



# Building Regional Innovation Valleys under the EU-3S-Framework

October 2023



awarded in the categories

- > **STRATEGY DEVELOPMENT**
- > **INNOVATION, GROWTH**
- > **ORGANIZATION**
- > **DIGITALIZATION**
- > Energy & Environment
- > Automotive & Supplier
- > Public Sector, Infrastructure

# Agenda

- 1 Regional challenges in the context of the 3S framework
- 2 Our offer: From regional strategy to innovation initiatives
- 3 Our expertise: How to drive innovation successfully
- 4 Why accilium? Our team and references in innovation & public transformation



# Addressing regional challenges associated with the European Green New Deal

## Digitization & Industry 4.0



- › Skilled Workforce Needed
- › Big Transformations Needed
- › Rising CO2 Prices
- › Growing Low-Cost Country (LCC) Competition
- › Securing Innovation Hub

## Mobility & Infrastructure



- › Nationwide Broadband
- › Renewable Infrastructure
- › Behaviour Change
- › Improved Life Quality
- › Significant Investments

## Generations Mgmt.



- › Urban Youth Exodus and Know-How Loss
- › Blending Old Expertise with Modern Tech
- › Education System Adaptation

## Cooperations



- › Breaking Silo Mentality
- › Efficient Resource Allocation (CO2 Reduction)
- › Applying Disruptive Innovations to SMEs

## Local Citizen Engagement



- › Adapting EU Strategies for Local Context
- › Mobilizing Local Resources
- › Addressing Diverse Interests
- › Effective Communication for Transition Acceptance

Challenges

Proposed Solutions

- › Promoting Digital Education
- › Government Aid for SMEs' Digital Transformation
- › Subsidies for Smart Manufacturing & AI Investments

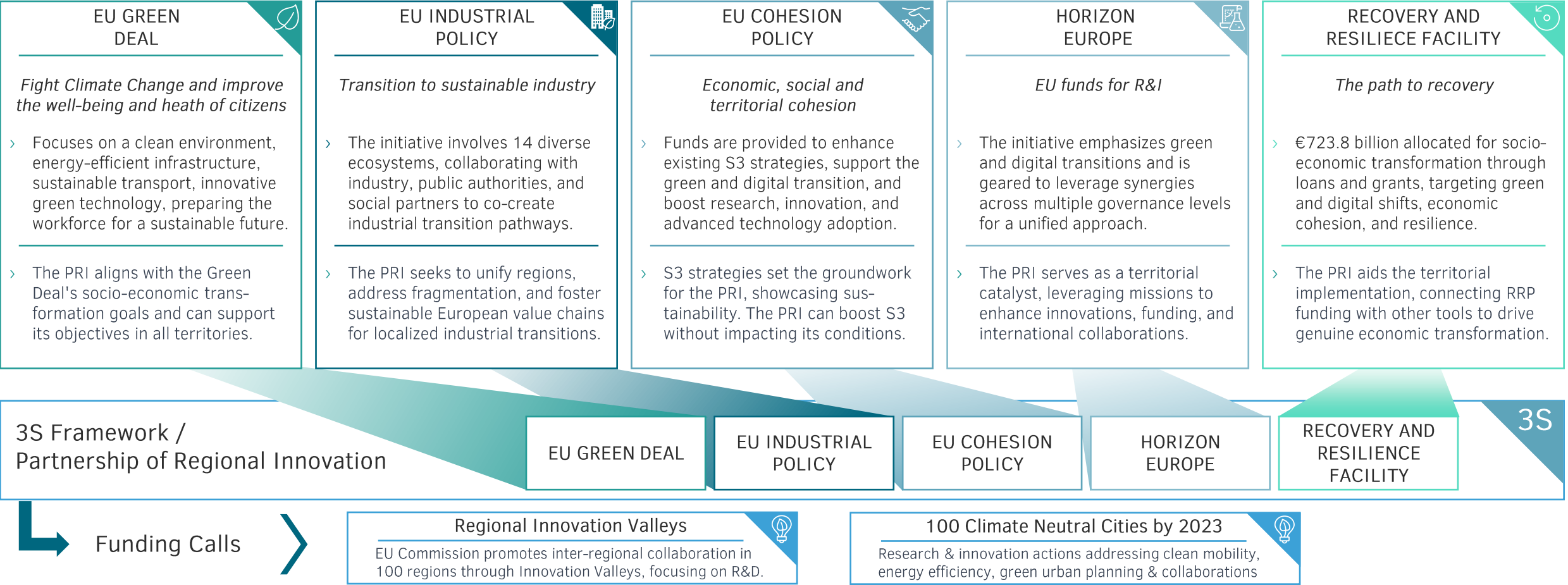
- › Investing in Infrastructure
- › Modern mobility concepts
- › Promoting Smart Cities
- › Transitioning to CO2-Neutral Production Processes

- › Boosting Attractiveness
- › Safeguarding Local Know-How
- › State-Funded Digital Training
- › Promoting Inter-Generational Knowledge Transfer

- › Stronger Research-Industry Collaboration
- › Circular Economy Establishment
- › Closer Collaboration among Agencies/Ministries/Regions

- › Regional/Local SWOT Analysis & Strategy Formulation
- › Involving Citizens in Transformation Projects
- › Extending Project Scope Beyond Legislative Terms

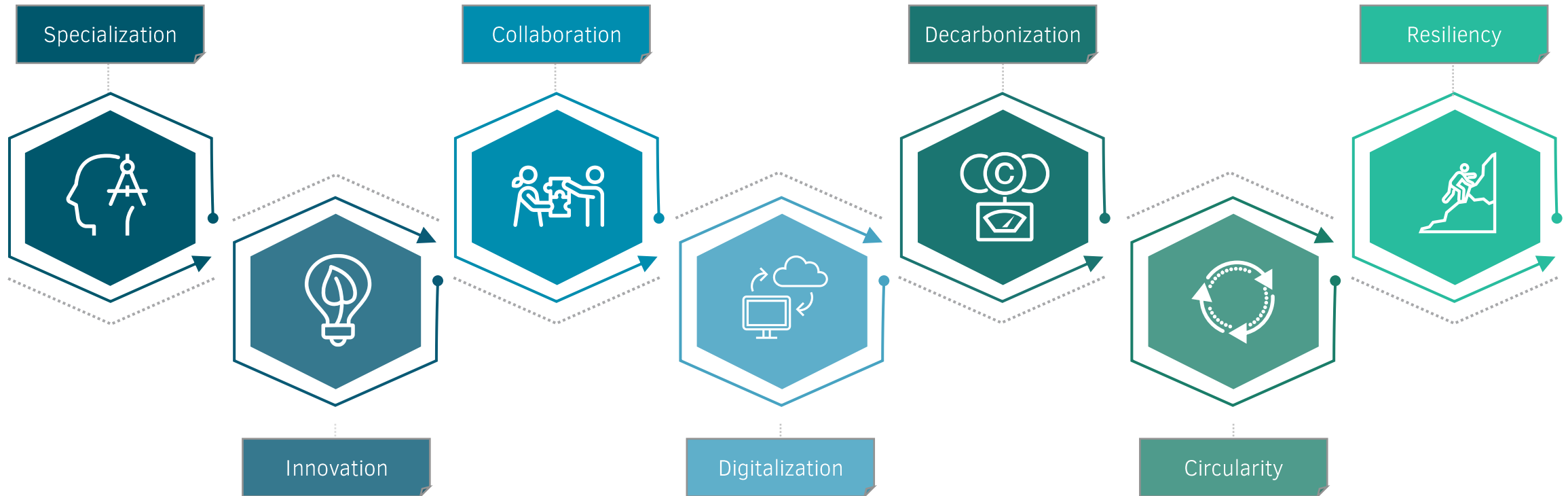
# Funding opportunities for regions under the umbrella of the CoR



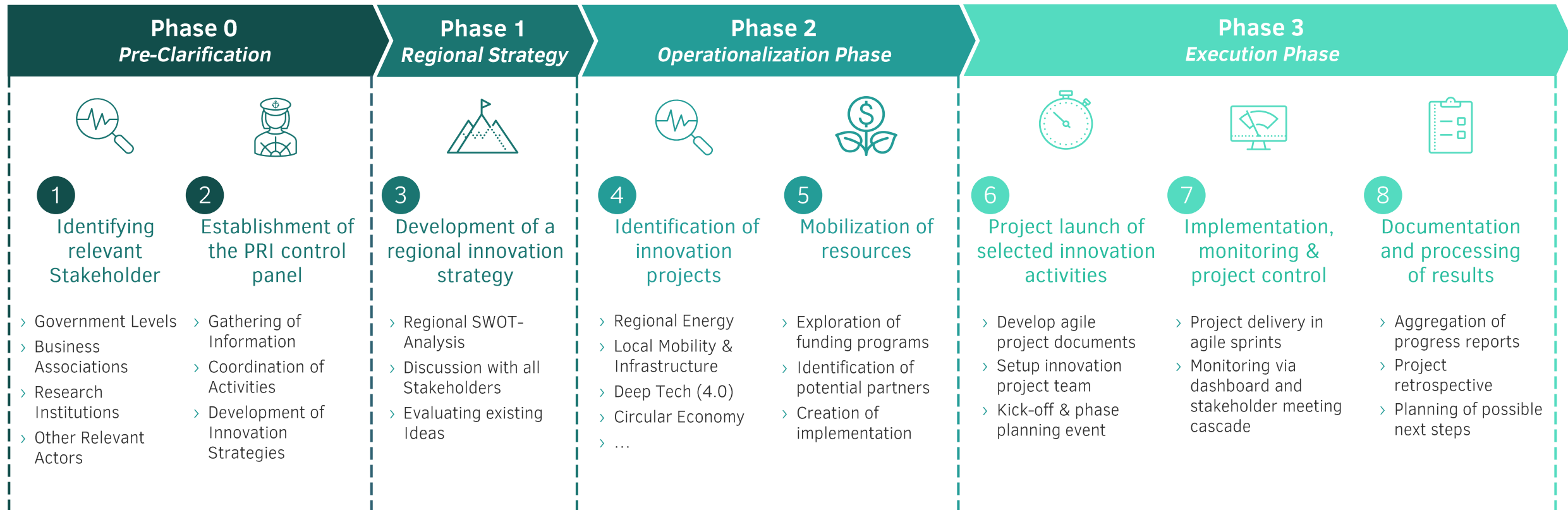



# Principles of smart specialization and regional partnerships

Foundational Pillars: Understanding the Path Forward



# 3S/PRI process for setup and execution of strategy & initiatives



 **The 3S / PRI-network defines 8 steps, how regional partnerships can be set up. We have clustered these steps into four phases!**

# Unlocking benefits: accilium supports regional leaders with practical skills & insights from policy to implementation

## WHAT REGIONS CAN RELY ON

### Funding and support from the EU 3S Network

- › Financial support for innovation strategy & projects
- › Expertise from the EU commission
- › Regional partnership solutions
- › Networking for best practices & collaboration

## WHAT REGIONS ARE STILL MISSING

### Set the wheels in motion: Use essential levers

- › Leverage regional strengths
- › Nurture collaborative partnerships & networks among regions, companies, and research
- › Incentivise innovative enterprises



## HOW WE CAN SUPPORT REGIONS WITH SKILLS & EXPERTISE

### We help you navigate ambitious goals and complex challenges

- › Derive realistic future scenarios and boost the right initiatives
- › Effective operationalization from strategy to value items & enablers
- › Seamless execution: turning plans into reality

**Strategy's essence is in execution - the key bridge between plans and success is effective operationalization.**

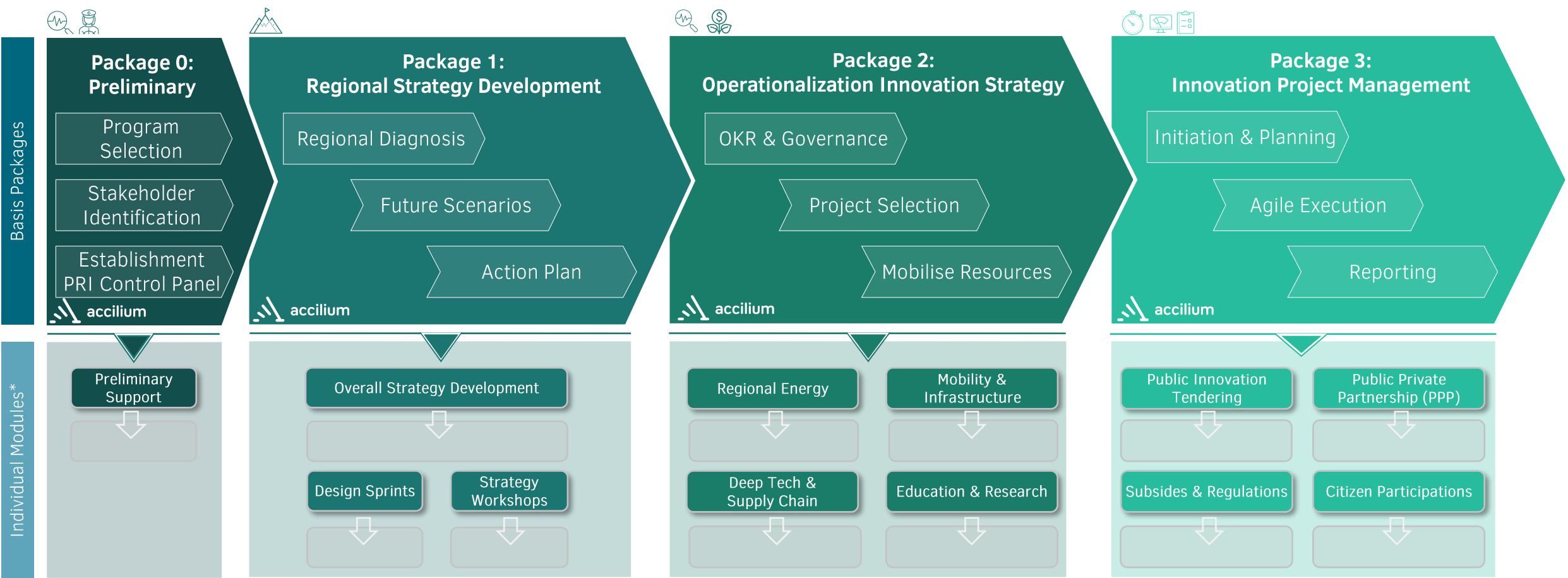




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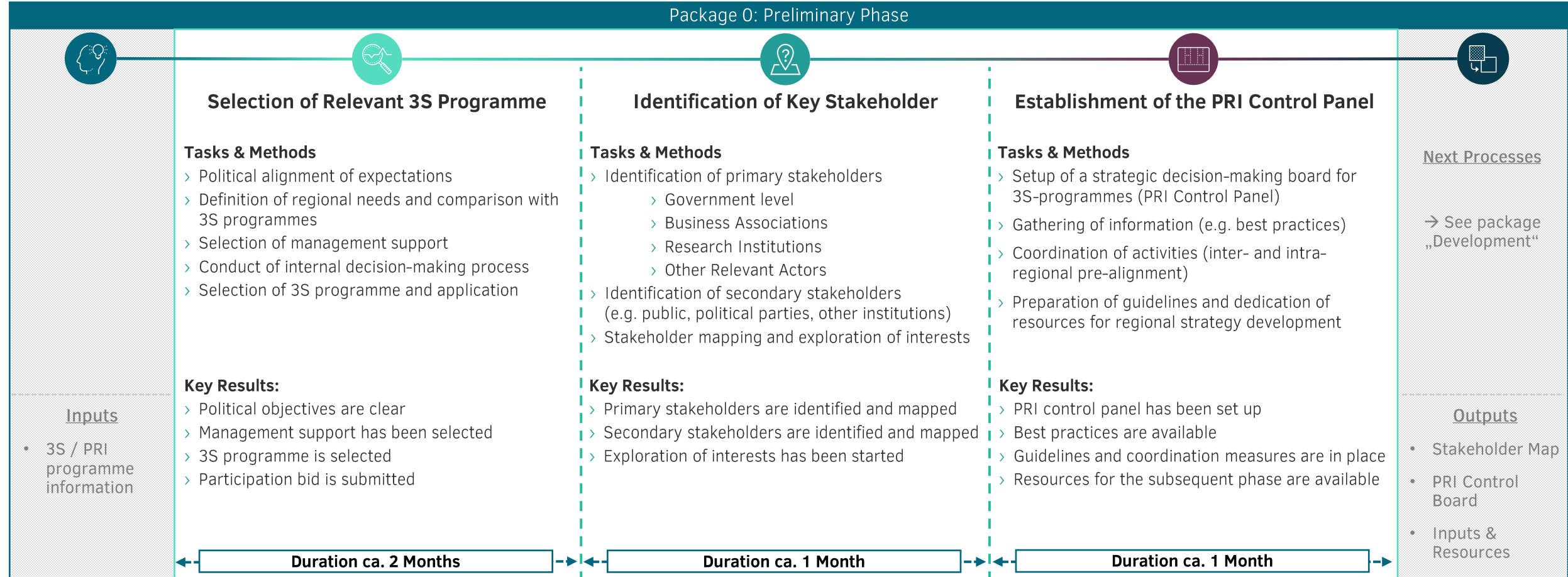
Our approach is aligned with the 3S roadmap and encompasses strategy, operationalisation and project mgmt.



\*the modules and packages are customizable - individual selection based on a detailed evaluation of regional needs with our experts

# P0: Preliminary phase

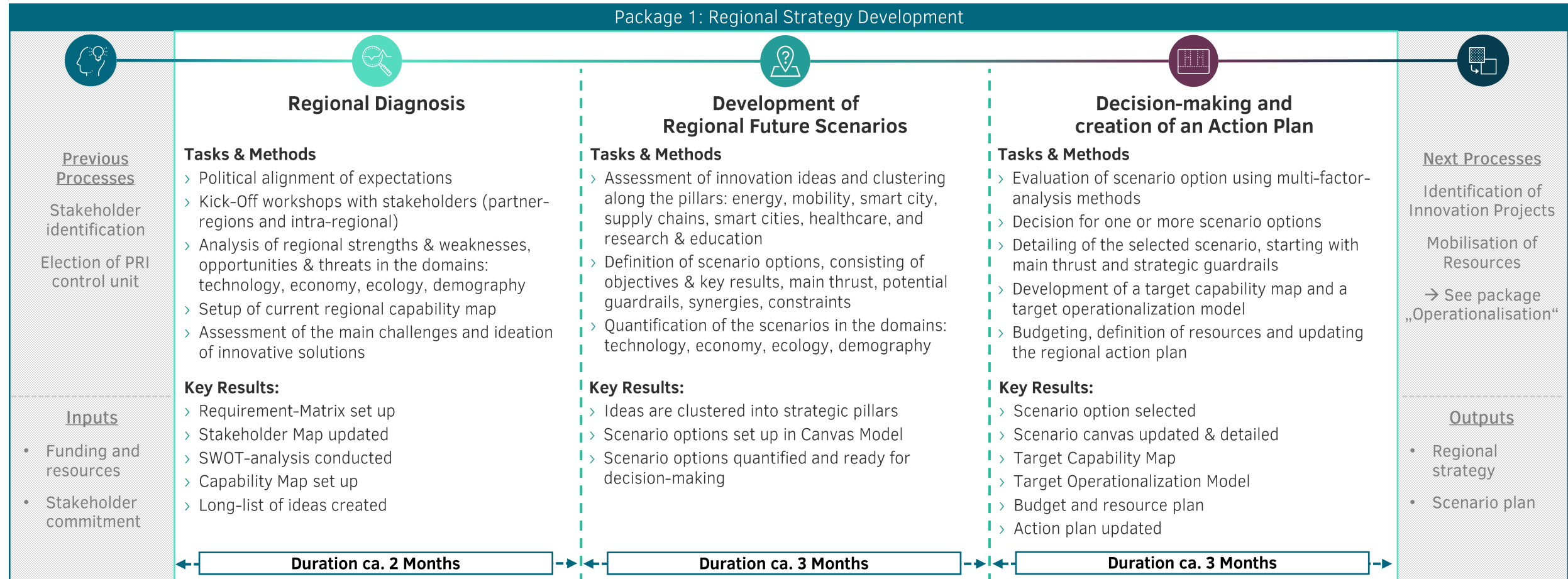
The preliminary phase prepares the region for the PRI call and the subsequent innovation strategy





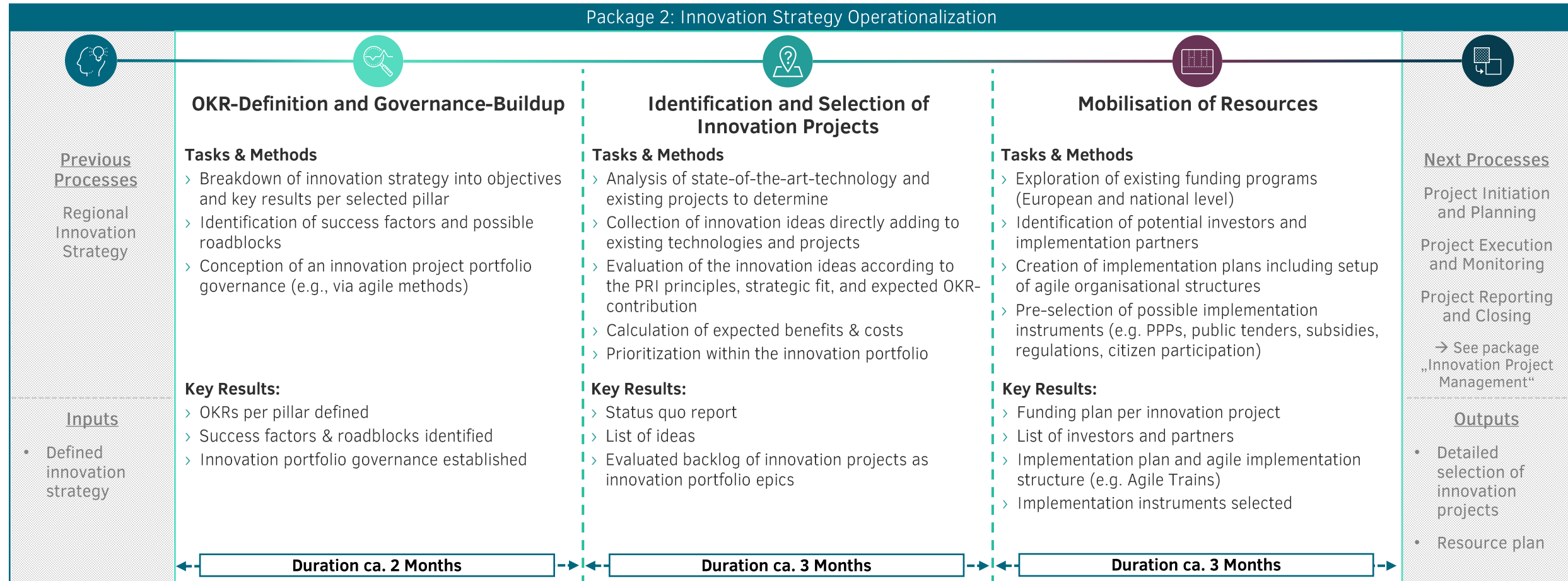
# P1: Development of the regional innovation strategy

For developing the regional strategy, proven strategic methods are applied in the public context



