

4th

DCC
Academy
Seminar

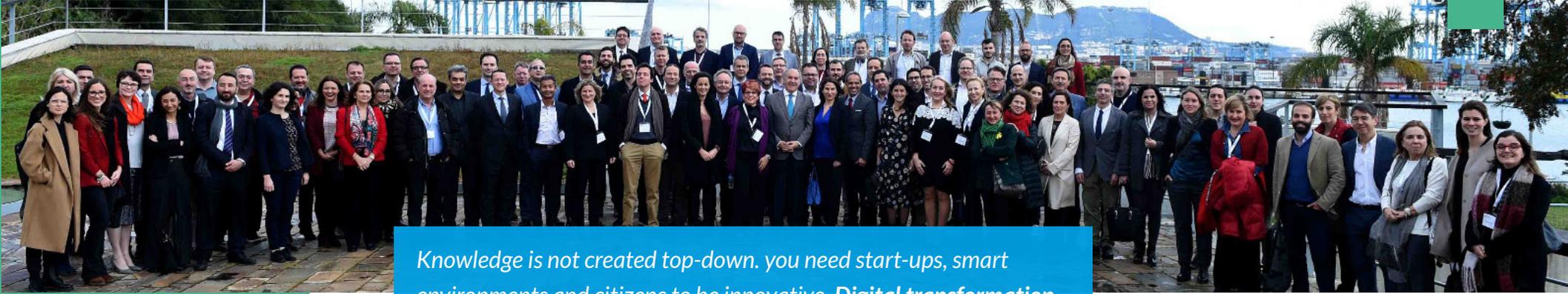
DIGITAL
Cities Challenge

STRATEGY & ROADMAP
Cámara de Comercio del Campo de Gibraltar Algeciras, Spain

Table of Contents

3	<i>Welcome and Vision</i>
5	<i>European funding to support DCC's digital strategies implementation</i>
7	<i>New ways of procurement: e-procurement and procurement of digital solutions</i>
8	<i>Women in digital</i>
9	<i>Digitalization at the Port of Algeciras</i>
10	<i>How to combine digital transformation with local and sustainable developments in the agro-food industry</i>
12	<i>Branding of cities in a digitalized world</i>
13	<i>New ways of partnership to stimulate digital innovation</i>
14	<i>The digital transformation of key industrial sectors: textile, leather and clothing industry</i>
16	<i>Regional Technological Start-ups</i>

Welcome and Vision



Knowledge is not created top-down. you need start-ups, smart environments and citizens to be innovative. Digital transformation is a bottom up process requiring a strong community.

This is how **Dana Elefethariadou**, Head of Advanced Technologies Team at the European Commission, inaugurated the 4th Academy seminar in Algeciras. Thus, the **Digital Cities Challenge (DCC)** is not about implementing technology for the sake of doing it but requires a **bottom-up approach where citizens, businesses and public companies are working hand in hand with a common goal to achieve smart growth**. Cities foster growth by creating a community and bringing stakeholders together to create a shared vision and strategy.

For Jose Ignacio Landaluce, Mayor of Algeciras, technology and digitalisation does not come without challenges. **Raising the awareness of the whole community needs to happen in order to make innovation possible.**

The DCC program is a great tool for Algeciras to facilitate the digital transformation of the city through the elaboration of a clearly defined strategy. **In addition, the success of the programme has further reiterated the need for more EU projects to be delivered at a local scale.**

In this perspective, **sustainability, digitalization and innovation are key to cities' growth**. As Patricia Cavada Montanes, member of the executive commission of the Andalusian federation of municipalities and provinces, mentioned, **"municipalities are close to the citizens"** and therefore it is the role of cities and public institutions to enable this change and create transformation. It is the role of government to ensure better quality of life for the citizens.

Welcome and Vision



New technologies are the cornerstone that enable improved quality of life and digitalisation is not an option anymore, it is a necessity. In this logic, the DCC Academy makes all of us feel closer to EU citizens,

concluded **Jose Pacheco Calvo**, representative of the Spanish government.

From left to right:

*Jose Pacheco Calvo,
Jose Ignacio Landaluze,
Patricia Cavada Montanes,
Dana Elefthariadou,
Teresa Muela Tudela*

European funding to support DCC's digital strategies implementation



This special session dedicated to **funding by the European Commission** helped cities to have a thorough understanding of what exists, how to apply and what are the advantages that different instruments provide. **The European Commission can support cities in the implementation of their future projects** elaborated within the DCC through **funding, technical assistance and good practices sharing**.

