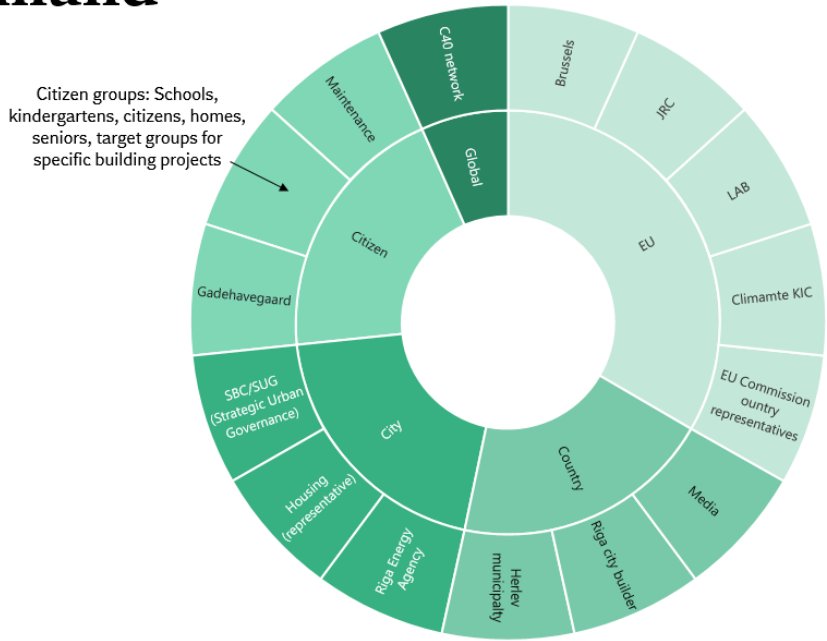


Fig. 5: Zoom in on target group "Demand" (similar overview is made for the other target groups except the group "others"):

# Demand

EU		Citizen		City	Country	
EU Commission country representatives	Climamte KIC	Maintenance	SBC/SUG (Strategic Urban Governance)		Herlev municipality	Riga city builder
		Citizen groups: Schools, kindergartens, citizens, homes,...	Housing (representative)			
LAB	JRC	Gadehavegaard	Riga Energy Agency	Media	Global	
	Brussels			C40 network		



## ANNEX 2: NEB COMPASS

Fig. 6: New European Bauhaus COMPASS:

### NEB COMPASS