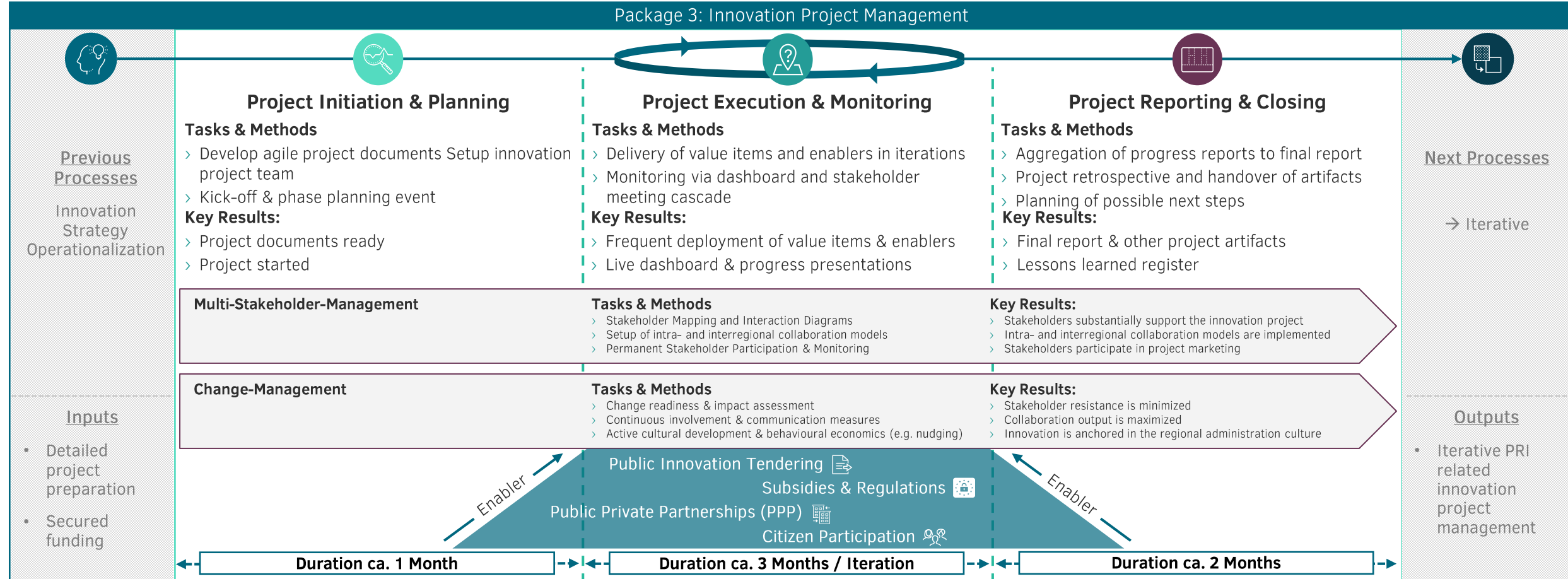
# P2: Operationalization of the regional innovation strategy

Strategy operationalization is still the most under-appreciated factor for a successful implementation



# P3: Innovation project management

In the innovation domain, agile project management methods can be applied in the public context

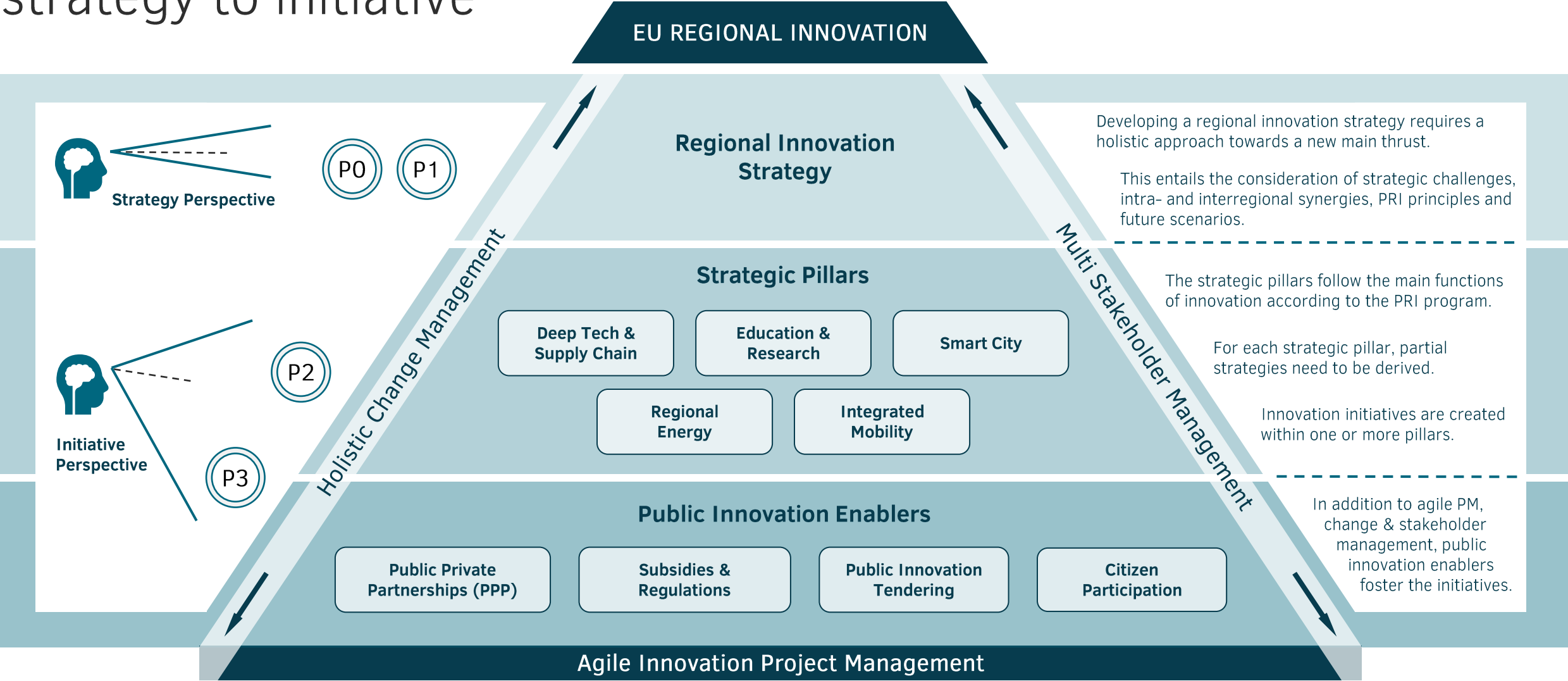




# Agenda

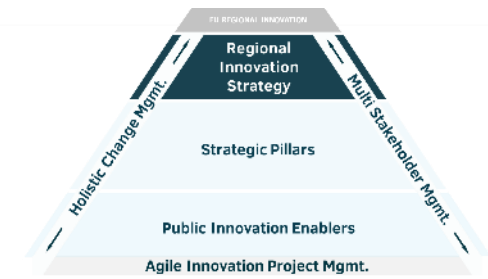
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# Making it operational: Our regional innovation architecture from strategy to initiative



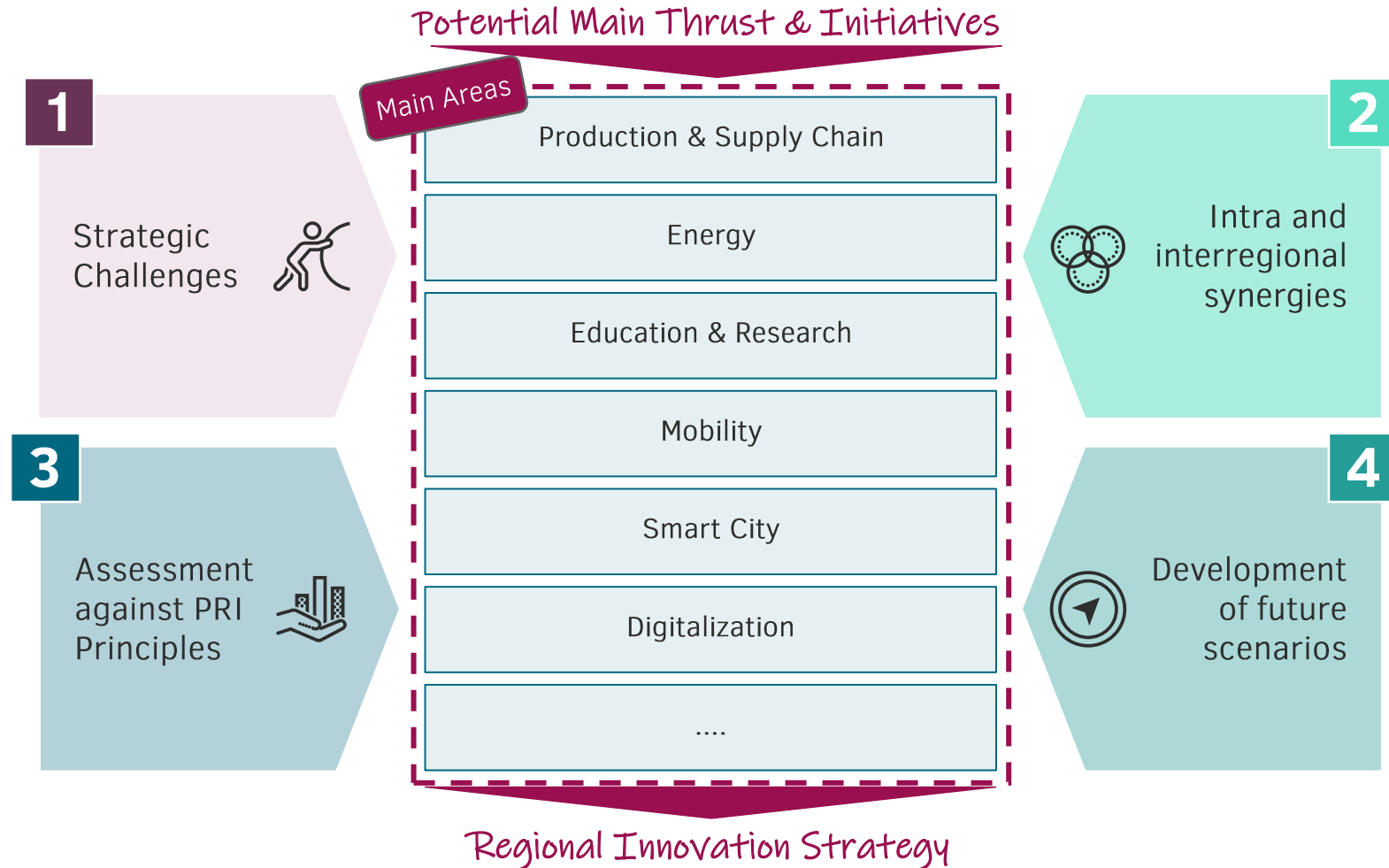
# Strategic realignment and prioritisation

The existing portfolio of initiatives is to be realigned according to 4 influencing factors



## Initial situation and objective

- › The region pursues the objective of establishing future-oriented, sustainable and promising initiatives along a main thrust
- › accilium supports the project in the strategy phase
- › The objectives can be summarized as follows:
  1. Reflection and evaluation of existing and future propositions (main thrust, specialization claims)
  2. Identification and prioritization of promising initiatives
  3. Operationalization via agile innovation portfolio management, including lead budgeting and strategic guardrails





# Consideration of strategic challenges

Impact of recent economic, political, social and ecological developments on regional policies

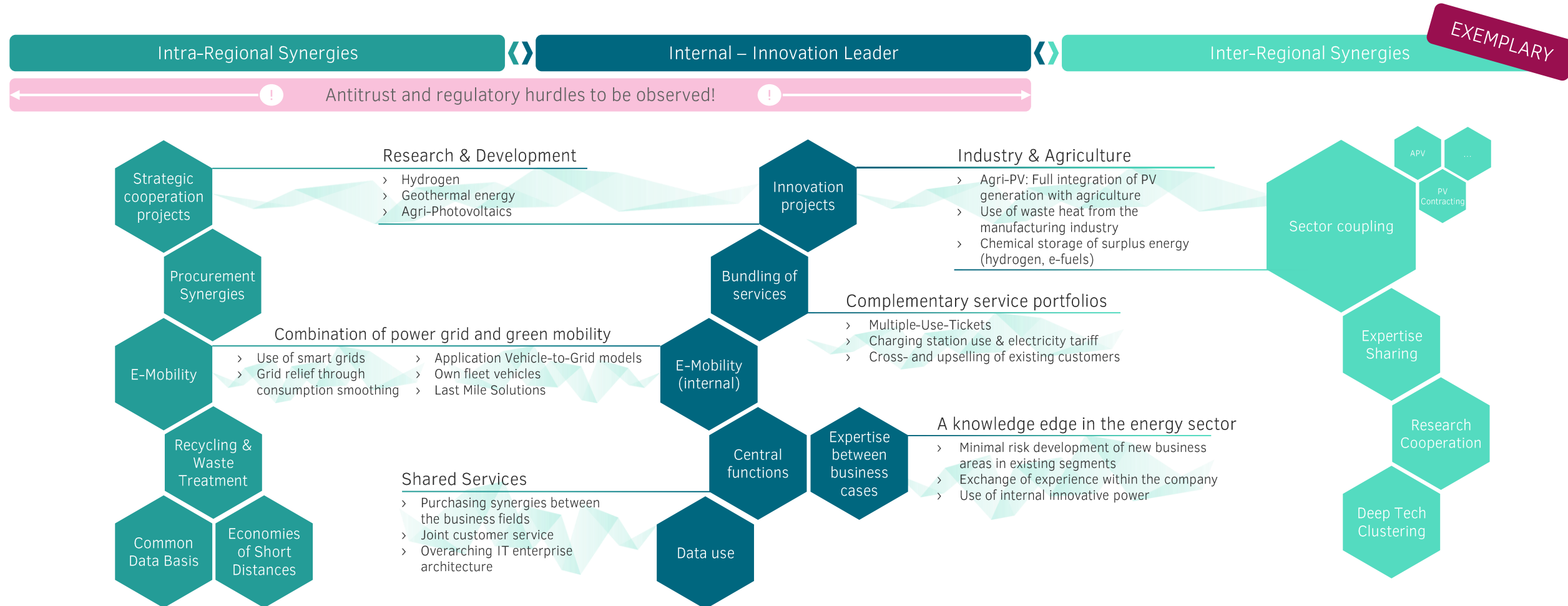
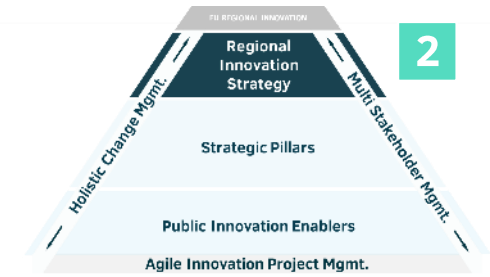


EXEMPLARY			Employment & Education	Industrial Suppliers	Green Energy Supply	E-Mobility	Internet & Communication	...
01	<b>ESG requirements</b> <ul style="list-style-type: none"><li>&gt; Decarbonisation &amp; Circular Economy</li><li>&gt; Public interests</li><li>&gt; Regulated markets</li></ul>							...
02	<b>Decentralisation &amp; Digitalisation</b> <ul style="list-style-type: none"><li>&gt; Networking, prosumer</li><li>&gt; EEG</li><li>&gt; Importance of data availability (consumption &amp; network)</li></ul>							...
03	<b>Market dynamics &amp; external influences</b> <ul style="list-style-type: none"><li>&gt; Balance sheet coverage generation &amp; consumption</li><li>&gt; Supply bottlenecks</li><li>&gt; Competitors &amp; new technologies</li></ul>							...

High impact with acute need for action   Medium impact with need for action   Low impact with secondary need for action

# Use of inter and intra-regional synergy potentials

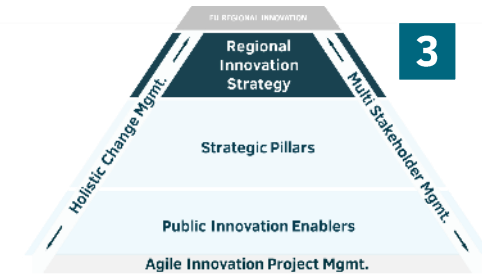
Experience from other regions shows numerous internal, region-specific and external synergies



— Raising cross-cutting synergy potentials with possible support from accilium.

# Assessing strategic relevance of potential initiatives

Ideas for initiatives are assessed for their strategic relevance based on the PRI principles



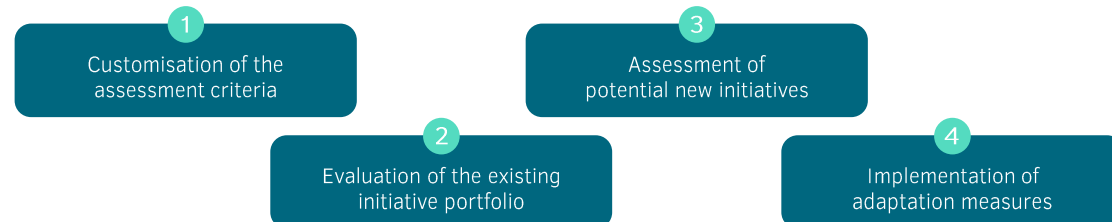
## Strategic Guardrails

- › After creating the overall strategy, the region can build on a main thrust and strategic guardrails.
- › The PRI relevance of region's initiatives must then be reviewed on the basis of the PRI principles
- › Moreover, the strategic fit is important for the evaluation of initiatives

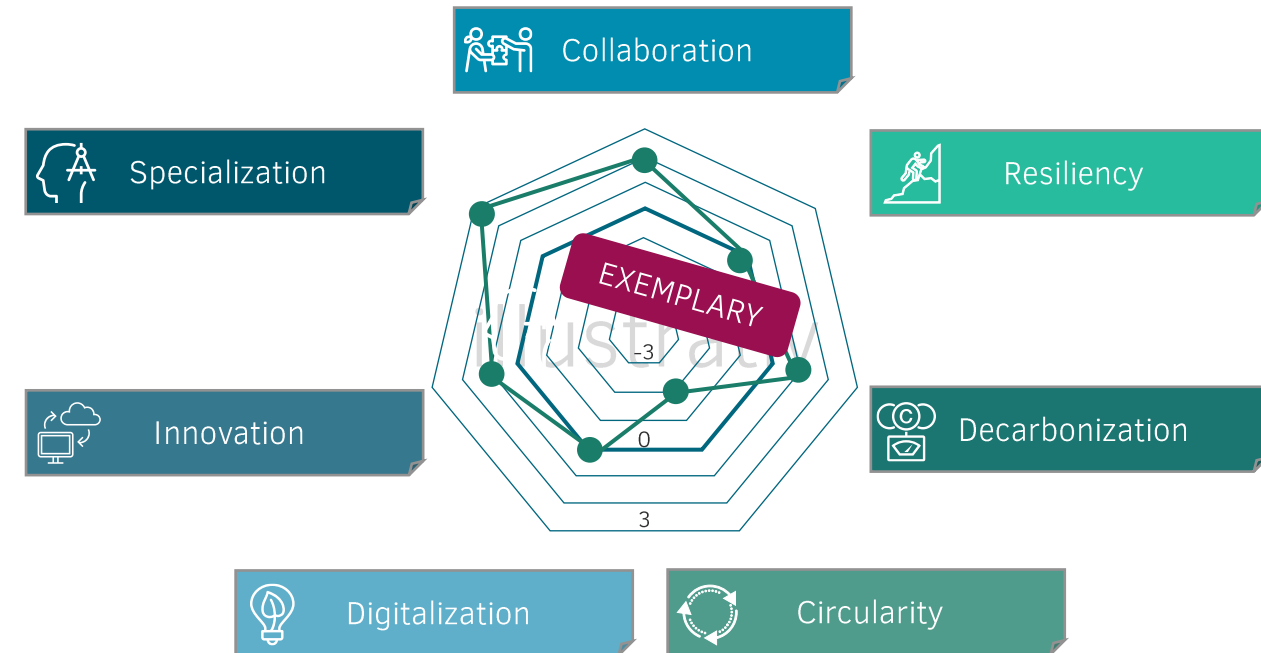
## Method Description

- › The PRI principles ensure the fit within the regions' innovation portfolio. The presentation is done by means of attribute spiders.
- › Through multi-factor analysis, factors such as decarbonization and resiliency can be included in addition to portfolio and SWOT analysis.

## Procedure



## 7 principles for the PRI relevance of potential initiatives



*The overall strategic fit is essential for the final evaluation!*

Legend Evaluation logic: 3 = highly advantageous; 0 = neutral; -3 = highly disadvantageous

# Development of future scenarios

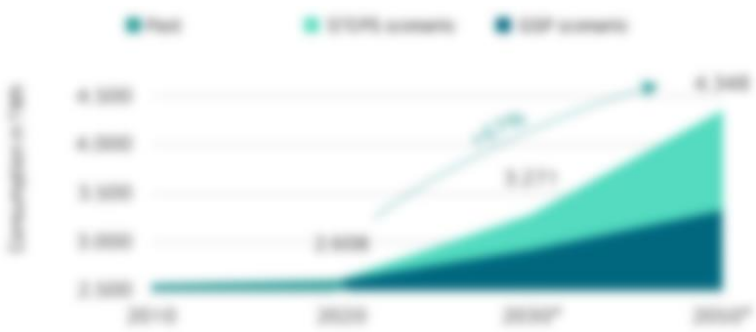
Future scenarios are initiatives bundles that are mutually reinforcing into a specialized main proposition



## European AI Valley

Exemplary

The concept of a European AI Valley aims to create a centralized hub for artificial intelligence research, development, and innovation.



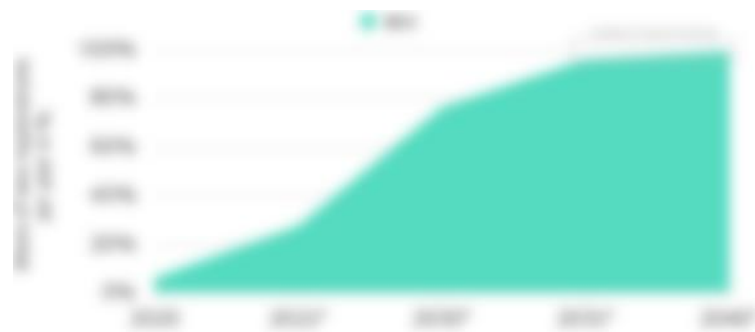
The European AI Valley gains significance as it fosters innovation, research, and competitiveness in artificial intelligence, helping Europe remain at the forefront of technology development.



## Carbon Negative Steel Region

Exemplary

A carbon-negative steel region removes more carbon dioxide than it emits, reducing its environmental impact.



Carbon negative steel regions are vital for combating climate change as they actively reduce atmospheric carbon dioxide levels and demonstrating a sustainable path for the industry.



## Autonomous-Electrical Mobility Hub

Exemplary

Autonomous electrical public transport involves self-driving electric vehicles that provide convenient and efficient transportation services to the public.