From left to right:
Dana Elefthariadou
Angelina Todorova
Lorraine de Bouchony

European funding to support DCC's digital strategies implementation

Overview of the various EC funds supporting city development

Fund	Target	Projects	Partners	Focus	Apply?
<i>ERDF</i>	Regions	Urban innovative actions	Other cities	Exchange best practices	Ongoing process www.ec.europa.eu/regional_policy/en/projects
<i>Urbact</i>	Decision makers & practitioners	Transnational exchanges Capacity building Capitalisation & Dissemination	Network of cities	Policy delivery Policy design Policy Implementation Sharing knowledge	Until April 17 2019 www.urbact.eu
<i>Urbis</i>	Cities	Urban investment programmes	Tailormade	Awareness raising Advisory support on innovative financing	Ongoing process First submit a request online Europeaninvestment advisory hub
<i>Interreg</i>	Regional & local governments	Financial support, Peer learning, expert advice, B/O development, expand network...		Public policy practice: Cooperation projects Policy learning platform	Open calls TBD www.interregeurope.eu
<i>EFSI</i>	Digital & infrastructure projects	Platform coordinating existing projects		Strategic investments	Ongoing process www.access2finance.eu
<i>Smart Specialization Platform</i>	Countries and regions	Guidance Peer-review Access to data Training	Cities Companies	Research on very innovative and future-oriented topics	Ongoing process www.s3platform.eu

A guide for funding and financing featuring all these funds and further tips is to be developed by the Challenge Team.

New ways of procurement: e-procurement and procurement of digital solutions



In Andalusia, Daniel Escena, project director of the Andalusia Agency of Innovation, developed an integrated platform for procurement that ensures to **break barriers within the administration and to provide new services to citizens.**

Among 5 strategic objectives, this program was prioritized based on the number of citizens impacted by digital innovations. In fact, this project helped being more innovative by **consolidating procurement in Andalusia and**

securing a minimum level of investments in innovation.

The city of Puteaux is another example of innovative public services. Marie Baudry, founder of Smart by Design, implemented an app in the city that offers an aggregation of high-quality public services to the citizens thanks to **a co-creation process with local start-ups.**

On the one hand, **the city provides its knowledge of its publics and data.** On the other hand, **start-ups**

provide technical skills and ability to design digital services. This public-private partnership is key, as it is crucial to work together with several stakeholders to create value and innovative solutions. As main advice to cities, **Marie** suggests to:

Take the risk of working with start-ups to get out and be creative.



There is a real need to abandon the stereotypes regarding technology.

From left to right:
Loreto Valle
Dana Elefthariadou
Blanca Vera

This is exactly what **Blanca Vera**, head of Alaire Pilotos, a company training drone pilots, aims at doing. To change mentalities, she does not hesitate to make demonstrations in feminine environments to overpass the gender barriers of digitalization. She is now developing and promoting the usage of drones in female dominated professions such as nurses company events

and has started using videos filmed by drones to help patients with dementia that cannot visit their hometowns again.

Similarly, WomANDigital proposes **different tools to foster collaboration and eliminate barriers**. Through various activities, she sensitizes society and works hand in hand with government to change the image

of woman in society by involving young and older people. Among several initiatives, WomANDigital proposes **training and awareness actions in companies, events in educational centres and communication campaigns** to promote professional women from the Andalusian ITC sector. A great example that cities could be inspired of and further promote.

Digitalization at the Port of Algeciras



On a guided bus tour of the Port of Algeciras participants got to see first hand how digitalization and innovation transforming a key part of the city's economy. As **Francisco Javier de los Santos Ramos**, Head of Technology Development at the Port Authority of Algeciras highlights,

The overarching goal of the port of Algeciras is being able to catch real time information and predictions to better serve their clients and offer outstanding services. The port invested in technologies such as IoT & Data, Adv Analytics and next generation port. Those three milestones consist of the digital

Information and technology are transforming the Port and Shipping industry. Today, more than ever, logistics and supply chain are key in every business and the 'logistification' of business models is a competitive weapon.

innovation roadmap to implement the technological transformation of the port.