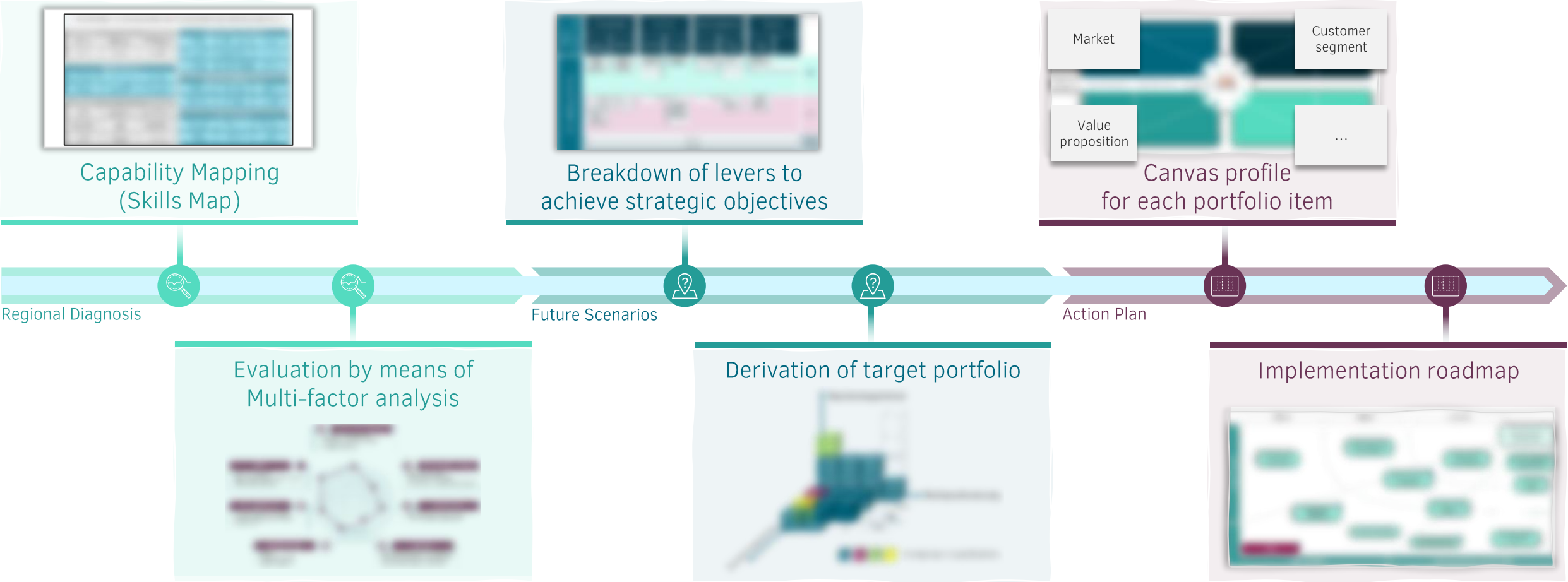
E-mobility offers an attractive playing field for regions due to its rapid growth and the strategic fit of many business areas.





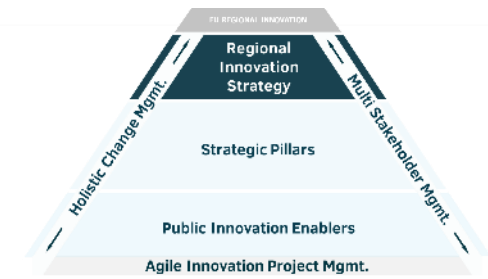
# Methods applied in the strategy context (1/2)

Over the duration of the strategy project, a variety of effective methods and tools is utilized



# Methods applied in the strategy context (2/2)

Design sprints allow for an early validation of ideas and efficient creation of initiatives



## Approach & Success Factors

- › Proven method for quickly answering critical strategic questions
- › Saves development time by aligning departments under a common vision with clearly defined goals, deliverables, and validated solutions
- › Involves all departments in key development steps using an iterative approach

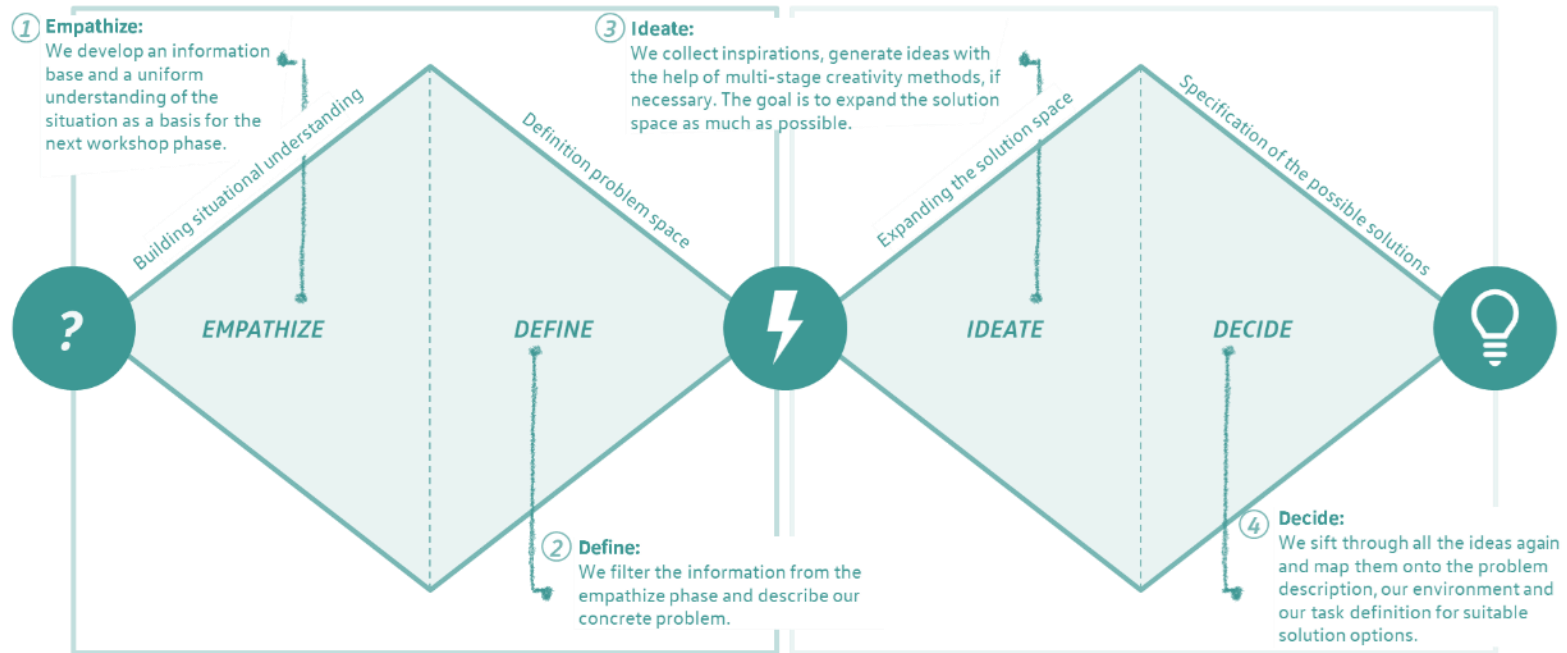
Applying the Digital Design Sprint to validate innovative ideas and solve challenges by designing, prototyping, and directly testing ideas

*Success Factors*

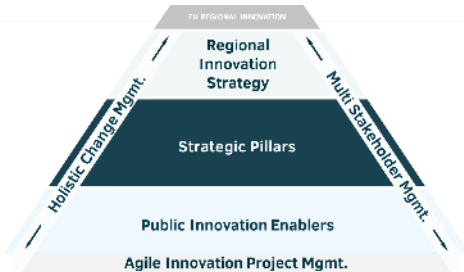
Adaptation of the procedure to the specific requirements and framework conditions as well as supporting the implementation of the process

*Success Factors*

## Design Sprint Methodology



# Regional supply chains & deep tech cooperation



## Driving supply chain transformation

### Success factors and KPIs

- Eco-Friendly Transport (PUT):**
- › Increase deliveries via green modes to cut CO2.
  - › Monthly/quarterly measurement.
- Virtual Collaboration (VKQ):**
- › Boost virtual platforms for less physical transport.
  - › Monthly/semi-annual check.
- Local Supplier Focus (PLL):**
- › Prioritize local suppliers for shorter routes.
  - › Monthly/quarterly review.

- Shared Resource Use (GRN):**
- › Embrace shared resources for eco-efficiency.
  - › Quarterly/annual check.

- Energy Efficiency (EEIU):**
- › Optimize energy with tech, renewables, sustainable suppliers.
  - › Monthly/semi-annual assessment

## New developments in formerly “dirty” industries will constitute the backbone of the green transformation

### Supply Chain Management and Deep Tech directly impact sustainability measures

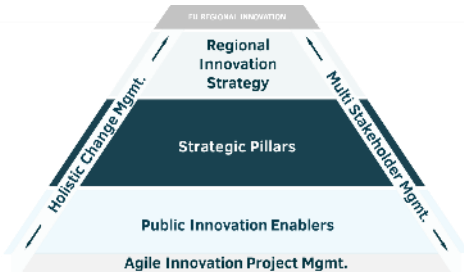
Interregional Supply Chains	<p>Interregional technology cooperation are enablers for the upcoming technology breakthroughs</p> <ul style="list-style-type: none"><li>› Eco-friendly transport &amp; digital solutions to cut costs, enhance efficiency, and reduce environmental impact.</li><li>› Digital solution like blockchain help increasing trust, traceability, and reduce transaction costs .</li><li>› R&amp;D bundling and technology specialization boosts competitiveness and leads towards sustainability goals.</li></ul>
Intraregional Supply Chains	<ul style="list-style-type: none"><li>› <b>Efficiency:</b> Prioritize local suppliers and production to shorten transport routes, cut costs emissions.</li><li>› <b>Circularity &amp; deep tech:</b> The formation of specialized industry clusters fosters innovative supply chain models in the context of circular economies and deep tech cooperation (e.g. steel and cement industry)</li><li>› <b>Regional sustainability:</b> Employ shared resource use and sustainable procurement strategies.</li></ul>
Production Processes	<ul style="list-style-type: none"><li>› <b>Energy efficiency and renewables:</b> Incorporate energy-efficient technologies and rely on renewable energy sources, while also fostering partnerships with sustainable suppliers.</li><li>› <b>Internal circularity:</b> Implementing circular economy practices to minimize waste and maximize resources</li><li>› <b>Training and mindset:</b> Education of employees to act sustainably and become more resilient.</li></ul>

Examples, how deep tech and supply chain measures unfold impact

### Addressing the Challenge and Exploring Solutions

- › **Blockchain:** The revolution of traceability and trust is yet to come – impact on environmental and social ecology
- › **Iron & Steel:** Circularity & new technologies (involving green hydrogen and electric arc) will shape the future
- › **Cement & Construction:** Green burning technologies, carbon capture use and material reuse cut CO2 emissions
- › **Plastic Waste:** Beyond one-way plastics, a large field of options appears how to increase lifetime and user cycles

# Regional education and research enhancement



## Driving societal transformation Empowering a CO2-neutral future

- Transformation Catalyst:**
- › Regional education and research drive societal change toward carbon neutrality.
- Innovation Cultivation:**
- › Collaborative initiatives foster innovative solutions for complex environmental challenges.

- Empowering Workforce:**
- › Equipping individuals drives sustainable practices across industries.

- Holistic Foundation:**
- › Localized efforts lay groundwork for sustainable societal transformation.

## Improving regional education and achieving scientific breakthroughs through strengthening institutions and ensuring immediate research use cases Research & development and education are the basis of long-term regional prosperity

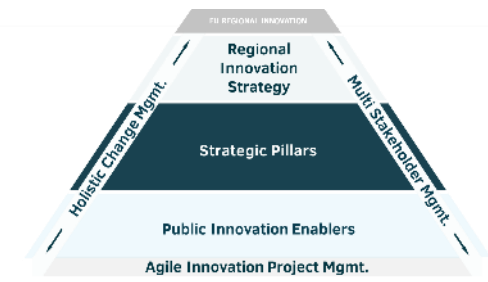
Research & Education Partnerships	<ul style="list-style-type: none"><li>› Foster collaboration between universities, research, SMEs, and industrial players to draw from practical use cases and retain knowledge within the region.</li><li>› Ensure political awareness and support R&amp;D professions via adequate fundings.</li></ul>
Promotion of knowledge transfer	<ul style="list-style-type: none"><li>› Facilitate researcher interchange between educational institutions &amp; research centres.</li><li>› Promote collaborative research projects addressing real-world business challenges.</li><li>› Coordinate innovation competitions for novel solutions.</li></ul>
Mobilization of resources	<ul style="list-style-type: none"><li>› Identify and secure grants regionally, nationally, and across Europe.</li><li>› Establish incentives for businesses and foundations to invest in research innovation.</li><li>› Encourage participation from educational institutions, research centres, and companies.</li></ul>

How to apply

### Crafting a Collaborative Blueprint for Environmental Education and Research

- › **Environmental Emphasis:** Regional education and research drive sustainable, carbon-neutral transformation.
- › **Collaborative Approach:** Involvement of institutions, businesses, and government fosters interdisciplinary teamwork for environmental challenges.
- › **Funding and Community:** Identifying funding, incentivizing investment, and community engagement ensure successful execution.

# Smart city: Urbanisation, connectivity, and demographic change



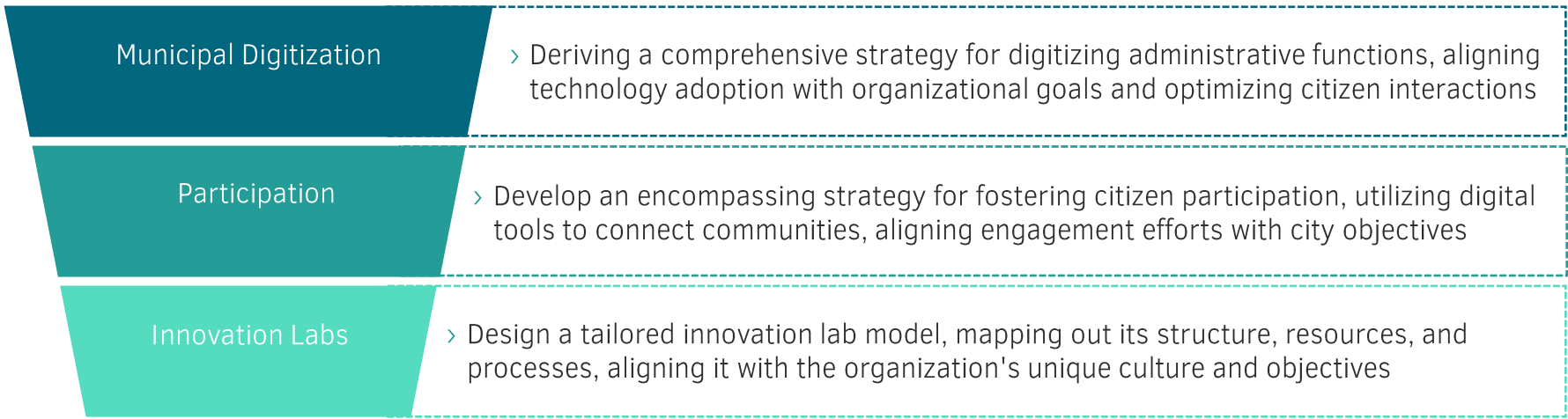
## Requirements for a successful implementation

### Success factors for use cases

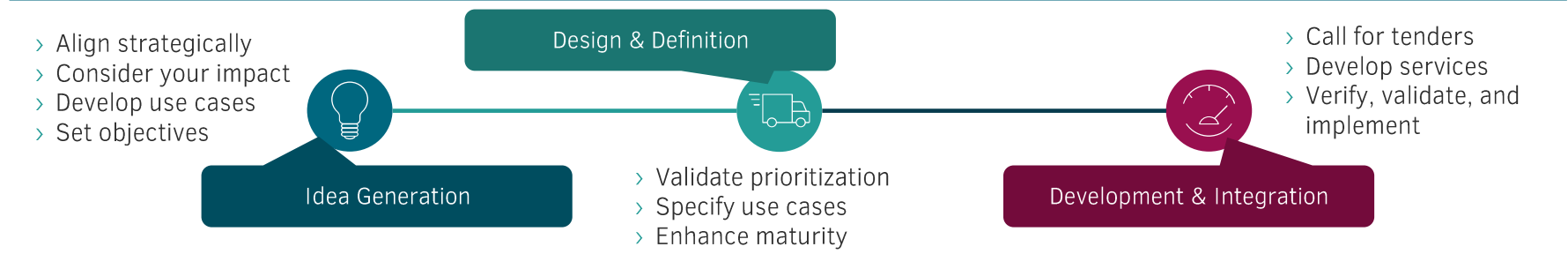
1. Ensuring the city's **ability to act & shape** the future
2. Ongoing integration of **new ideas** for concrete application possibilities
3. **Iterative testing** of pilot applications
4. **Sustainable development** and implementation
5. **Ongoing adaptation & further development** of the change process
6. **Early & active involvement** of representatives of individual stakeholder groups
7. **Interactive, continuous, participative & cooperative** development

## The road towards a truly smart city starts with a strategic outlook and is followed by the execution of selected and prioritized use cases

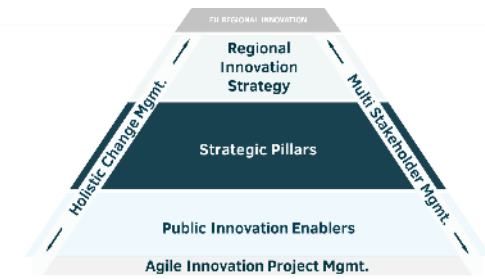
### Smart city brings together science, citizens, politics, industry and public administration



### A Roadmap to success



# Regional energy supply, storage and demand



Driving regional energy transformation

## Re-shaping the energy ecosystem

### Sector Coupling

- › Leveraging and cooperating with consumers and other sectors to support the energy ecosystem transformation

### Decarbonization

- › Managing high supply volatility of renewable energy sources like solar and wind

### Decentralization

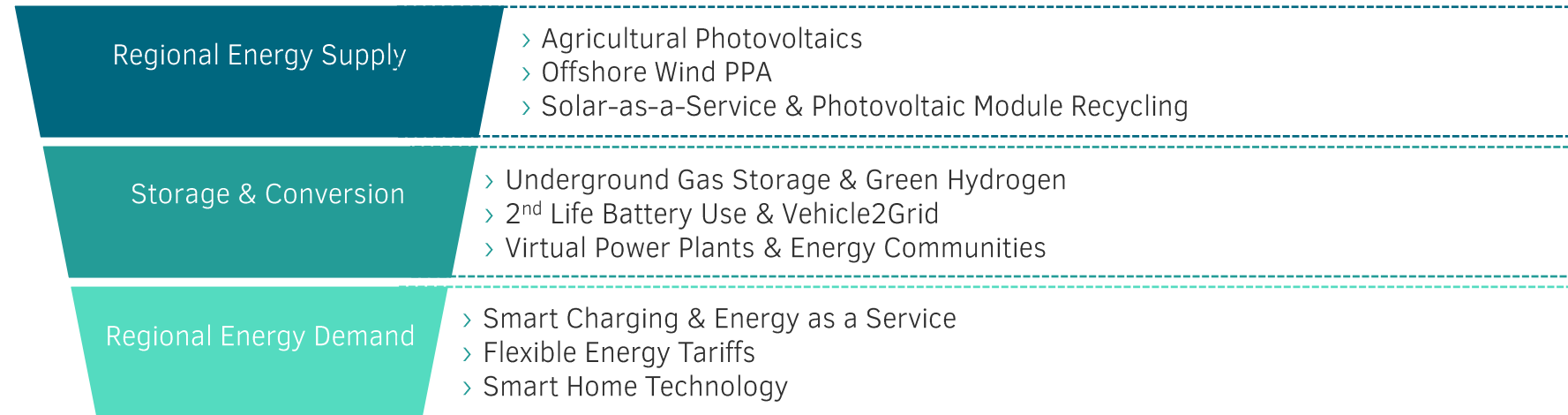
- › Inclusion and management of multiple small, decentral units

### Digitalization & Digital Transformation

- › Connecting all digitalized assets and resulting data to automate and optimize all energy sector processes
- › Use more Apps, Chatbots and User Interaction Solutions and enhance Energy data Managements for better forecasts

How to satisfy the regional energy needs

## Regional transformation through the whole energy value chain



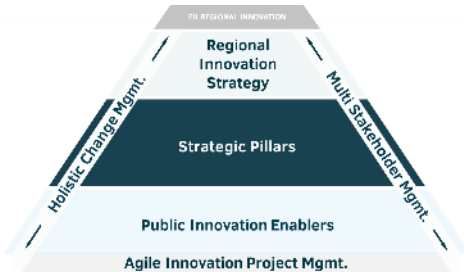
Integrate new technologies and business models in existing systems

## Key action fields for CO2 Neutral transformation

- › **Business Transformation:** Increasing resiliency and efficiency of everyday business
- › **People & Organisation:** Enabling the regional companies and institutions for continuous transformation
- › **Data Intelligence & Technology:** Digitalizing the infrastructure and public services thoroughly, but securely
- › **Strategy & Innovation:** Understand the needs of residents and businesses and find ways to meet them.



# Regional mobility and infrastructure



Embrace the future with confidence

## Grasping the essential key points

- Essential factors:
- › Broadband network for connectivity
  - › Renewable infrastructure
  - › Behaviour pattern shifts
  - › Social impact and quality of life
  - › Significant investments

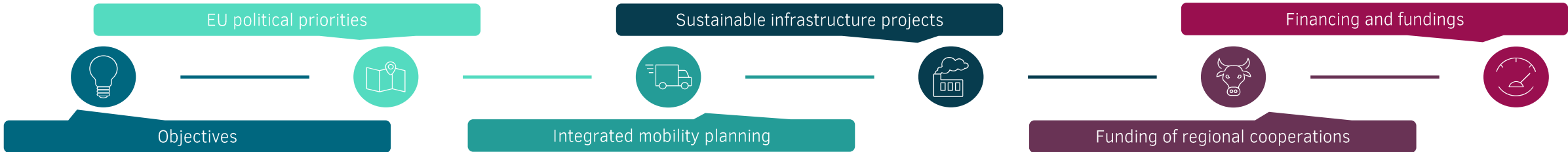
- Strategic steps:
- › Expand broadband and charging
  - › Foster smart cities
  - › Adopt CO2-neutral production
  - › Monthly / semi-annual assessment

Derived from real-life examples

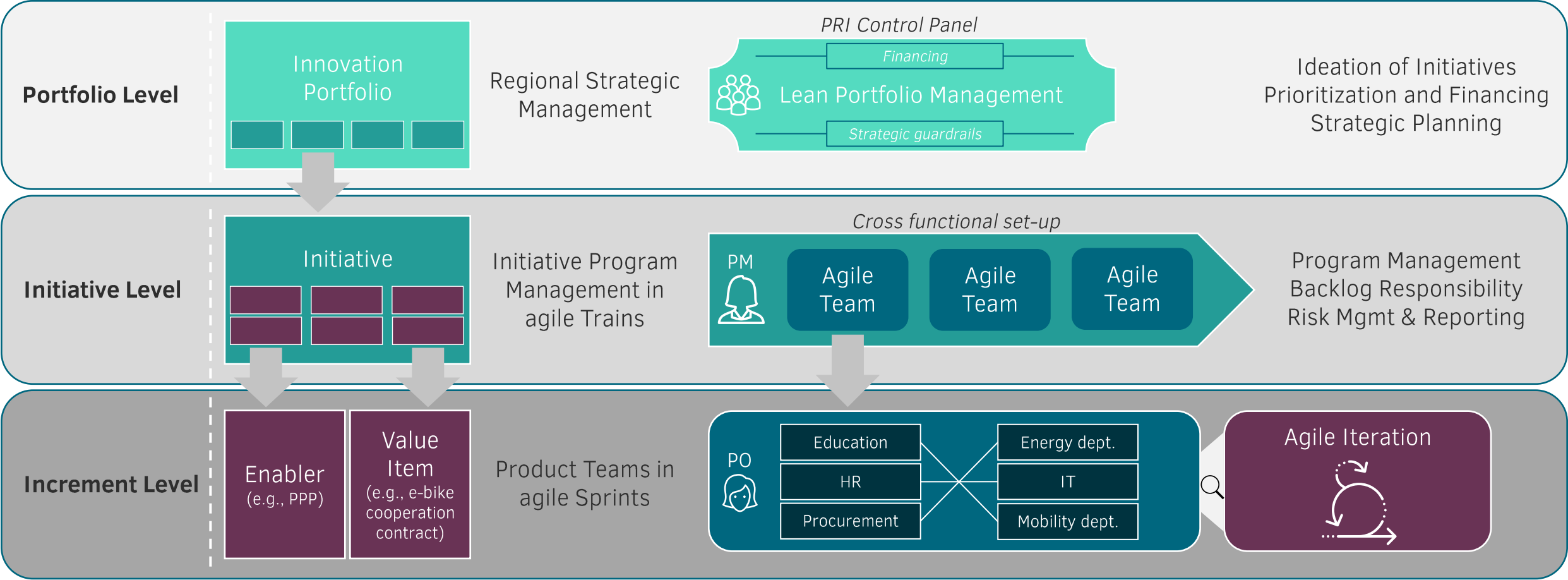
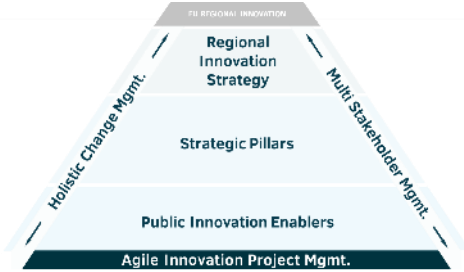
## A Roadmap to success

The mobility revolution requires tremendous public and private efforts and a large-scale mindset-shift

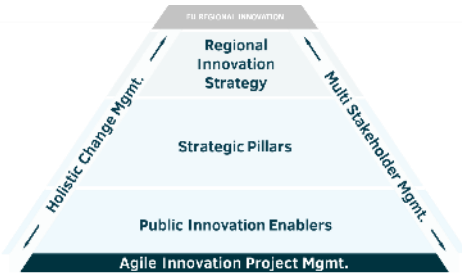
## Autonomous driving, mobility-as-a-service and sharing models are just the tip of the iceberg



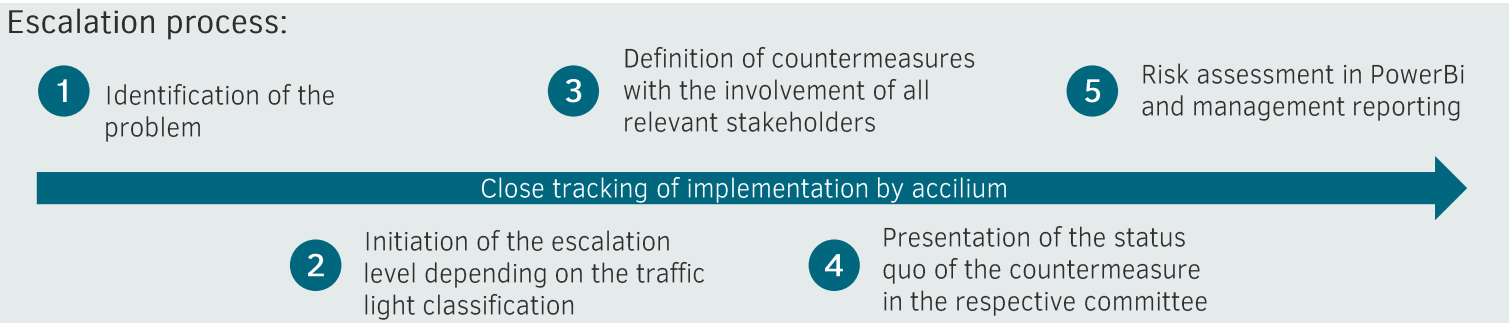
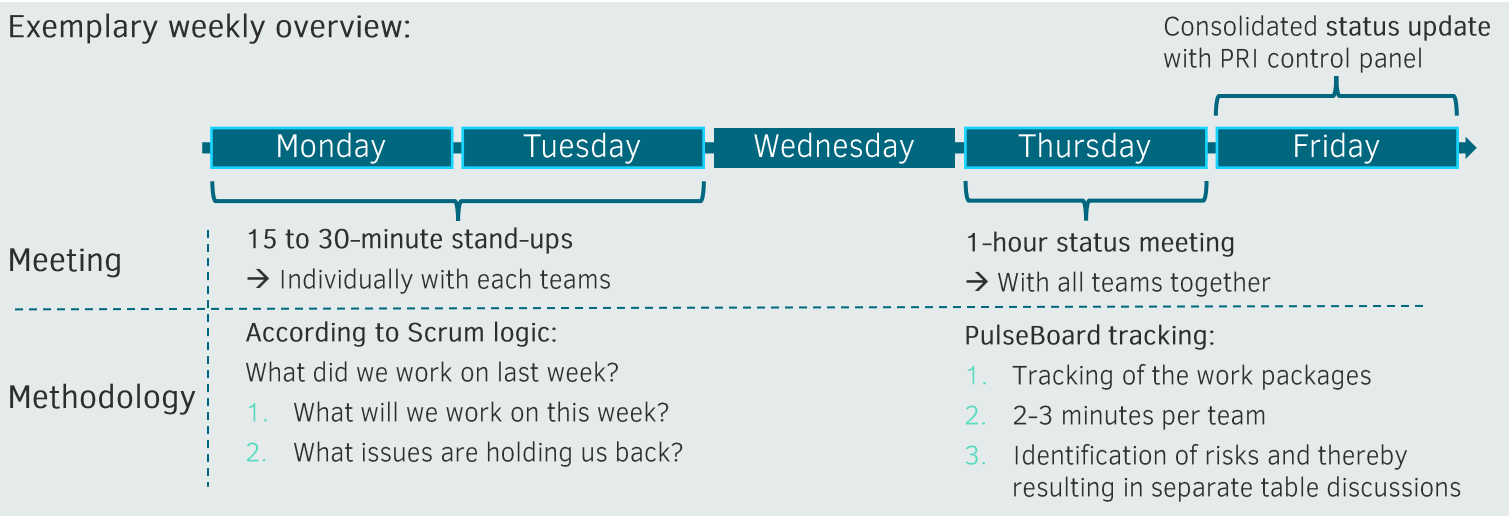
# Our approach: Agile innovation project management



# Exemplary methods: Agile project management of multiple teams



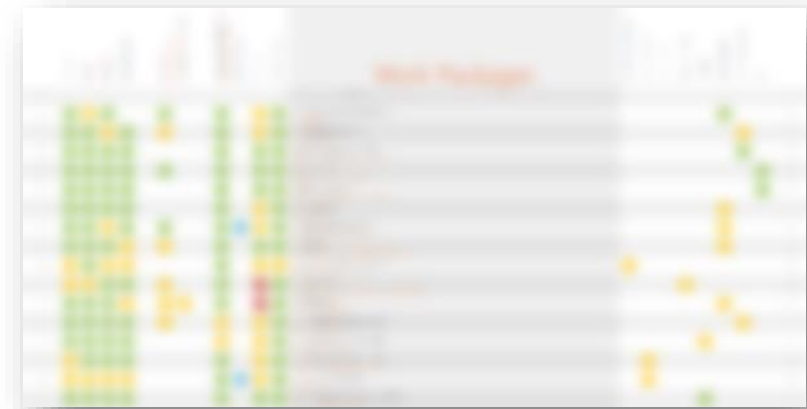
## Meeting and communication structure & escalation process



## Methods

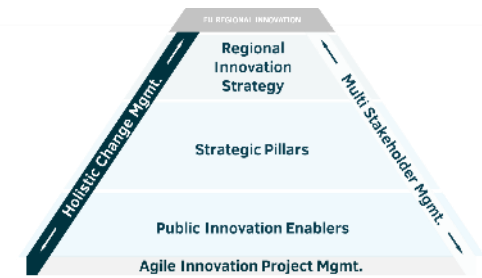
Continuous global real-time status monitoring with e.g. a PowerBi Dashboard and tracking with a PulseBoard ensure high quality as well as fast and transparent decision-making processes during the project.

PulseBoard as a basis for risk management and potential escalations:



- ⚠ Initiation of the escalation process starting from a yellow traffic light message according to the following logic:
- Significant deviation - to be managed within the respective team
  - Significant deviation - support needed from management
  - Serious deviation - Tightly controlling top management

# Our approach: Change management



## accilium Point of View:

When implementing such transformations, massive investments are made in the "visible area" (project plans, PMT, training etc.).

The "non-visible area" is often neglected.

For this reason, we have developed a holistic consulting approach for such transformations to be able to accompany the change processes in the most targeted way possible. (1)

### INDIVIDUAL / NOT VISIBLE

- › Mindset and attitude
- › Personal motivation
- › Needs, fears, wishes

### INDIVIDUAL / VISIBLE

- › Training, workshops
- › Skills development
- › Knowledge and skills

### COLLECTIVE / NOT VISIBLE

- › Forms of communication
- › Corporate culture, vision, values
- › Understanding of leadership and working methods

### COLLECTIVE / VISIBLE

- › Processes, methods, tools
- › Organisational structure
- › Working form and means

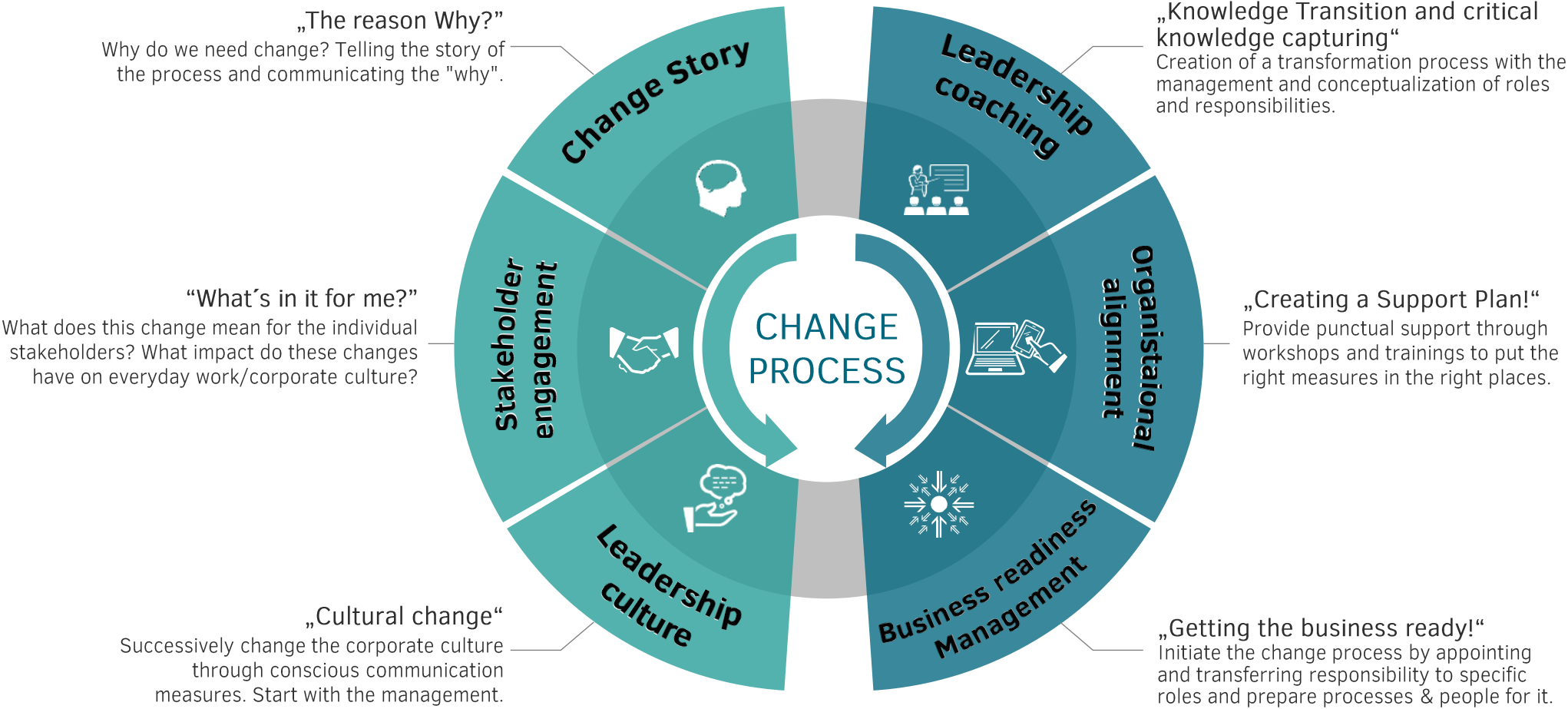
Individual: Individual in the company  
Collective: Overall company, team,...

visible: external view of collective and individual  
not visible: inner view of collective and individual

We keep "THE BIG PICTURE" in view and connect the individual puzzle pieces with each other.  
Your transformation becomes an effective holistic transformation.

(1) Based on the integral theory of Ken Wilber and Frédéric Laloux, among others.

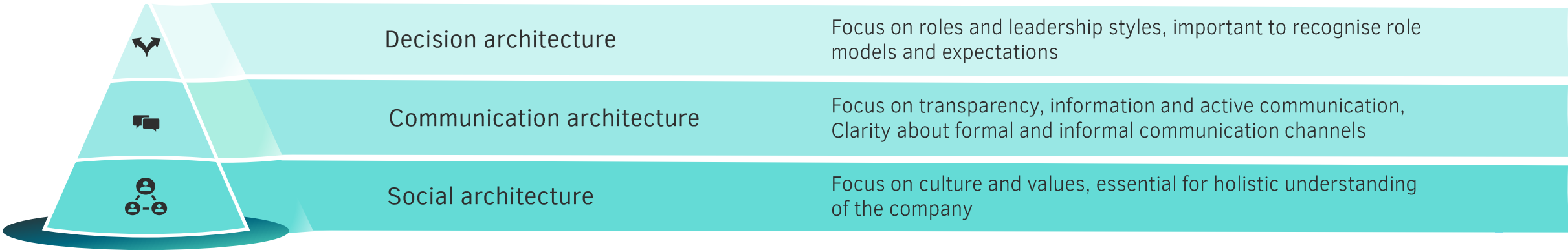
# Building blocks of successful change management



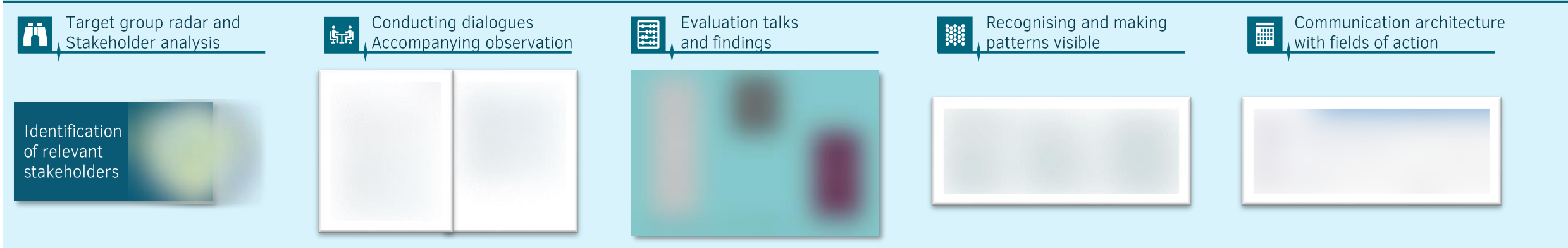
# Exemplary method: Change concept development



## The Change Architecture



## Project example: Cultural analysis at a public authority





# Our approach: Stakeholder management

## Methodological approach:

- › Define relevant, event-related stakeholder groups (bottleneck-specific and/or time-dependent) to determine relevant communication scopes
- › Use standardized communication formats for streamlining information processing

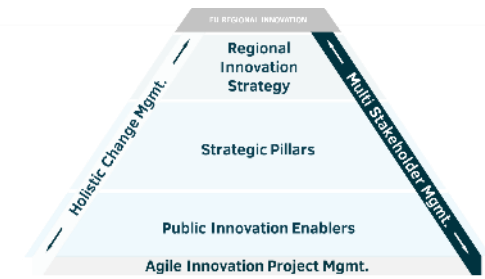
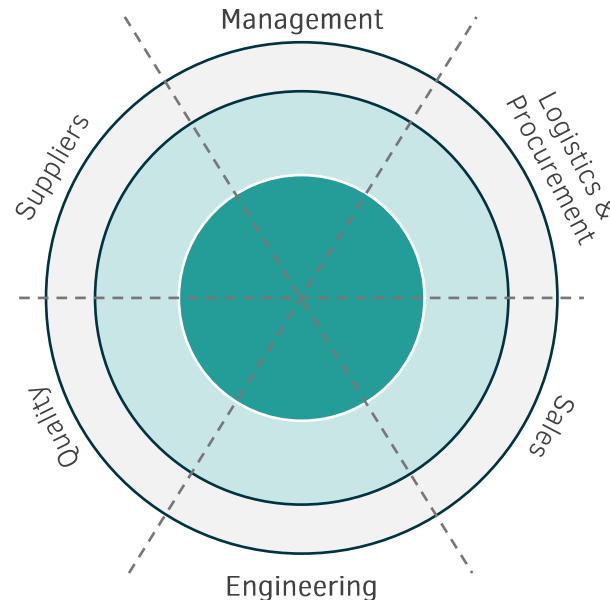
## Project consequence:

- › Stringent involvement of internal and supplier stakeholders to resolve the respective bottlenecks
- › Alignment of interests on customer and supplier side for time and cost-effective bottleneck management

- › Occasion-related selection of the stakeholder group
- › Stakeholder-specific communication channels & content
- › Definition of a single point of contact for suppliers



Success Factors



## Stakeholder groups:



### PRIMARY STAKEHOLDERS

- › Part of the operational project team
- › Contribute directly to the project outcome on the OEM and supplier side



### SECONDARY STAKEHOLDERS

- › Part of the integrated stakeholder group
- › If required, coordination of (not) achieved project results so far



### PERIPHERAL STAKEHOLDER

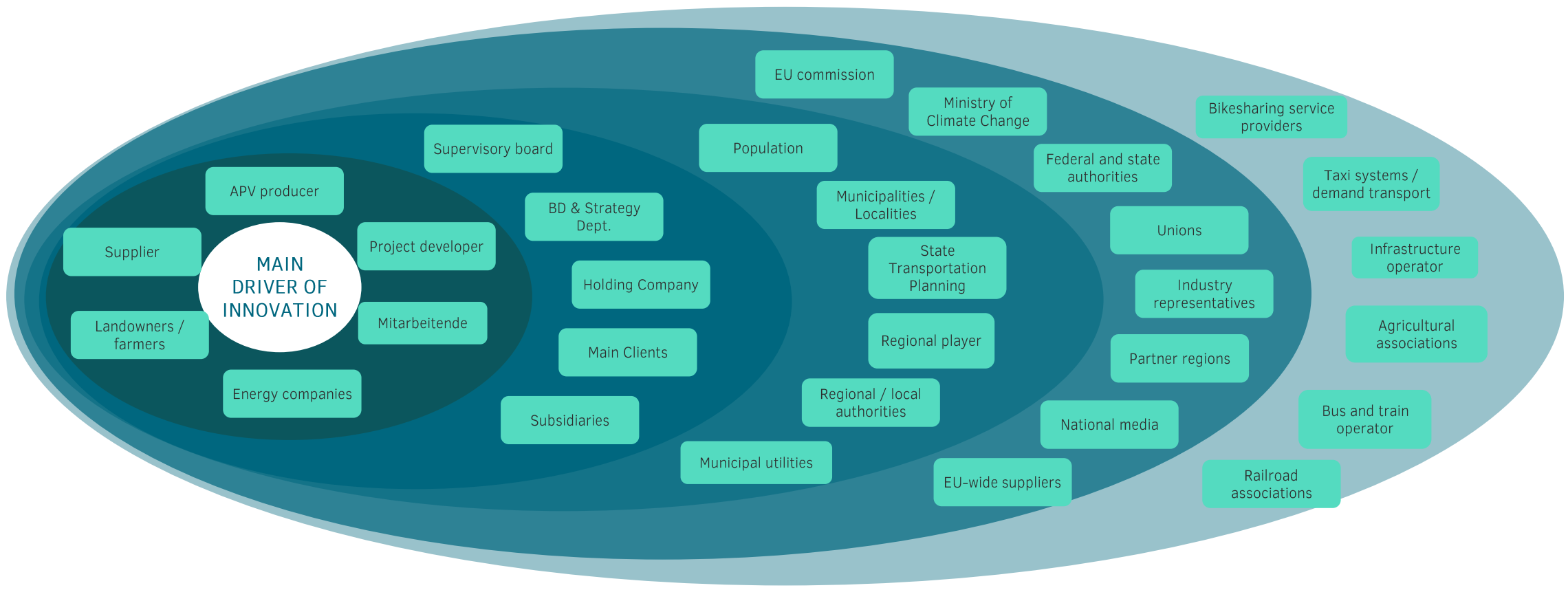
- › Other stakeholders without direct project influence only receive selected project information

# Exemplary method: Stakeholder mapping from the viewpoint of a public infrastructure enterprise



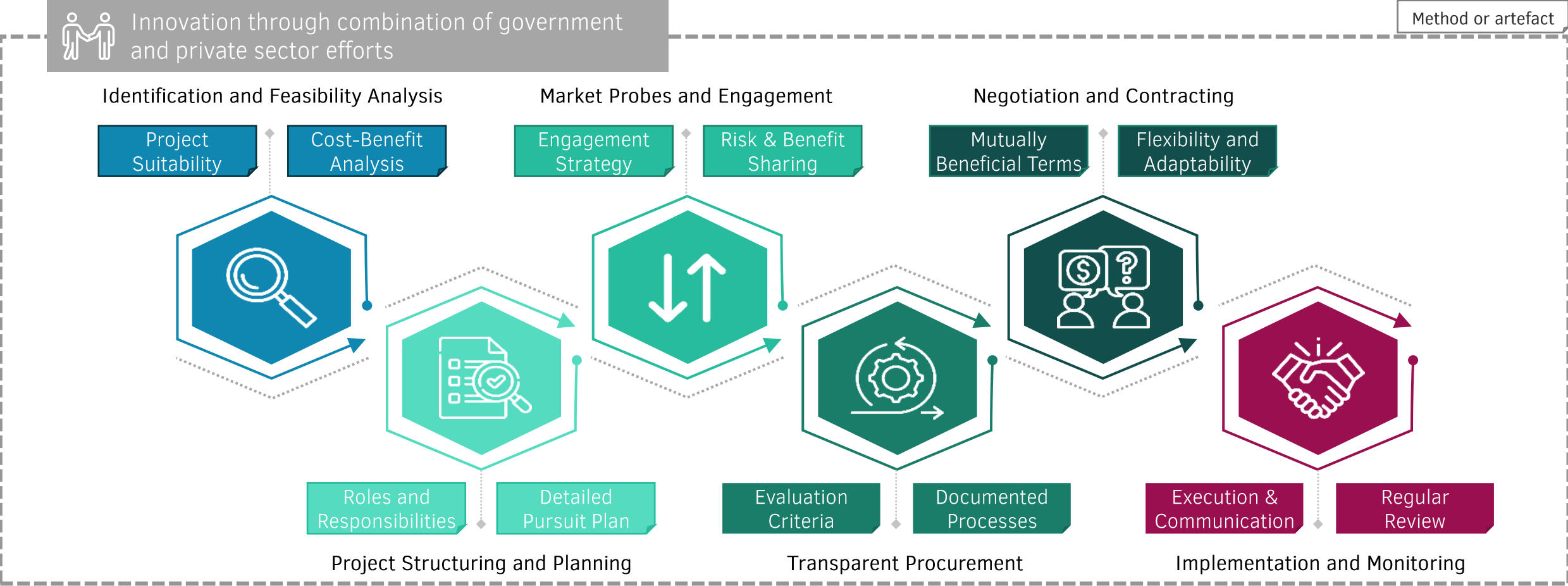
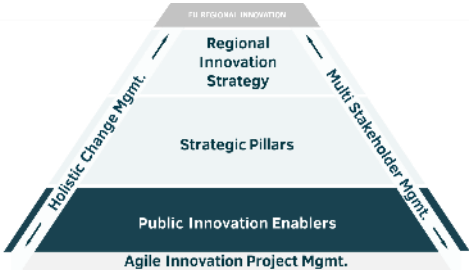
Primary Interregional Public-Intraregional Extra-Regional Other Stakeholders