Being closely related to port activities and logistics, Javier Carro Cruz, Responsible for Digitalization at Acerinox, mentioned the fact that to be competent in a competitive environment, companies need to be efficient and flexible. Some key projects that Acerinox have been running are predictive maintenance, integrated planning, mobility, robots, and cybersecurity. But as a key lesson to digitalization, **Javier** insists that

the digital transformation needs to be aligned with the strategic plan. It needs to be in accordance with the CEO, the key departments and be reviewed regularly.

How to combine digital transformation with local and sustainable developments in the agro-food industry

The agri-food industry is the least digitalized industry with only 3% of its companies making use of digital technologies. Although this low percentage opens the doors to numerous opportunities, digitalization for the sake of being digital is not the solution. Instead, **“digitalization needs to have a purpose”** as clearly underlined by Mr. Taoufik Arif, VP for digitalization in Olam and former digital leader at Nestlé.

With customer preferences changing at a very fast pace, companies need to adopt digitalization such as AI, AR, automation and robotics to stay competitive. “Companies need to jump into the water, whatever the temperature and get started with implementation.”

Key takeaways for cities:



Sponsor innovation in digital technologies



Open the debate on food sustainability, digitalization in the food industry, nutritional habits and carbon footprint in the light of urban growth



Review education programmes to promote new ways of learning and ensure the food industry has the right access to digital skills

How to combine digital transforma- tion with local and sustainable devel- opments in the agro- food industry

As **Borris Förster**, founding partner of FOODNext, highlights:

By 2050, 80% of global food demand will be generated in cities

This statement clearly states that cities have tremendous power on what is happening in the industry and can influence the food supply. It is a challenge that should seriously be considered as **the need for food will double in cities** by the announced time. At the same time, this prediction also comes with lots of opportunities for new business models to be developed. "Cities have a unique position to foster innovation by providing infrastructure, being door-openers and connectors among various stakeholders of the eco-system."

Clusters are a tool for cities to create this ecosystem as they enable stakeholders to work together. As **Enric Pedros** put it

digital adds a transversal dimension to the supply chain

What is needed today is the integration among the different technologies of the industry.

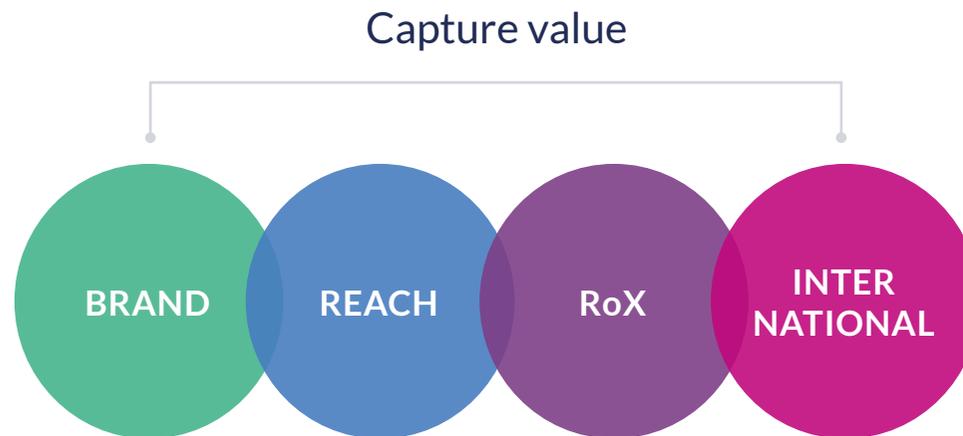
Ensuring public support to implement a digital transformation strategy in the agri-food sector

- create the right roadmap to deploy the strategy with the city SMEs
- creating awareness, interest and partnerships for SMEs
- cooperate with other agri-food clusters

FICO Eataly World aims at showcasing the excellence of Italian food through interactive attraction parks. **Digitalisation enables them to speak to the world and create a strong connexion to rest of the world.** Fico is a great place to learn through digitalised and innovative techniques.

Another example of innovative local start-ups is Multiscan, a company from DCC participating city of Alcoy, who manufactures machines enabling the calibration of the agricultural products. Digital technologies are disrupting the lace of the human in agriculture. Therefore, there is a need to **involve young people in the technology and educate them** so that they are ready for the world of tomorrow. It is the responsibility of cities to promote this change through support from local technical universities.

Branding of cities in a digitalized world



Technology entrepreneur and software engineer, Omar Mohout, presented some ways of measuring the digital footprint of a city.