Exemplary



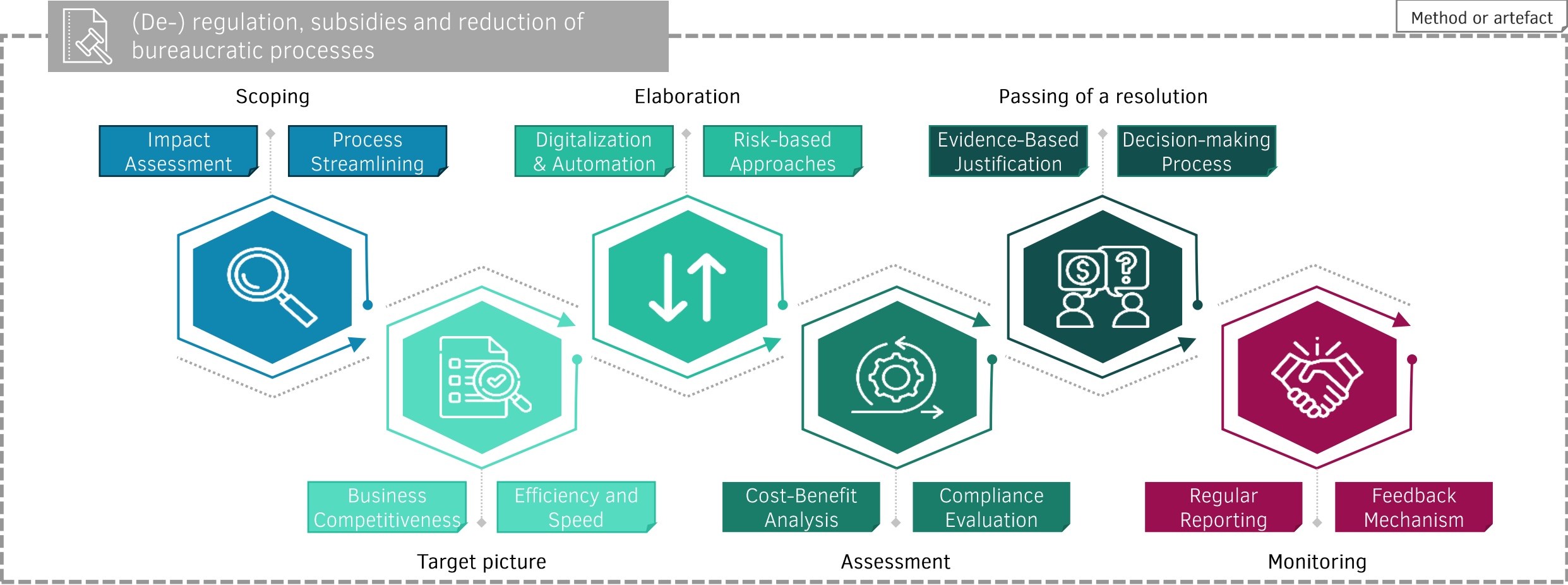
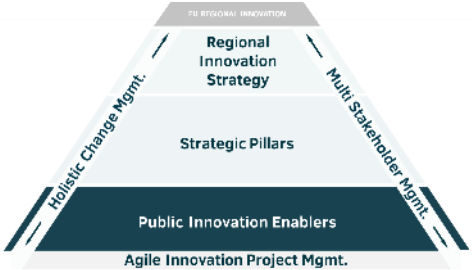
# Public Private Partnerships (PPP)

PPPs are enablers for enhanced intra-regional cooperation involving both public and private entities



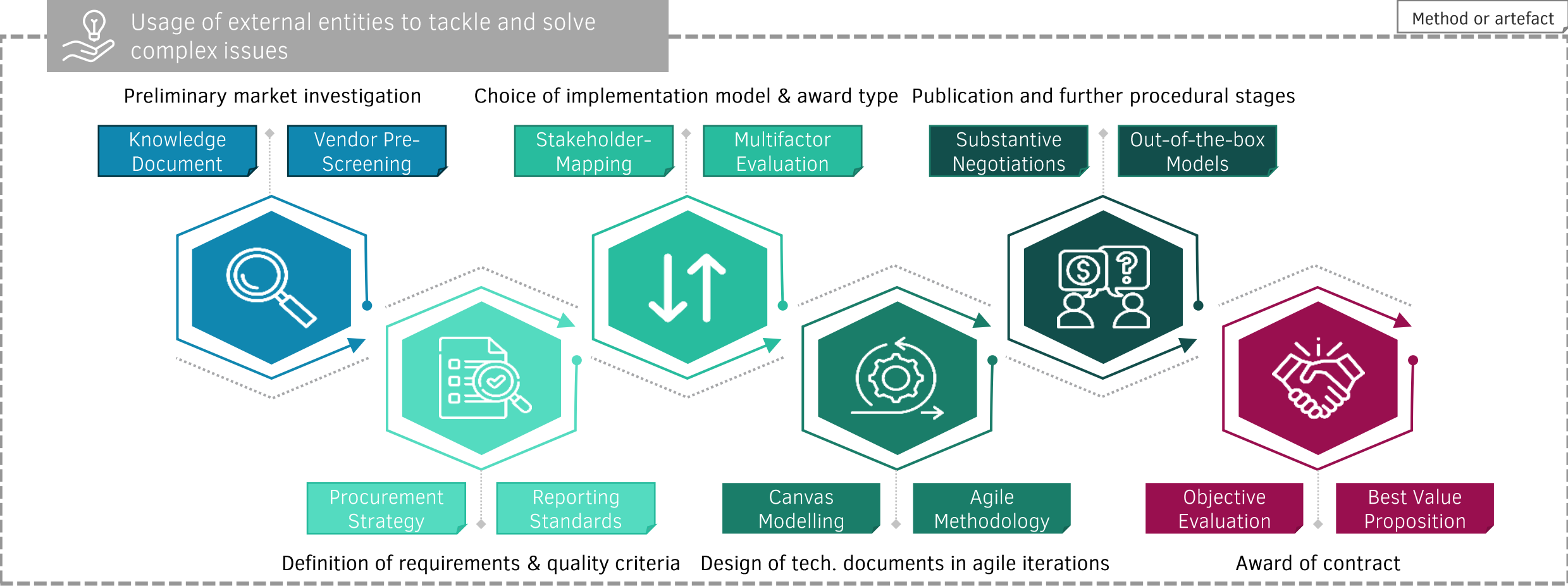
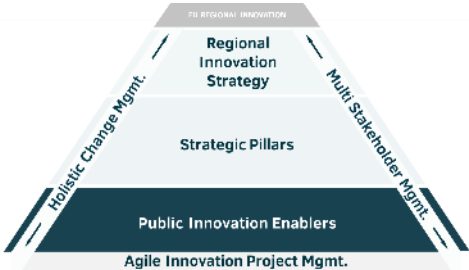
# Subsidies and Regulations

Subsidies & regulations are enablers that draw from public authority & leverage changing measures



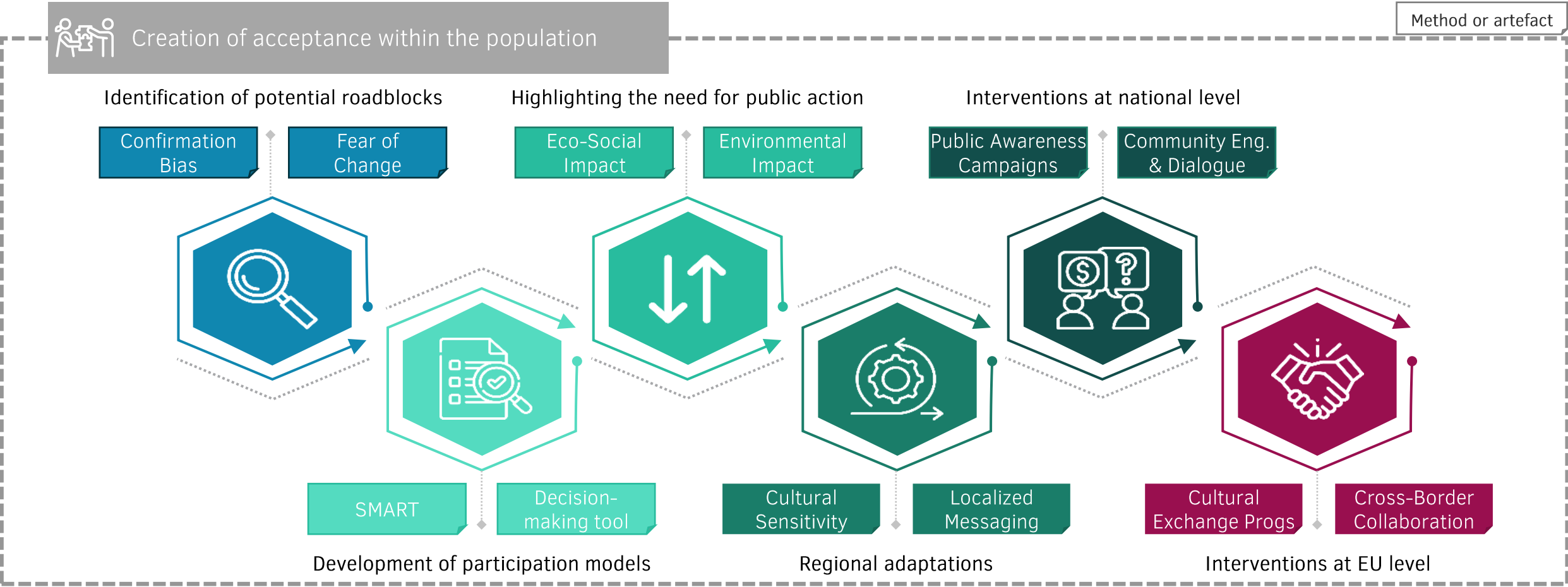
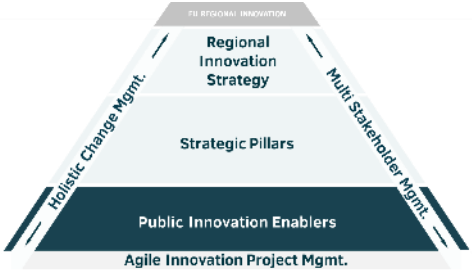
# Public Innovation Tendering

Public innovation tenders are enablers for technology integration, aiming to cover a larger range of innovative solutions



# Citizen Participation

Citizen participation is an enabler based on democratic values and fosters the change process beyond core stakeholders





# Agenda

- 1 Regional challenges in the context of the 3S framework
- 2 Our offer: From regional strategy to innovation initiatives
- 3 Our expertise: How to drive innovation successfully
- 4 Why accilium? Our team and references in innovation & public transformation

# Our team in innovation and public transformation



Alexander Hotowy  
Managing Partner  
Strategy & Innovation



Christian Schneider  
Partner  
Public Sector



Oliver Danninger  
Associate Partner  
Sustainability



Jakob Mozyszek  
Senior Manager  
Supply Chain Mgmt.



Michael Weingärtner  
Senior Manager  
Operational Excellence



Meike Wenzl  
Manager  
Customer Centricity



Christopher Waidelich  
Manager  
Smart City



Jennifer Duhs  
Manager  
Circular Economy



Stefan Cibulka-Rothauer  
Associate Manager  
Innovation & Sustainability



Dominik André  
Associate Manager  
Integrated Mobility



David Schneiderbauer  
Associate Manager  
Energy & Data Strategy



Astrid Reiter  
Senior Associate  
Change Management



Melvin Skischus  
Senior Associate  
Decarbonization



Pauline Taupin  
Senior Associate  
Decarbonization



Julien Wenglorz  
Senior Associate  
Integrated Mobility



Leon Sommer  
Associate  
Innovation Mgmt.



Sebastian Mätzler  
Associate  
Digital Transformation



Stephan Gfrörer  
Associate  
Digital Transformation



Nicole Mezgolits  
Associate  
Public Sector

# Excerpt of our references in innovation and public transformation

Reference	Strategy	Change Mgmt.	Stakeholder Mgmt.	Agile Project Mgmt.	Deep Tech / Supply Chain	Regional Energy	Integrated Mobility	Education & Research	Smart City
Strategy operationalization of a climate roadmap and CO2 assessment	✓		✓				✓		
Strategic implementation of the double materiality analysis	✓				✓				
Strategy development for nationwide smart city initiative	✓								✓
Customer-centred service management	✓		✓				✓		
Change management for establishing cooperation models		✓	✓	✓					
Change- & Communication Mgmt. for S4/HANA-Transformation		✓				✓			
Feasibility study: "Make, buy, co-operate" of an online offering platform			✓	✓					✓
Concept for a transformation platform for the automotive industry			✓						
Conception and elaboration of a modular contract system for cooperation projects			✓	✓					
Digital After Sales Program & Project Management			✓	✓	✓				
Programme steering of digitisation initiatives in the engineering domain			✓	✓					
Development of an urban data ecosystem			✓	✓					
Sustainable Logistics 2030+					✓		✓		
Company Building Initiative for Circular Economy			✓		✓			✓	
Study: Road to circular economies in textile					✓			✓	

# Excerpt of our references in innovation and public transformation

Reference	Strategy	Change Mgmt.	Stakeholder Mgmt.	Agile Project Mgmt.	Deep Tech / Supply Chain	Regional Energy	Integrated Mobility	Education & Research	Smart City
Development of a model to determine the potential of charging infrastructure						✓			✓
Charging infrastructure tender for a state government						✓			✓
Concept Reference  Agricultural Photovoltaics					✓	✓			
Ecoquadrat – platform for renewable energy communities	✓		✓			✓	✓		
Project application for integrated traffic management				✓			✓		
Concept development of a mobility management centre							✓		✓
Development of a rural mobility concept							✓		
Parking management concept for a region			✓				✓		
Investigation of innovative mobility concepts and the resulting value creation & employment potentials							✓	✓	
Innovation laboratory launch – decision recommendation	✓			✓				✓	
Mobility.Lab for a district capital							✓	✓	
Mobility.Lab for 11 rural communities							✓	✓	
Customer-centric location criteria for WLAN-hotspots	✓		✓						✓
Cross-municipality Smart City OKR cooperation	✓		✓	✓					✓
Electronic zoning plan			✓						✓

# Strategy operationalization of a climate roadmap and CO2 assessment

**CUSTOMER**  
Public sector  
(City)

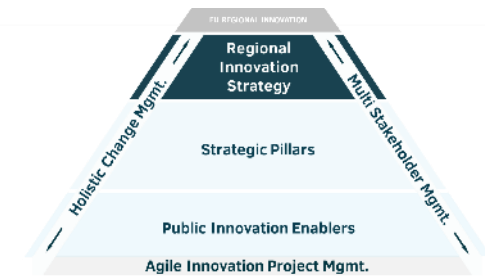
**REGION**  
Austria

## PROJECT OBJECTIVES

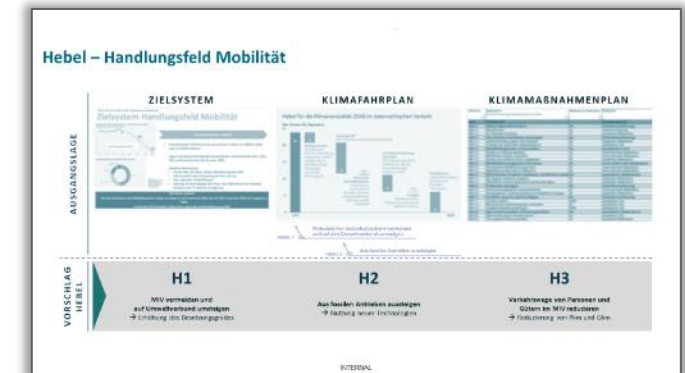
- › Derive effective, concrete levers to operationalise the CO2 reduction targets (target paths).
- › Quantitative potential assessment of the levers
  - › Top-down: total CO2 reduction potential
  - › Strategic bottom-up: sum of the CO2 reduction potential of individual measures
- › Identification of measures and clusters of measures to forecast the reduction effects
- › Identification and presentation of the target gap (Comparison of PLAN CO2 savings and potential savings)
- › Derivation of recommendations for action
- › Preparation of a basis for decision-making for political bodies and decision-makers

## RESULTS

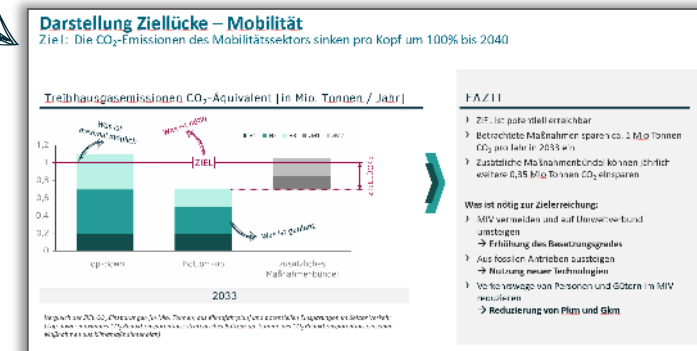
- › Sound measure analysis for evaluability
- › Quantitative potential assessment of identified levers and packages of measures
- › Concrete CO2 reduction potentials on the basis of the top-down analysis
- › Overview of the effective CO2 savings potentials of the individual measures based on the strategic bottom-up assessment
- › Political decision-making basis for further operationalisation of the Climate Roadmap
- › Catalogue of additional bundles of measures based on structured information from subject matter experts



Analysis of the target systems and derivation of the levers



Deriving the levers for CO2 savings



# Strategic implementation of the double materiality analysis

## CUSTOMER

Infrastructure Group

## REGION

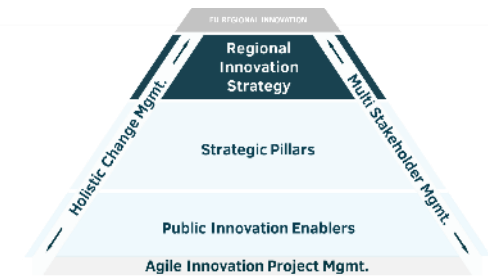
Austria

## PROJECT OBJECTIVES

- › Carrying out the double materiality analysis for all contents of the European Sustainability Reporting Standards (ESRS)
- › Set up an interactive tool to carry out the double materiality analysis
- › Development of thresholds for determining materiality
- › Development of a blueprint for independent use beyond the scope of the project
- › Establish structured governance that creates a common basis for strategy development and reporting.
- › CSRD-compliant documentation of the entire DMA\* process

## RESULTS

- › Gap analysis on the availability of already existing data and information
- › Carry out a comprehensive stakeholder survey to determine materiality.
- › Graphical presentation of the key Sustainability Matters as defined by the CSRD\*\*.
- › Detailed analysis and derivation of materiality for all bottom-up surveyed activities
- › Provision of an individual DWA tool with basic user functions for independent further use
- › Detailed and report-compliant process documentation



\*DMA = Double materiality analysis

\*\*CSRD = Corporate Sustainability Reporting Directive



# Customer-centred service management

## CUSTOMER

Railway infrastructure company

## PROJECT OBJECTIVES

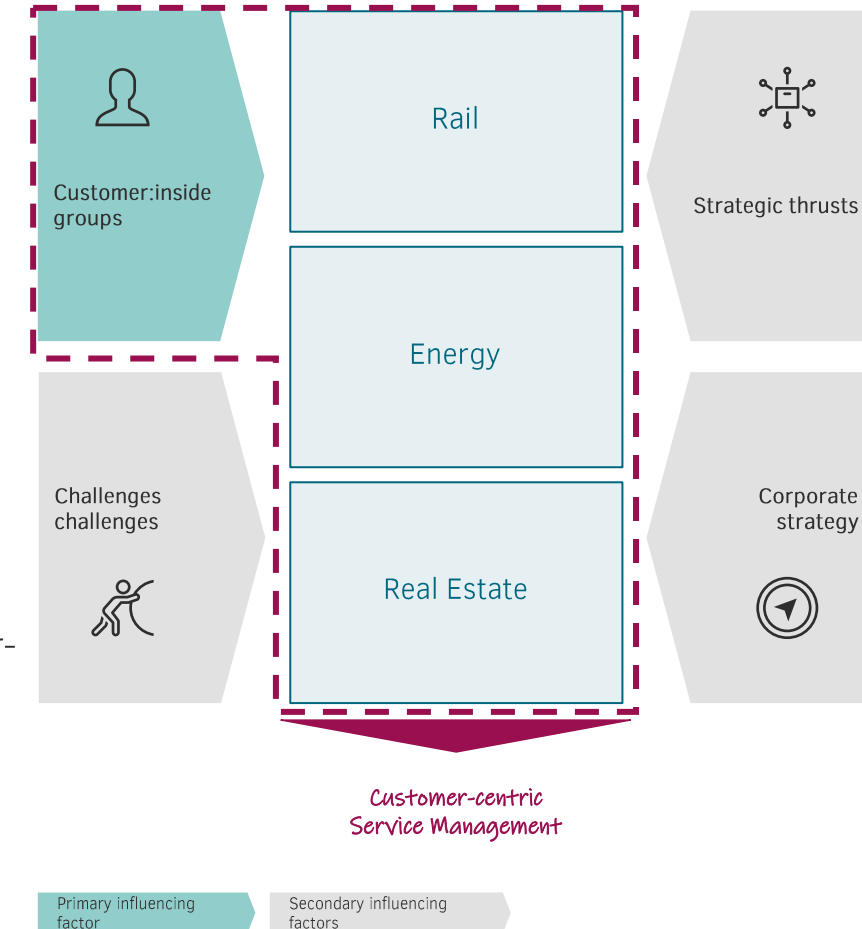
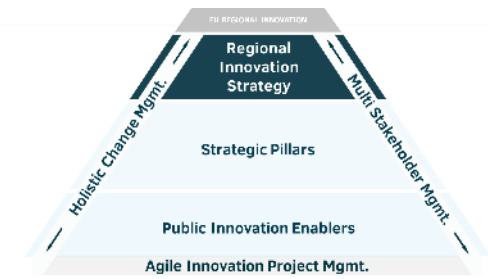
- › Analysis of the existing customer portfolio and derivation of a service portfolio design based on trends and customer journeys
- › Implementation of 3 sprints in the business areas of rail, energy and real estate, each with 3 workshops:
  - › Trend workshop incl. keynote speech and market and customer segmentation
  - › Customer Journey Workshop to identify the actual and target services
  - › Service portfolio workshop for customer-centred bundling of services
- › Development of a customer-centric service catalogue including a mapping of services to business areas, market and customer segments and service portfolios.

## REGION

Austria

## RESULTS

- › Identified market and customer trends incl. keynote speeches on selected topics in 3 different business areas
- › Performed market and customer segmentation
- › Over 30 identified use cases with specific customer needs
- › 9 developed customer journeys incl. identification of new and existing services
- › Detailed definition and systematisation of a customer-centred service catalogue
- › 9 identified service portfolios
- › Design of a customer-centred service catalogue



# Strategy development for nationwide smart city initiative

## CUSTOMER

Public sector  
(City with > 1 million inhabitants)

## REGION

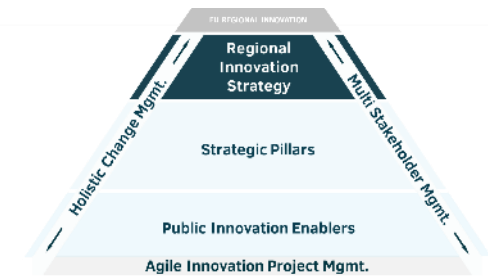
Germany

## PROJECT OBJECTIVES

- › Design and build the content framework for the development of a smart city strategy by developing target images
- › Conception and implementation of co-creative workshops with various stakeholders for participatory gathering of requirements and existing guidelines for strategy development
- › Preparation of a comprehensive strategy in accordance with existing guidelines and developed contents for presentation to the city council
- › Embedding the developed strategy in the existing strategy and initiative landscape of the municipality
- › Development of a committee approach plan to ensure the timely adoption of the strategy incl. stakeholder management

## RESULTS

- › Target images for the Smart City Initiative provide the content framework for the strategy
- › Smart City Strategy is developed taking into account the requirements and needs of all essential stakeholders as well as relevant guidelines
- › Strategy paper meets the requirements of the municipality and the funding authority, contains all contents and is approved by the city council
- › Integrative smart city strategy that is synergistic and complementary to existing strategies
- › Key stakeholders have been informed about the strategy prior to the committee appearances and committees have been passed in time



### Communication

Increase acceptance for digitalisation within the urban society through transparent communication



### Data infrastructures

Expanding digitisation in the city of Cologne through data infrastructures



### Rooms

Creating spaces for the implementation of innovative ideas



### Learning

Promote digital competence of the stakeholders and the process through continuous learning

*Target images of the Smart City Strategy*

# Change management for establishing cooperation models

## CUSTOMER

Multi-brand OEM in the premium segment

## PROJECT OBJECTIVES

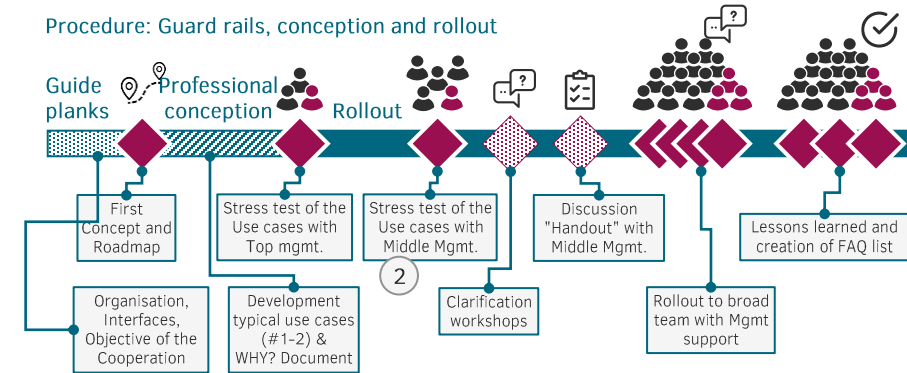
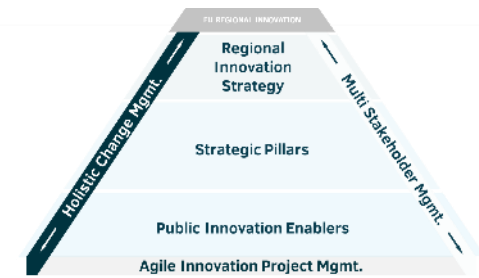
- > Elaboration of the guidelines and identification of the need for change: organisation, interfaces, cooperation models, role definition and responsibility. & respons.
- > Clarification on stakeholder involvement (top mgmt, middle management, operational departments)
- > Establish core team for conceptual elaboration (representatives of all roles/subject areas)
- > Establishment of cooperation model and escalation structure through professional conception (governance model: tasks, competences, responsibility of the respective roles)
- > Determine the procedure for the gradual broad rollout (rollout planning, see graphic on the right)
- > The elaborated models and processes are tested via use cases (exemplary example) Repeated sharpening of the work results

## REGION

Germany

## RESULTS

- > Process models, committee structure, escalation paths and implementation paths are defined
- > Governance model is established and tested on the basis of use cases (tasks, competences, responsibilities of the respective roles)
- > Handout: Building understanding and communicating work results (incl. FAQ)
- > Rollout: the working models are established via a multi-stage rollout (see graphic on the right)



### Parallel: Continuous synchronisation and technical concretisation

Core team consisting of representatives from all relevant departments

Core team: weekly sync and work sessions for detailed conception and adaptation procedure rollout

### Success and risk factors for change management

#### ① Core team

**Success factor:**  
Staffing the core team with executives (middle management) with specialist, interdepartmental know- and integration competence

**Risk factor:**  
Top management is not "publicly" fully behind the change or does not give enough time to the core team/the process.

#### ② Involvement Middle Management

**Success factor:**  
As the direct supervisors of the employees, middle management is the content multiplier and must therefore have understanding and acceptance for the new form of organisation and cooperation before the rollout.

**Risk factor:**  
Impatience in top management and the core team, as it takes time and energy to engage middle management.

# Change- and Communication Management for S4/HANA-Transformation

**CLIENT**  
Public Infrastructure

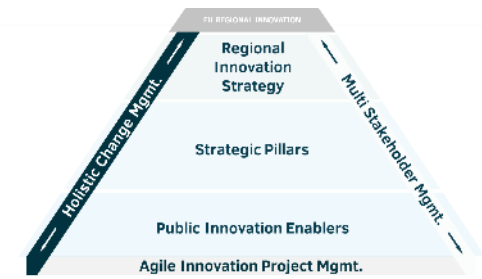
**REGION**  
Austria

## PROJECT OBJECTIVES

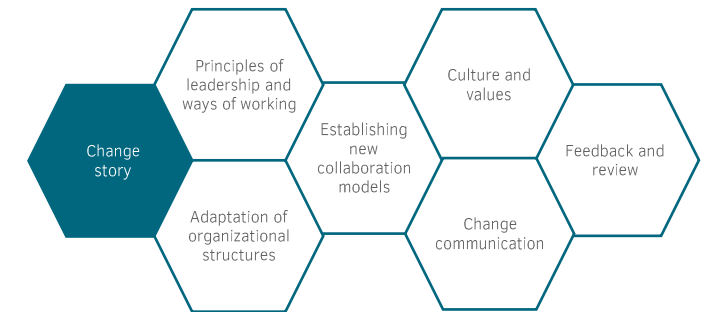
- › Establishment and implementation of change measures, evaluation of set measures and recommendations of improvement to current change processes.
- › Identification of fields of action across the different project phases and derivation of change measures.
- › Implementation of measures for the active involvement of affected groups.
- › Identification of relevant stakeholders and establishment of target group-specific action fields.
- › Preparation of target group-specific change communication concerning content and formats.

## RESULTS

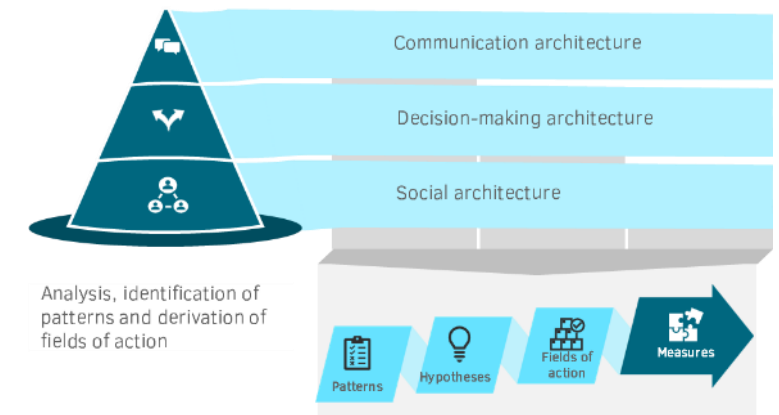
- › Establishment of a clear argumentation regarding the benefits as well as a change story embedded in the created communication plan.
- › Extension of the existing change formats.
- › Increasing and creating acceptance of new ways of working.
- › Reduction of resistance and strengthening of awareness of individual responsibility.



## ASPECTS OF CHANGE-MANAGEMENT



## CHANGE-MANAGEMENT MODEL



# Feasibility study: "Make, buy, co-operate" of an online offering platform

## CLIENT

Municipal property management group

## REGION

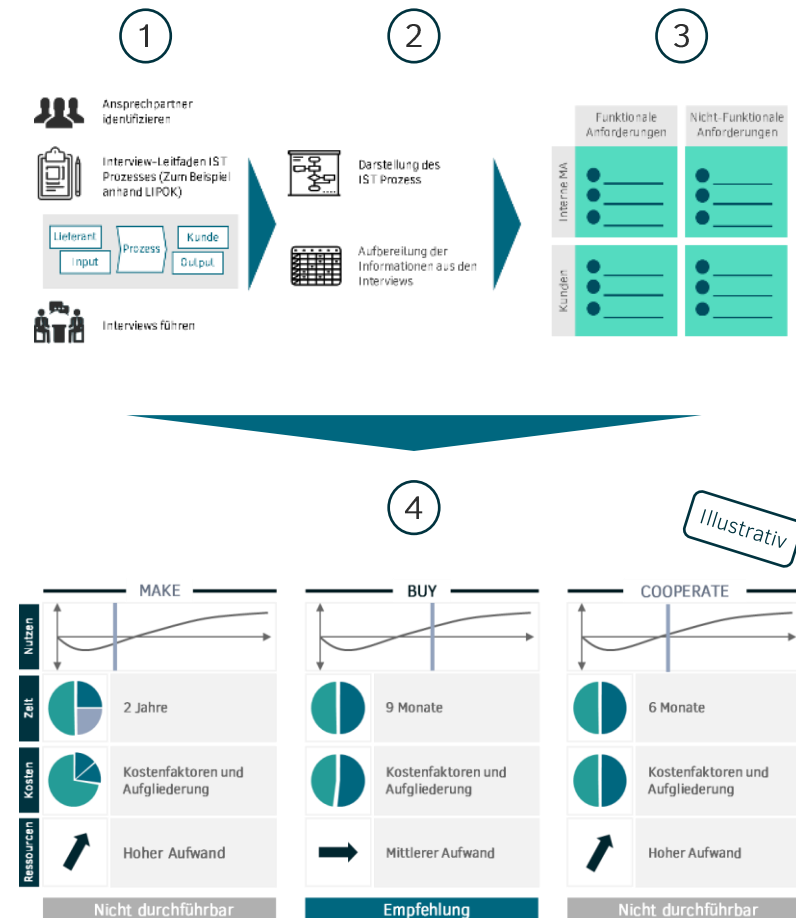
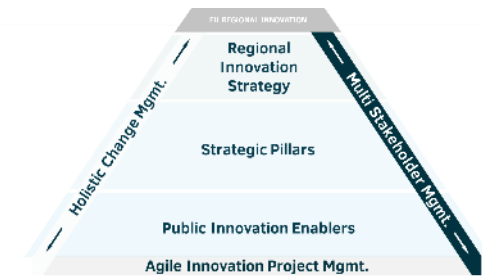
Vienna, Austria

## PROJECT OBJECTIVES

- › Specify requirements for a new online awarding platform for community housing
- › Create clear presentation of options for implementing online procurement platform
- › Perform a sound evaluation of the advantages and disadvantages of the implementation options and consolidate them with a decision recommendation

## RESULTS

- › Functional and non-functional requirements for the online tendering platform as well as relevant requirements for employees and tenants were clearly presented
- › A customer journey for the online award platform and a process description for the new award process were created
- › The feasibility of the available implementation options for the online tendering platform was examined, compared using an evaluation tool and prepared as a TOP management decision template.



# Concept for a transformation platform for the automotive industry

## CUSTOMER

Public sector  
(Ministry and funding agency)

## REGION

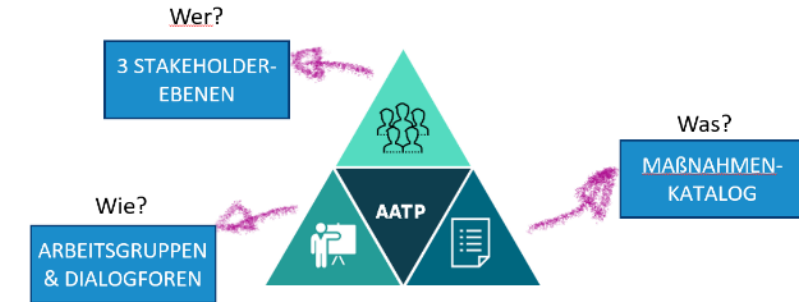
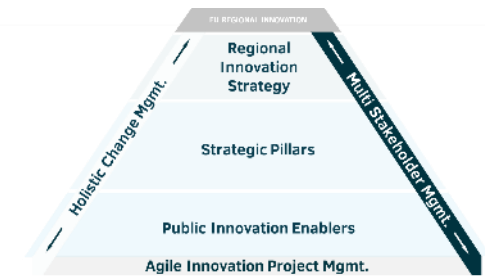
Austria

## PROJECT OBJECTIVES

- › Conceptualisation of a working platform to accompany the structural change in the automotive sector as well as the upstream and downstream sectors
- › Deriving a catalogue of topics that systematically covers the relevant topics around the electromobility value chain
- › Conception of a working model of the platform
- › Definition of organisations and actors to be involved
- › Conduct communication with external and internal stakeholders
- › Conception and implementation of workshops to prepare the platform

## RESULTS

- › Content and organisational architecture of the platform, incl. target definition, output sizes as well as system boundaries
- › Developing three stakeholder levels - Steering - Designing - Implementing
- › Type of cooperation regulated by a binding letter of commitment
- › Catalogue of topics with guiding questions, recommendations for action and thematic fields
- › Coordinated agile collaboration model for the development of content
- › Detailed stakeholder list



# Conception and elaboration of a modular contract system for cooperation projects

## CUSTOMER

Automotive OEM

## REGION

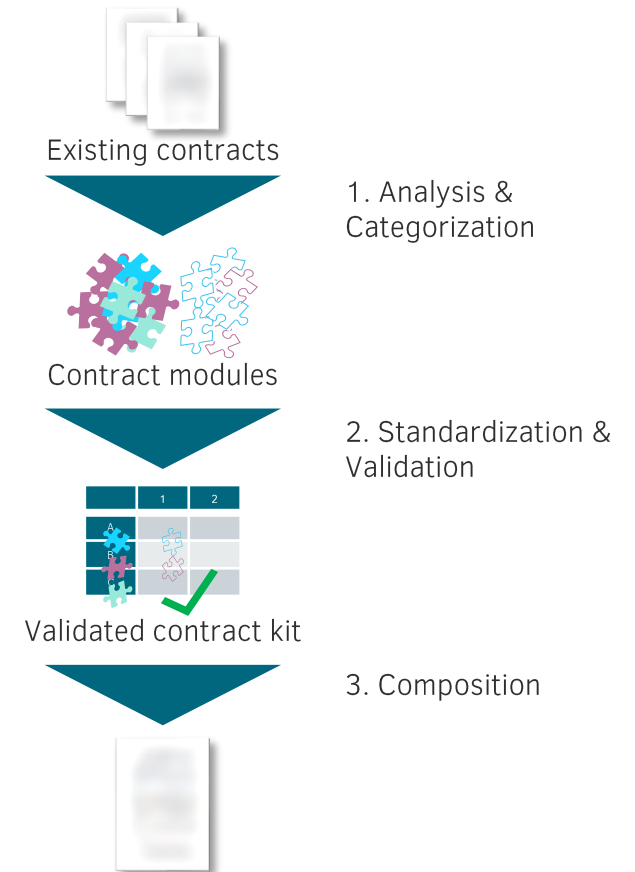
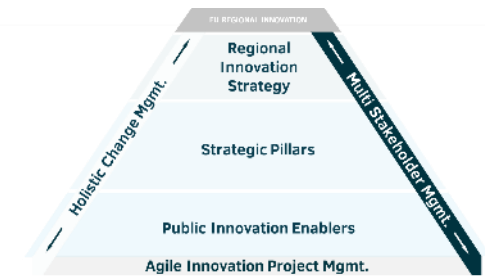
Germany

## PROJECT OBJECTIVES

- › Analysis and categorization of ongoing cooperation projects according to type and scope
- › Requirements analysis for contract content with a focus on recurring and scalable content as well as categorization of the content
- › Generation of standardized contract modules for each category
- › Creation of a modular contract kit based on the defined contract modules to increase synergy effects in contract creation and implementation in future cooperation projects
- › Validation of the contract kit in terms of compliance, completeness, freedom from contradictions, etc. by means of approval by business and legal departments

## RESULTS

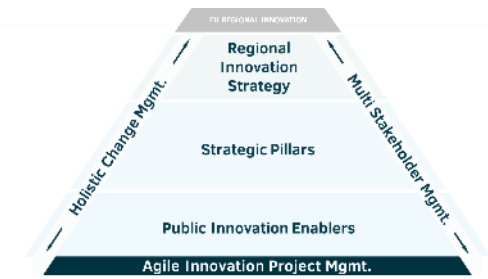
- › Massive efficiency gains in contract preparation and -implementation using standardized contract modules for future cooperation projects
- › Compliance, completeness and consistency of contract components ensured due to up front validation by relevant stakeholders
- › Improved negotiating position ensured by early introduction of own draft contract including correspondingly advantageous clauses and language regulations and/or own group language/standards



Procedure for establishing a modular contract system



# Digital After Sales Program & Project Management



## CLIENT

Multi-brand automotive OEM

## REGION

Germany

## PROJECT OBJECTIVES

- › Stabilization of the after-sales system landscape
- › Increase customer experience and loyalty
- › Reduction of administrative time per workshop run
- › Further increase in system availability
- › Increase in sales and profitability
- › Management of the broad stakeholder base

## RESULTS

- › Initiation of 26 projects or products
- › Initiation of new IT infrastructure
- › Essay & Operation Program structure and process organization
- › Ensure rapid decision-making capabilities by creating the necessary transparency for program management while maintaining agility in projects

## Program order



Client



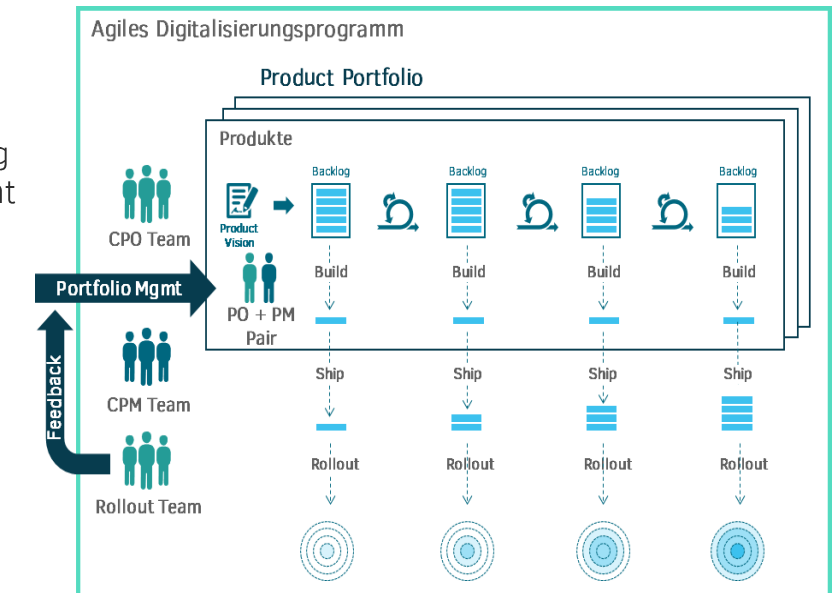
Budget



Digitization order



Business Case / Benefits



# Programme steering of digitisation initiatives in the engineering domain

## CLIENT

Commercial vehicle manufacturer

## PROJECT GOALS

- › (Content-related) coordination of activities to utilize digitalisation potentials in engineering:
  - › Digitisation of work processes along the V-model (incl. definition of integrated tooling)
  - › Setup of data use cases (e.g. digital twin)
  - › Set up basic structures of software delivery org
  - › Setup of Enterprise Architecture Management
- › Master planning of all activity fields in the programme
- › Mapping work structures in the workflow management tool Jira incl. preparation of content for agile rituals
- › Maintaining the methodological/ technical overview, incl. adequate prioritization of activities
- › Agenda planning for regular meetings & mgmt boards
- › Preparation of project-relevant content for top mgmt boards (budget figures, milestone plans, etc.)
- › Programme communication and alignment with key stakeholders

## REGION

Germany

## DELIVERABLES

- › Established programme management organisation
- › Programme manual /-playbook
- › Established planning-/ reporting structures
- › Clearly defined responsibilities for work packages/ activities
- › Aligned programme master plan/ sub-project plans
- › Mapping of all activities/ responsibilities/ target dates in Jira (capabilities, epics, user stories)
- › Purpose-specific views and evaluations in Jira (e.g. for prioritising activities)
- › Dosed frequency of regular meetings and coordinated planning of top mgmt appointments
- › Top mgmt-ready communication documents/ decision documents
- › Information documents for key stakeholders
- › Stakeholder list, Stakeholder map

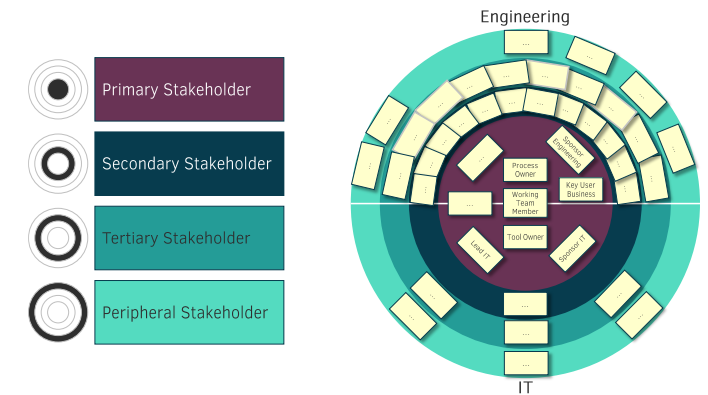
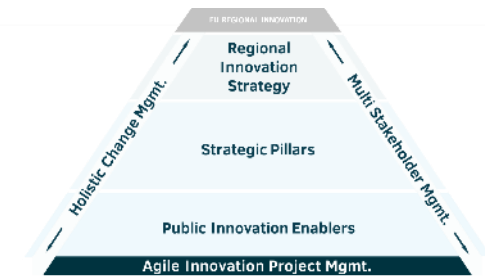


Figure 1: Stakeholder map

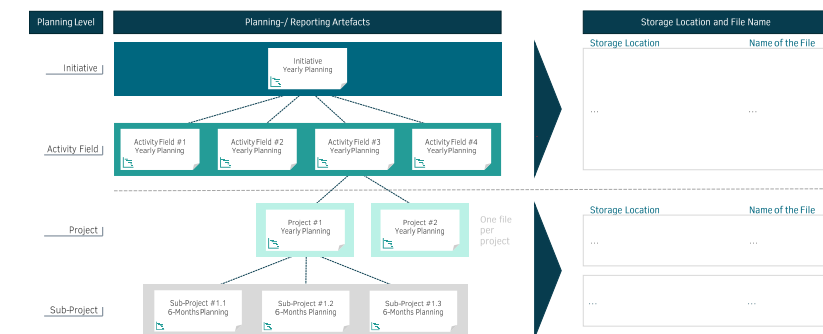


Figure 2: Established planning-/ reporting structure

# Development of an urban data ecosystem

## CLIENT

Public sector (city, municipal utilities, energy suppliers)

## PROJECT OBJECTIVES

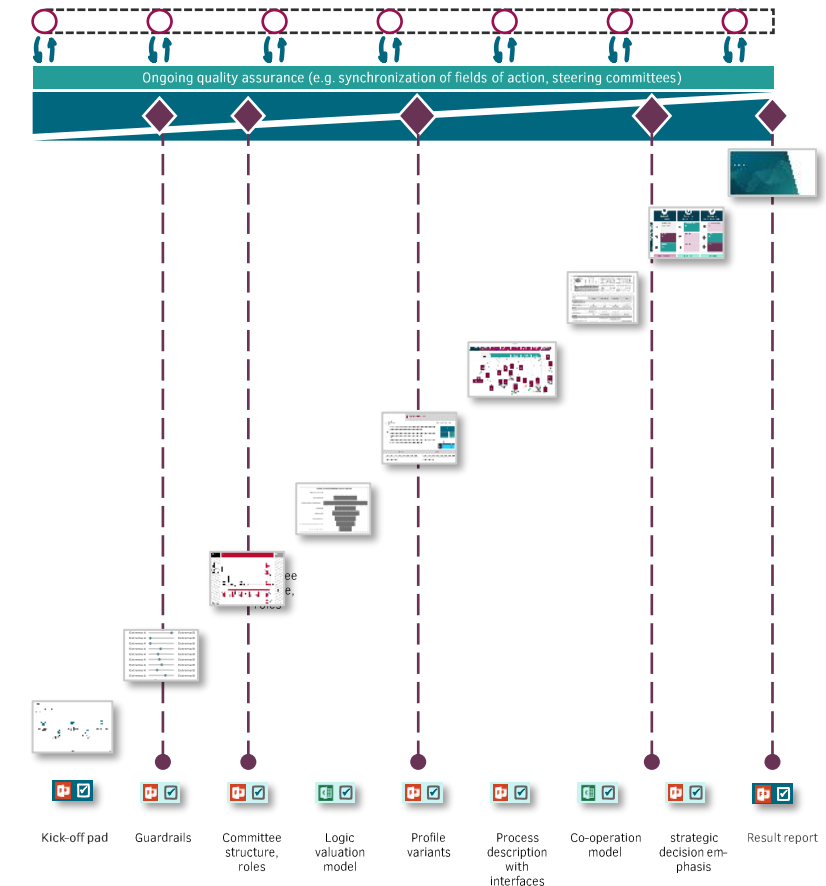
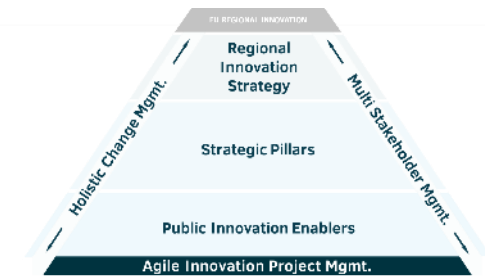
- › Develop common framework as an essential foundation of the evaluation scheme for the different variants of organizational forms/data governance structures.
- › Variants of the organizational forms have been developed and evaluated in the form of generic business cases (incl. possible forms of participation)
- › Control and reporting models are developed for the operation of the urban data ecosystem Responsibilities are defined and described and coordinated with all relevant stakeholders (city, utilities, local energy provider)
- › Future data-related business processes are specified at the main process level and documented in a process model, taking into account the system interfaces

## REGION

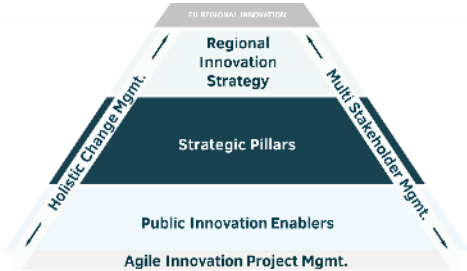
Germany

## ERGEBNISSE

- › Result report (incl. generic business case) for the development as well as operation of an urban data ecosystem has been developed and accepted by the city, municipal utilities and the local energy supplier.



# Sustainable Logistics 2030+



**CUSTOMER**  
Public sector  
(State governments )

**REGION**  
Austria

**PROJECT OBJECTIVES**

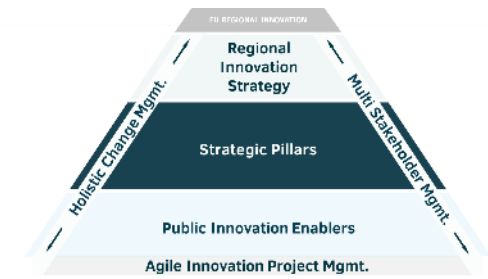
- › Implement a cooperation project on the topic of "Sustainable Logistics 2030+ for two federal states.
- › Develop joint solutions in an interdisciplinary team consisting of two provincial governments and two chambers of commerce
- › Design and implement a broad stakeholder process with the companies involved.
- › Developing an action plan
- › Decide on the implementation of the Action Plan.
- › The action plan comprises a total of 35 measures with 133 actions in eight thematic clusters.
- › Accompanying launch of pilot projects

**RESULTS**

- › Developed Action Plan Logistics 2030+, which includes five goals for two federal states
- › Resolve conflicts of use in flowing, stationary goods and individual traffic.
- › CO2 reduction.
- › Reduction of traffic volume without loss of performance and quality.
- › Develop logistics and transport concepts that meet with broad consensus.
- › Development and monitoring of pilot projects

Action Plan Logistics 2030+	Cluster 1	M	M	A A A A A A A A
		M	M	A A A A A A A A
	Cluster 2	M	M	A A A A A A A A
		M	M	A A A A A A A A
	Cluster 3	M	M	A A A A A A A A
		M	M	A A A A A A A A
	Cluster 4	M	M	A A A A A A A A
		M	M	A A A A A A A A
	Cluster 5	M	M	A A A A A A A A
		M	M	A A A A A A A A
	Cluster 6	M	M	A A A A A A A A
		M	M	A A A A A A A A
	Cluster 7	M	M	A A A A A A A A
		M	M	A A A A A A A A
	Cluster 8	M	M	A A A A A A A A
		M	M	A A A A A A A A

# Company Building Initiative for Circular Economy



**CLIENT**  
Economic Agency

**REGION**  
Austria

## PROJECT OBJECTIVES

- › Establishment of a joint venture in the field of circular economy
- › Development and evaluation of the business plan plausibility
- › Networking of suitable stakeholders (distributors, disposers, recyclers, manufacturers)
- › Evaluation of suitable cooperation and corporate forms
- › Developing a roadmap for implementation
- › Evaluation of suitable funding programs

## RESULTS

- › The conditions for the establishment of the joint venture are in place
- › Stakeholders are networked and individual interests are aligned
- › A capable team for the implementation is formed
- › An initial business plan is available and has been checked for plausibility
- › Financial implications are well known

## Vorgehensweise



## Roadmap

	NOW – Konzept und Aufbau	NEXT – Etablierung	FUTURE – Wachstum
<b>Finanzierung (entspr. Gewichtung)</b>	<ul style="list-style-type: none"> <li>Öffentliche Subventionierung</li> <li>Fördergeber</li> <li>Kooperationspartner</li> </ul>	<ul style="list-style-type: none"> <li>Kooperationspartner</li> <li>Verkauf sortierter Altkontrollen und Verkauf von Recyclingmaterial</li> </ul>	<ul style="list-style-type: none"> <li>Kooperationspartner</li> <li>Verkauf sortierter Altkontrollen und Verkauf von Recyclingmaterial</li> </ul>
<b>Wichtige Partner in der Prozesskette</b>	<ul style="list-style-type: none"> <li>Forschungs- und Technologiepartner zur Entwicklung des Sortier- und Recyclingprozesses</li> <li>Industrie zur gemeinsamen Entwicklung des Sammelprozesses</li> </ul>	<ul style="list-style-type: none"> <li>Zusätzliche Metallfirmen</li> <li>Recycling- und Entsorgungsbetriebe</li> <li>Logistikpartner</li> </ul>	<ul style="list-style-type: none"> <li>Recycling- und Entsorgungsbetriebe</li> <li>Neue Industrie / Technologiepartner</li> </ul>
<b>Primäre Zielsetzung der Phase</b>	<ul style="list-style-type: none"> <li>Definition des Kooperationsmodells</li> <li>Aufbau des Netzwerks</li> <li>Aufbau des Sortierprozesses</li> <li>Aufbau des Recyclingprozesses</li> </ul>	<ul style="list-style-type: none"> <li>Optimierung des Sortier- und Sammelprozesses</li> <li>Einrichten von Recyclingquartalen</li> <li>Das Unternehmen (Logistik) wird selbstständig, Subunternehmen</li> </ul>	<ul style="list-style-type: none"> <li>Wachstum des Geschäftsmodells (z.B. Ausweitung des Partner / Kundenbereichs)</li> <li>Einrichten der Recyclingkette</li> <li>Ggf. Ausweitung der Geschäftslogik (z.B. Verbringung von Wertstoffen auf andere Standorte)</li> </ul>

# Study: Road to circular economies in textile

**CLIENT**  
Business Agency

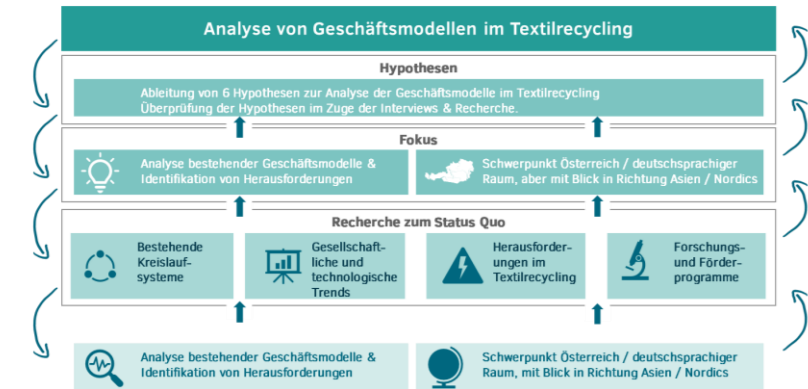
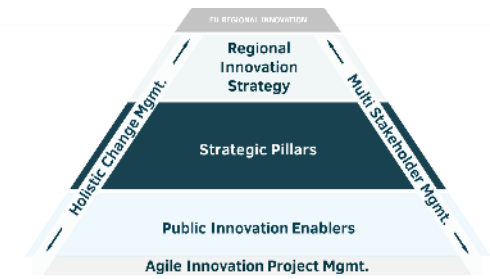
**REGION**  
Austria

## PROJECT OBJECTIVES

- › Conducting a study on textile recycling in Austria to get a holistic overview of already existing business models
- › Analysis of existing business models
- › Development of recommendations for action and identification of value creation potentials

## RESULTS

- › Extensive presentation of the status quo on the topic of textile recycling in Austria
  - › Analysis of existing recycling systems, as well as business models through expert interviews with stakeholders from Austria and abroad.
  - › Elaboration of social and technological trends, as well as challenges
  - › Research on existing research and funding programs at the European level
- › Comparison of the status quo in Austria with leading European countries
- › Evaluation of the qualitative interviews and derivation of recommendations for action for the development of a circular economy in textile recycling for Austria



Methodology

# Development of a model to determine the potential of charging infrastructure

## CLIENT

In-house development

## REGION

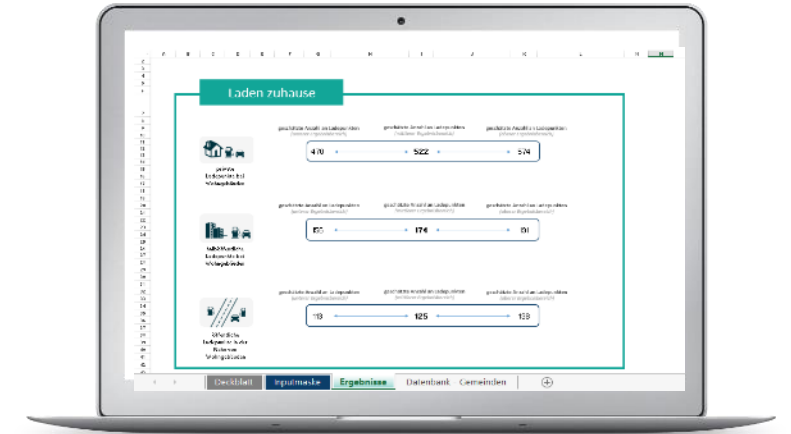
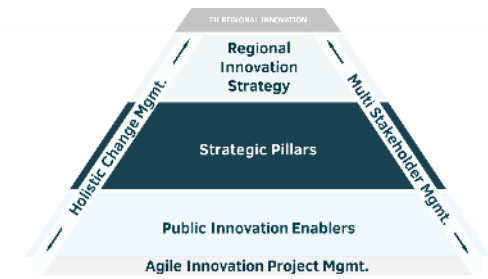
DACH region with focus on Austria

## PROJECT OBJECTIVES

- › Support and information on the expansion of charging infrastructure for municipalities as designers, approval authorities, operators/users, and impetus providers

## RESULTS

- › An extensive database with data on almost all municipalities has been created, linked with mobility data and can be modeled by individual settings as well as market run-up forecasts and additional data in the input mask.
- › Calculating the need for charging points in four categories: Home, workplace, destination, and on-the-go charging.
- › Modular structure of the Excel-based tool for expansion to include regions, cities and country-specific conditions.





# Charging infrastructure tender for a state government

## CUSTOMER

Public sector  
(State government)

## REGION

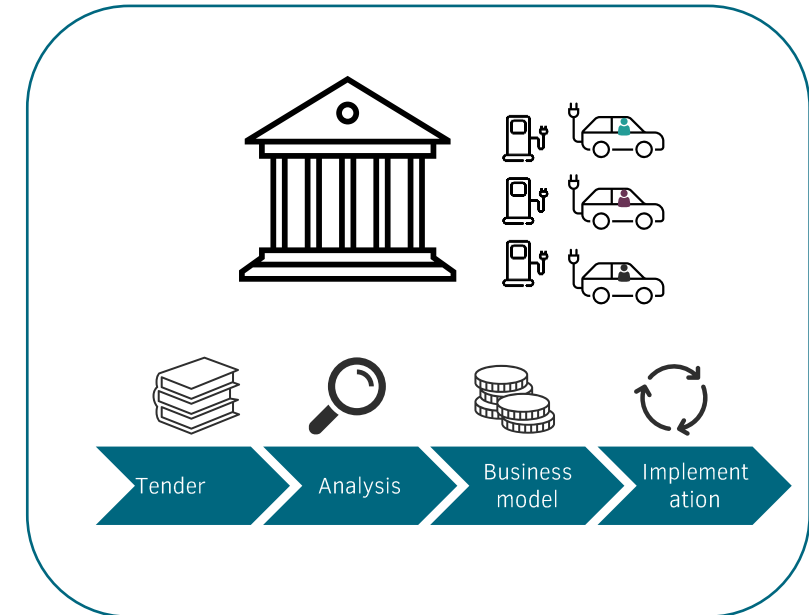
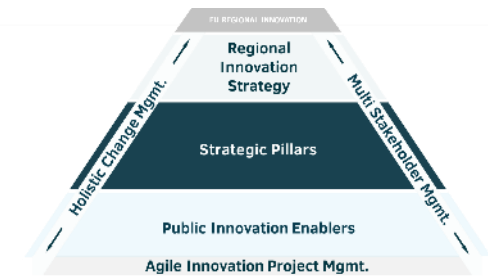
Germany

## PROJECT OBJECTIVES

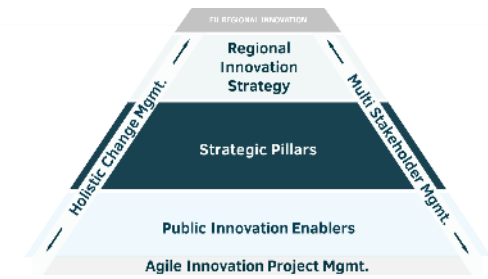
- › Tender for the installation and operation of a charging infrastructure for the seat of a state government
- › Analysis of the actual and target situation
- › Identification and description of the user groups employees, visitors and company car drivers
- › Preparation of the technical functional description for the charging infrastructure
- › Development of the business model for the charging infrastructure operation, which ensures flexible pricing of the different user groups for those of the tendering body.
- › Planning the number, power and positioning of the charging stations to ensure maximum cost/benefit

## RESULTS

- › Successful procurement, installation and operation of a charging infrastructure solution for the seat of a state government
- › Implementation of a target-oriented positioning and pricing of the charging infrastructure for the user groups visitors, employees and company car drivers



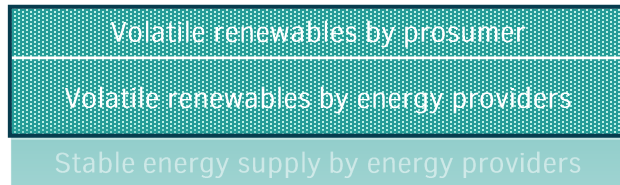
# Concept Reference| Agricultural Photovoltaics



Future



## Energy Supply



## Storage, Conversion & Transport



## Energy Demand



## Agricultural Photovoltaics

### In a nutshell

Agrivoltaics is the practice of combining agriculture and solar energy production by placing solar panels above crops, maximizing land use, conserving water, and promoting sustainable farming.

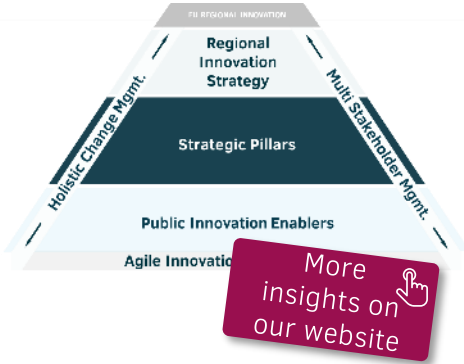
### Benefits & Potential

Agrivoltaics maximizes land use, conserves water, promotes sustainability, increases renewable energy production, and enhances climate resilience for a more efficient and resilient food-energy system.

### Challenges & Key Aspects

- Complex stakeholder management (energy consumer, farmer, technology provider, energy company, ...)
- Fair business case and model definition (considering crop management, ...)
- Regulatory uncertainties
- Technology management

# Excerpt of accilium 's profound energy expertise



Ventures	Papers	Point of Views	Articles & Postings		
<div>ecoquadrat</div> <div>Energy and mobility communities</div> <div></div>	<div>Hydrogen Paper</div> <div></div>	<div>Agricultural Photovoltaics</div> <div></div>	<div>accilium Hot Topics (LinkedIn Campaign)</div> <div>in</div>	<div>Smart Grids as an opportunity</div>	
	<div>Electric Vehicles: The Merger of the Automotive and Energy Industry</div> <div></div>	<div>Charging Infrastructure</div> <div></div>	<div>Concept for mobility management of an energy community</div>	<div>Major trends in the electricity market</div>	<div>From hype to everyday usability - Hydrogen</div>
	<div>The Decarbonization of mobility</div> <div></div>	<div>E-Mobility and the disruption of automotive value chains</div> <div></div>	<div>Transformation in the face of climate change</div>	<div>Are we reaching our climate targets?</div>	<div>Challenges &amp; opportunities for the energy market</div>

# Project application for integrated traffic management

## CUSTOMER

National infrastructure service provider

## REGION

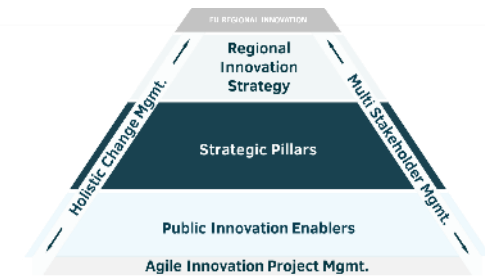
Austria

## PROJECT OBJECTIVES

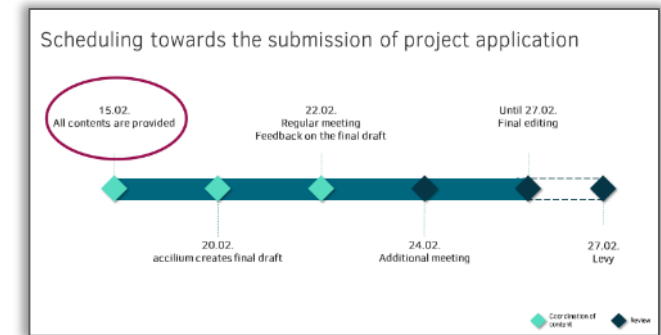
- › Support with subject-specific content (definition of a stage model, expert presentations and moderation of critical reflection)
- › Comprehensive presentation of the content within the project proposal for further processing by the partners of the consortium
- › Setup and enablement of a cross-functional consortium with several regional and national partners
- › Realization and coordination of constructive meetings (activation/ structuring/ definition of next steps)
- › Structured project management for the project application phase
- › Ensuring a coordinated project plan
- › Provision and ongoing adjustment of comprehensive cost and financial planning

## RESULTS

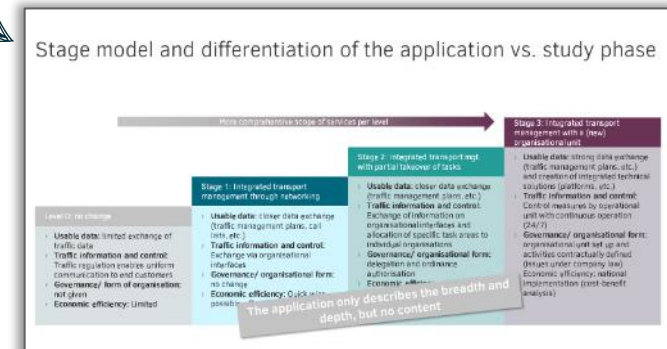
- › Stage model for integrated traffic management
- › Strong commitment and active participation of the consortium partners in the project application
- › Clear structures, responsibilities and processes throughout the application phase
- › Continuous alignment of the project application and corresponding adjustments
- › First planning steps for the potential project start have been taken
- › No additional resource investments to ensure timely delivery
- › Project application according to content-related and formal evaluation criteria



## Precise time planning of the application phase



## Development of a framework for Integrated traffic management



# Concept development of a mobility management centre

## CUSTOMER

Public sector  
(State government and transport company)

## REGION

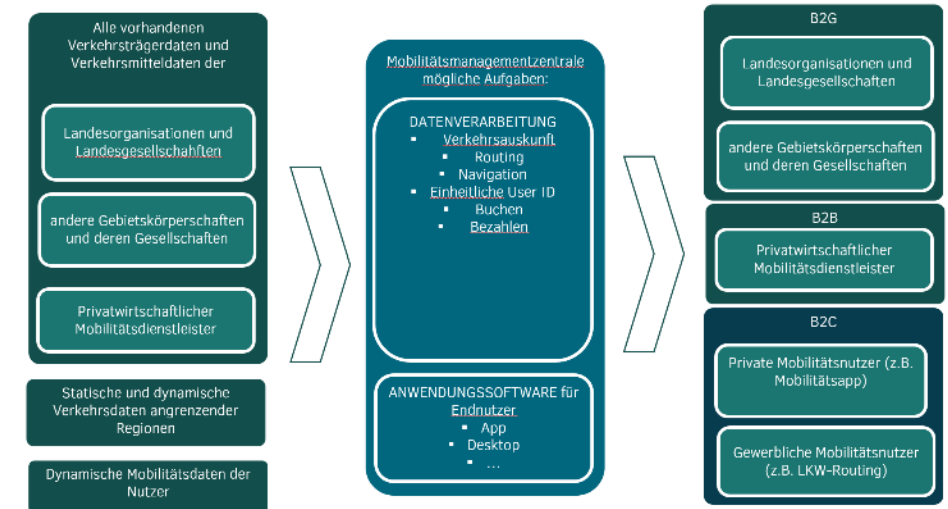
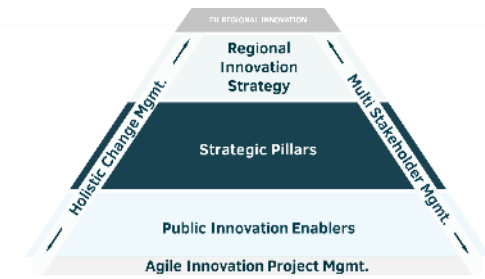
Italian

## PROJECT OBJECTIVES

- › Creation of a concept for the implementation of a mobility management centre in a touristic and transit-oriented region of Italy
- › Analysis of the current stakeholder structure including consideration of data needs
- › Definition of system boundaries of the new organisational unit to be created and development of a short- and long-term service portfolio
- › Development of an organisational structure in the context of the prevailing organisational structures
- › Creation of a roadmap for the development and implementation phase of the Mobility Management Centre

## RESULTS

- › Available structural map with differentiation of the most important stakeholders
- › Defined and consolidated system map that clarifies data consumers and data producers in the entire traffic control process
- › Filled Business Model Canvas with focus on value proposition, core activities and customer segments
- › Existing organisational structure
- › Detailed roadmap with concrete next implementation requirements for building up



# Development of a rural mobility concept

## CLIENT

Energy Cooperative Danube-Bohemian Forest

## REGION

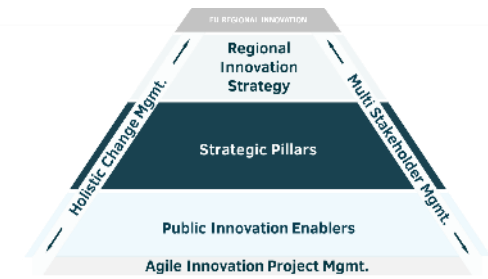
Austria

## PROJECT OBJECTIVES

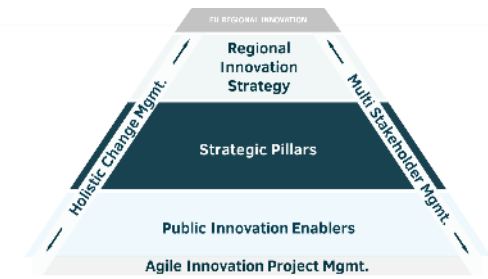
- › Development of a mobility master plan for the Danube-Bohemian Forest region taking into account regional specifics (small to very small communities, low share of public transport, high commuter:internal traffic)
- › Development of alternative mobility options in cooperation with public transport to expand the regional mobility offer for companies and the population (e-car sharing, shared cab, feeder buses, etc.)
- › Involvement of regional companies to develop recommendations for action for local administration, business and population

## RESULTS

- › Report: Master Plan Mobility
- › Catalog of measures to achieve the objectives
- › Milestone plan for joint implementation with business and population



# Parking management concept for a region



## CUSTOMER

Public sector  
(Transport association)

## REGION

Italian

## PROJECT OBJECTIVES

- › Analysis of the current situation. Structures, roles, responsibilities involved in parking management.
- › Main organisational processes are identified based on the value chain for the most important actors
- › Development of a goal picture, creation of a goal picture with the help of vision and mission statements, success & risk factors
- › Clarification of the focus of the parking management of the future
- › Identification of required activities per stakeholder
- › Develop an implementation strategy

## RESULTS

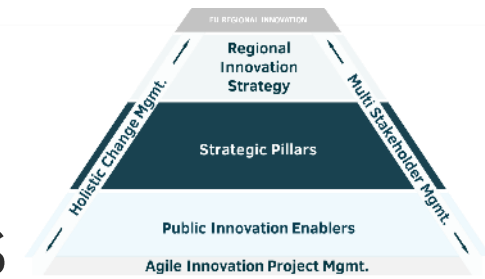
- › Stakeholder map
- › Value chain ACTUAL picture
- › Vision- & Mission-Statements
- › Existing value chains per parking category
- › Definition of the system boundaries
- › Identification and presentation of recommendations for action along the organisational and technical dimensions

## Success factors parking management





# Investigation of innovative mobility concepts and the resulting value creation & employment potentials



## CUSTOMER

Economic development agency of a state capital

## REGION

Germany

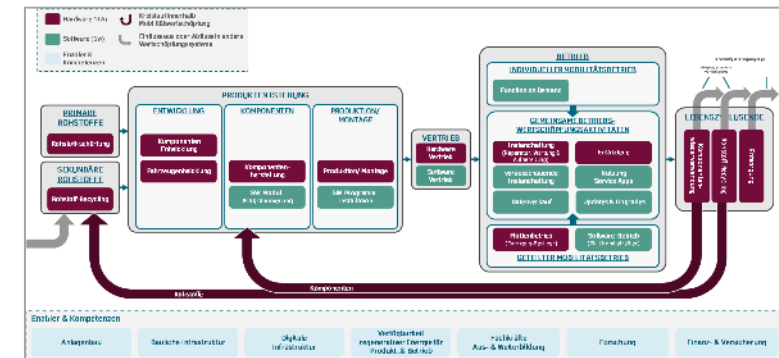
## PROJECT OBJECTIVES

- > Analysis of innovative mobility concepts and their impact on the mobility sector in terms of value creation & employment potentials
- > Identification of opportunity fields through innovative mobility concepts for existing and new players in the vehicle & supplier industry
- > Analysis of the current business landscape in the region
- > Summary of the results in a publicly accessible study
- > Presentation of the study results to a consortium and regional stakeholders from business, politics, associations and trade unions

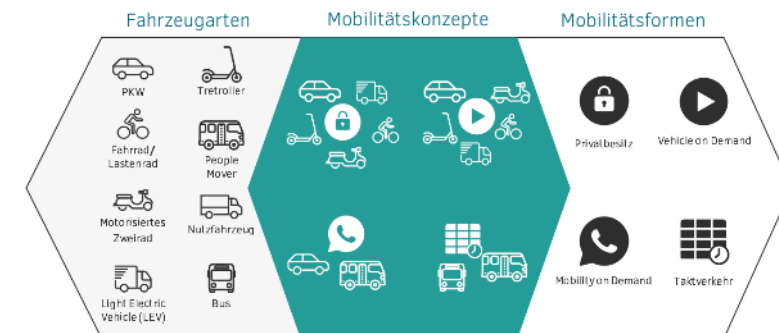
## ERGEBNISSE

- > Future and circular mobility value creation system
- > Overview of the regional business landscape including the location of the players in the value creation system
- > Structured evaluation of the regional location factors for raising the identified value creation potentials
- > Publicly accessible study on the topic
- > Presentation of results to regional stakeholders from business, politics, associations and trade unions

## Mobility value creation system



## Overview of innovative mobility concepts



# Innovation laboratory launch - decision recommendation

## CLIENT

Railroad company

## REGION

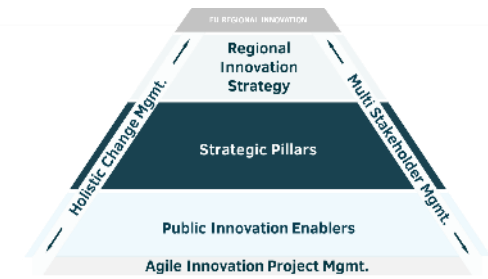
Austria

## PROJECT OBJECTIVES

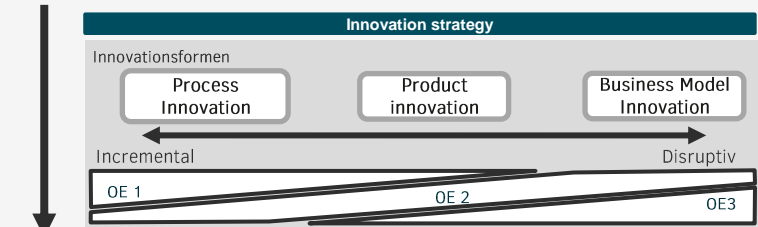
- > Analysis of four decision options for the implementation of an innovation lab: status quo, establishment of internal department, spin-off of external company, dismantling of all activities
- > Sharpening the internal understanding of the roles of all departments in the environment of innovation activities
- > Creation and agreement of a self-image and target image of the innovation lab
- > Development and construction of a business case incl. valuation model for comparison of options

## RESULTS

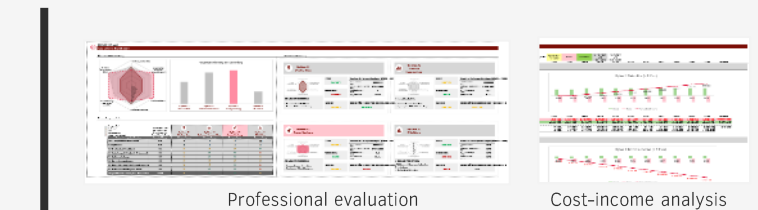
- > Coordinated understanding of roles in innovation and research & development
- > Self-conception innovation lab (role, services, team, etc.)
- > Business case (evaluation matrix, cost-income calculation)
- > Decision template and recommendation



## Target picture



## Evaluation



## Recommendation

	Option 1	Option 2	Option 3	Option 4
CRITERION 001	N/A	SHORT TERM	MITTEL-FRISTIG	SHORT TERM
CRITERION 002	NIEDRIG	MITTEL	HOCH	KEINE
CRITERION 003	GERING	MITTEL	HOCH	KEINE
	not recommend ed	Convertible	Convertible	Not recommended

# Mobility.Lab for a district capital

## CUSTOMER

Public sector  
(State government and district capital)

## REGION

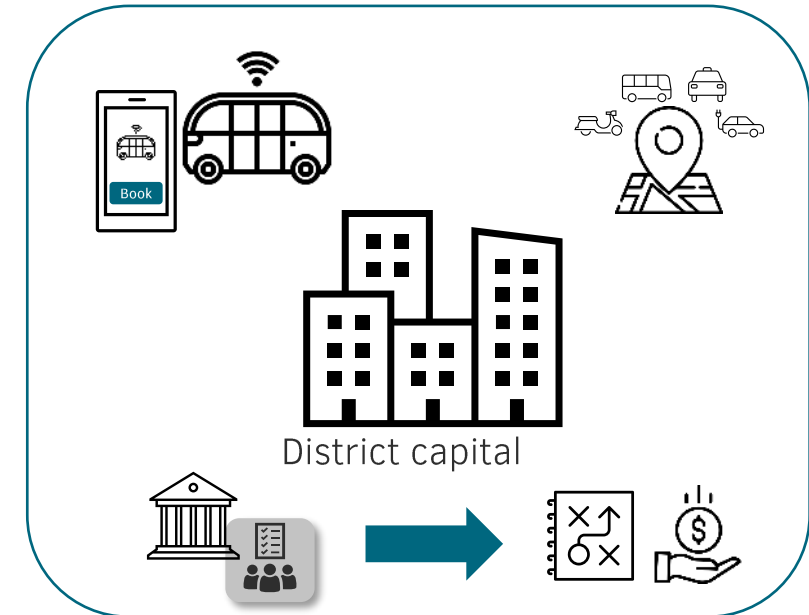
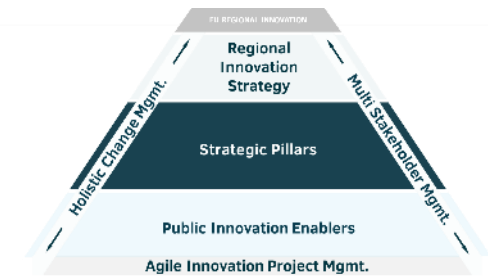
Austria

## PROJECT OBJECTIVES

- › Creation of the implementation concept for the Mobility.Lab Lisa-Tulln
- › Set up the project consortium Ensure funding through promotion.
- › Start of the implementation phase of the mobility stations and the design of the on-demand shuttles.
- › Focus on mobility stations and on-demand shuttle services
- › Connect selected destinations of a district capital to a regional station within 15 minutes.
- › Develop an optimal combination of regular transport, on-demand transport and e-car sharing.

## RESULTS

- › Implementation start of the Mobility.Lab achieved and funding secured
- › Temporary project structure built up from an interdisciplinary team with members of the city administration, provincial government, transport association
- › Conceptual design of the demand transports and the mobility stations



# Mobility.Lab for 11 rural communities

## CUSTOMER

Public sector  
(State government and 11 municipalities)

## REGION

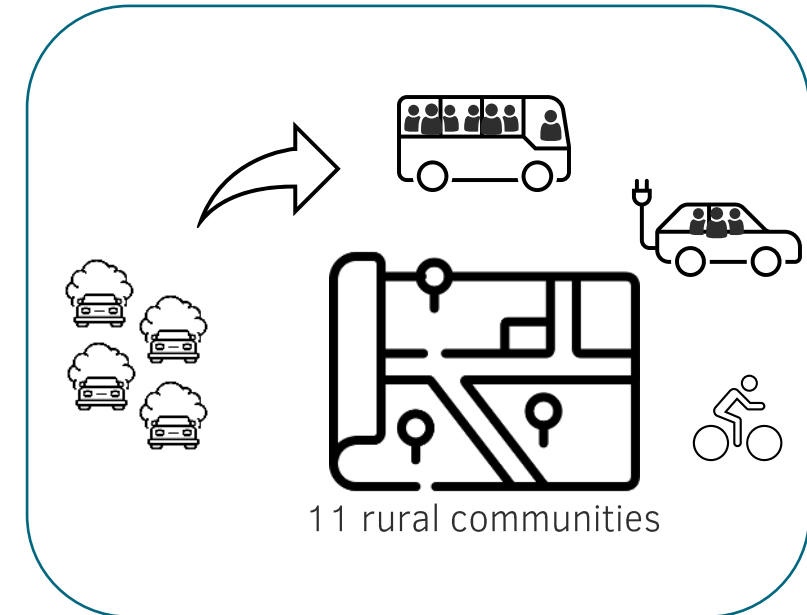
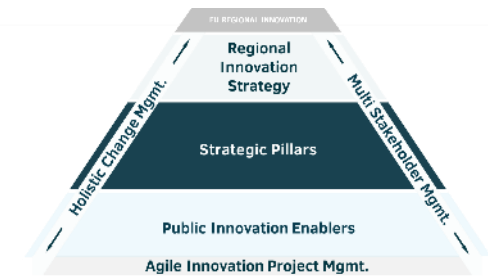
Austria

## PROJECT OBJECTIVES

- › Creation of the implementation concept for the Mobility.Lab
- › Set up the project consortium Ensure funding through promotion.
- › Conceptual design, planning, tendering, construction and operation of ~30 mobility stations as well as four e-car sharing solutions
- › Linking existing e-car sharing solutions with the new e-car sharing offers
- › Analysis of the cycle path network in the region and planning of networking and expansion of the cycle paths in the region

## RESULTS

- › Implement an overall offer of public transport, cycling and innovative mobility concepts such as e-sharing and charging stations.
- › Reduction of dependence on the private car in a rural region
- › Developing an own brand for the overall mobility offer
- › Expansion of the inter-municipal cycle path network
- › Implementation of high-quality mobility stations with different equipment categories in combination with a dense regular service and e-car sharing.
- › Implementing a very high quality overall offer in a rural region.
- › Reduction of CO2 > 1,000 t/a



# Customer-centric location criteria for WLAN-hotspots

## CLIENT

Public Sector  
(City Council)

## REGION

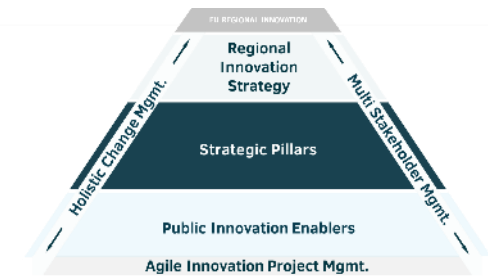
Austria

## PROJECT OBJECTIVES

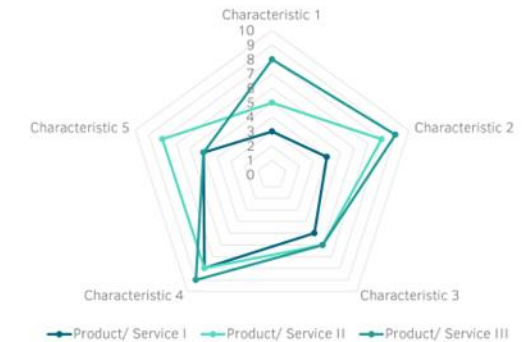
- › Identification of relevant user groups and derivation of personas and use cases for customer journeys
- › Derivation of relevant customer-centred WLAN hotspot location criteria
- › Consideration of the criteria for an economic implementation of the modernised WLAN infrastructure from the perspective of the municipality
- › Creation of an applicable solution for the further development of the WLAN infrastructure that is coordinated with the municipality.

## RESULTS

- › Development of a customer-centred catalogue of location criteria
- › Development of a customer-oriented criteria spider for the evaluation of the WLAN hotspot locations to be modernised as well as existing ones
- › Development of a target criteria spider web diagram for target/actual comparisons per assessed WLAN hotspot location in order to identify customer-specific differences and to align locations with target groups
- › Easy-to-use assessment tool for the municipality
- › Recommendations for action at strategic, organisational and process level



Characteristics Spider Web Diagram



### Advantages in application

- Cost efficiency due to primarily subjective assessment
- Reproducibility of the results
- Ease of use
- Use in all stages of the product life cycle

### Approach



# Cross-municipality Smart City OKR cooperation

## CUSTOMER

Public sector  
(City with > 1 million inhabitants)

## REGION

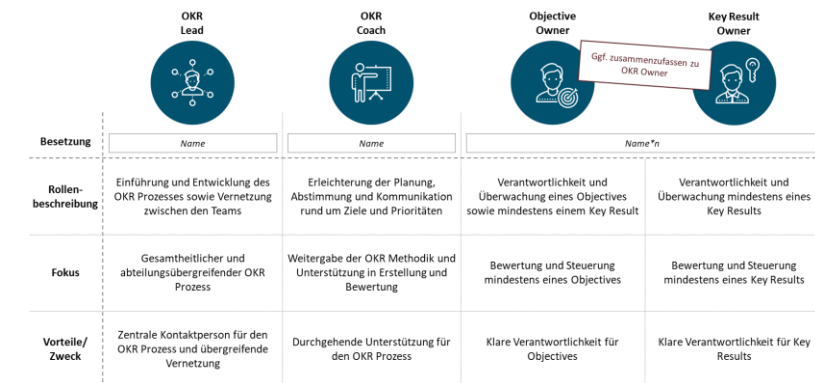
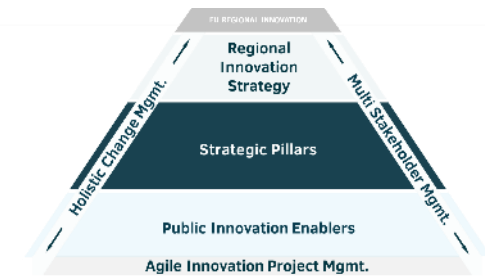
Germany

## PROJECT OBJECTIVES

- › Development of an evaluation model for the use of OKRs in strategy development in the field of smart cities and subsequent analysis as well as identification of optimisation potentials
- › Introduction of OKRs with an accompanying role concept to increase ownership and bindingness of the methodology
- › Design and implementation of workshops for the development of OKR sets and the final evaluation Retrospective
- › Accompaniment of the OKR introduction by methodological experts to ensure the value-added implementation of the method
- › Establishment of an OKR framework including relevant fields of action for cross-city cooperation

## RESULTS

- › OKRs as a methodology in strategy development were comprehensively analysed and evaluated and recommendations for action were adapted accordingly
- › OKRs support the development of teams and project staff as a binding methodology.
- › Objectives and Key Results were created collaboratively and evaluated at the end of the OKR cycle, together with the OKR process.
- › Implementation of the OKR method is accompanied throughout by methodological experts and a value-added implementation has taken place
- › Cross-city cooperation is structured through OKRs and the impact measurement of fields of action is standardised



OKR role concept



OKR framework Fields of action

# Electronic zoning plan

## CUSTOMER

Public sector  
(State government)

## REGION

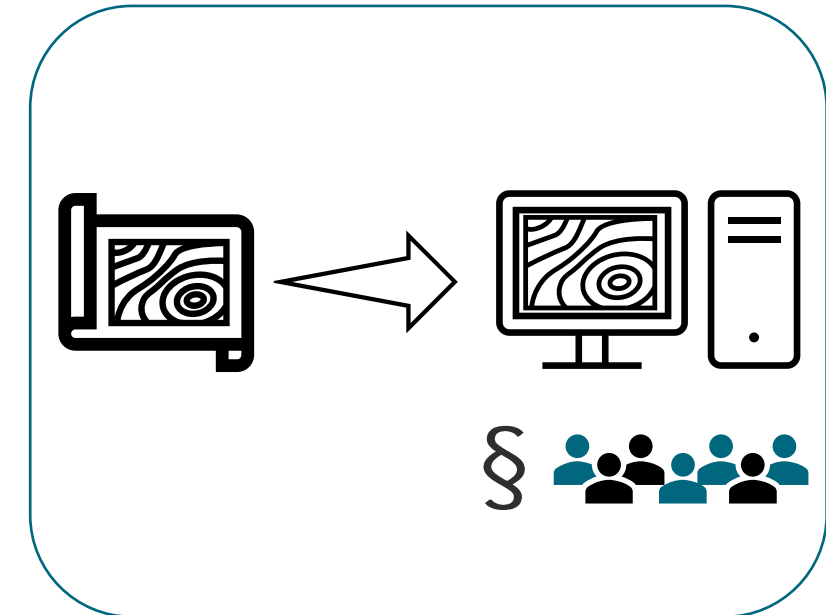
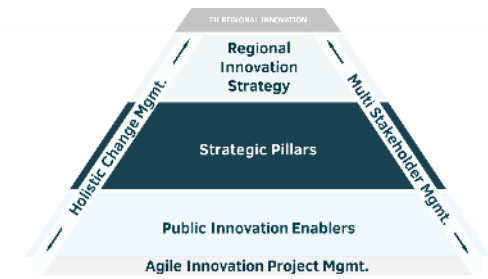
Austria

## PROJECT OBJECTIVES

- › Transformation of the analogue zoning process into a customer-oriented digitalised solution.
- › Evaluate and analyse the current processes and derive a customer-oriented and legally binding digital solution
- › Conduct a Customer Journey, and develop a Business Model Canvas
- › Deriving the product design
- › Determine and describe the IT requirements for the new software to be procured.
- › Head of an interdisciplinary team of 5 departments of a state government.

## RESULTS

- › New process for digital zoning
- › Specifying the user groups
- › Develop a digital legally binding dedication process
- › Markt probe according to BVerG
- › Preparation of the tender and drafting of the specifications.





# Contact us for more information



Christian Schneider

Partner | Public Sector

+43 676 703 9885

[christian.schneider@accilium.com](mailto:christian.schneider@accilium.com)



Stefan Cibulka-Rothauer

Project Lead | Innovation & Sustainability

+43 676 70 41 500

[stefan.cibulka-rothauer@accilium.com](mailto:stefan.cibulka-rothauer@accilium.com)



Leon Sommer

Consultant | Innovation & Transformation

+43 676 643 5474

[leon.sommer@accilium.com](mailto:leon.sommer@accilium.com)



## CONTACT

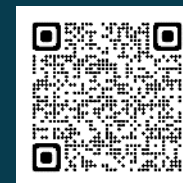
[office@accilium.com](mailto:office@accilium.com)

+43 1 934 68 05

[accilium.com](https://accilium.com)



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