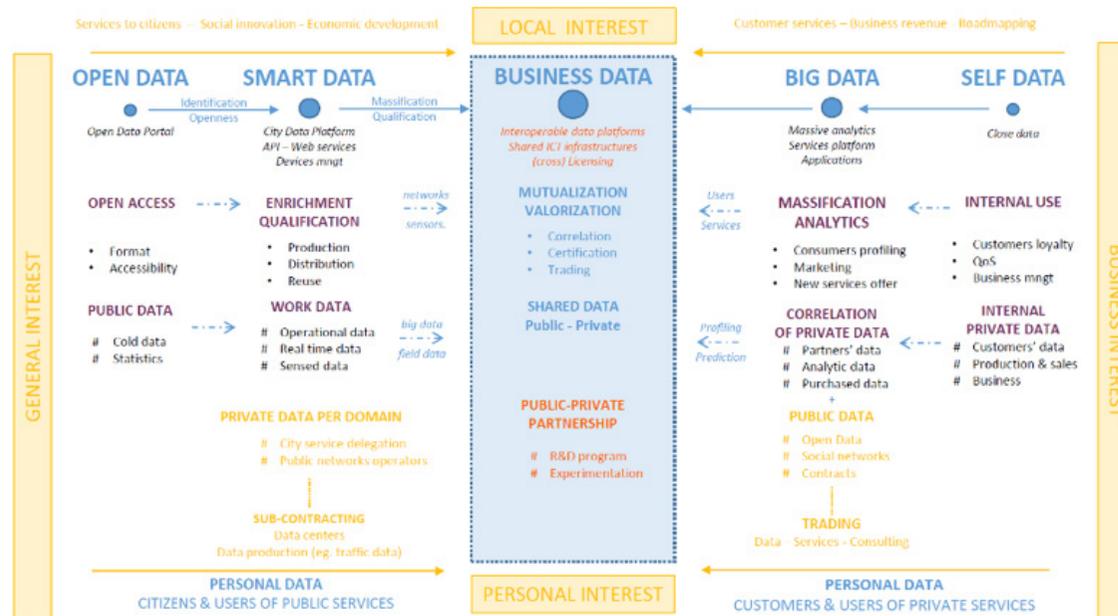
In turn, this data helps to attract talent, enterprises and funds.

Where are you in google? Your website is a benchmark and proxy for the ecosystem. Attention goes to very small number of cities in the world.

- "understand who you are and benchmark yourself"
- "understand the analytics and you will understand your customers"
- marketing, image, reach, return, finance
- "understand your target" and take actions to continuously improve

New ways of partnership to stimulate digital innovation

Convergence between public and private business model



Alain Chateau, manager at Metropole Nice Cote d'Azur, highlights the importance of data collection in cities which is enabled by digitalization.

Part of the heritage of the city is the data and we need to make it accessible

He compares city to a refinery as a city on its own is not capable to automatically generate value, providing raw oil and not gasoline that can be directly used to fuel companies and new services. Indeed, cities need to evolve from providing open to smart data and to work with data monetization specialists providing qualified big data to jointly provide **"business data"** that create value through new business models.

The digital transformation of key industrial sectors: textile, leather and clothing industry



We need to change our mind to remain competitive

that is the key lesson that **Ana Rodes Carbonell**, manager at research center Aitex teaches to the textile industry.

In addition, Ana shared Aitex's action plan to cope with textile industry barriers to digitalization:

- Dissemination and training through company visits,

publications and training activities to reduce the high level of ignorance of digital solutions

- Promotion of the development of key technologies of the textile sector through the diagnosing the status quo and developing customized solutions for the sector to cope with the lack of specific technological knowledge

- Promotion of industry 4.0 projects through the redaction of a digitalization road map and the development of pilot projects of each technology to break the barrier of digital transformation implying high investment costs, resistance to change and conservative culture of the business environment

The digital transformation of key industrial sectors: textile, leather and clothing industry

At the same time, **Maria Llerena**, CEO of Motoreta emphasizes that

digitalisation truly enables SMEs to be global, expanding internationally while maintaining a strong local identity

The local dimension is very important as it creates the brand by communicating traditional values, heritage, brand image. Digitalization supports the global dimension by allowing to reach the end customer across borders. Besides, it helps create a community which can through an app give direct feedback to the brand to generate continuous improvement.

Even though Spain is recognized to be the reference in the European textile industry and especially in leather quality, after the crisis, production got outsourced to developing countries. With changing dynamics, it was the opportunity for Ubrique to create the technological center of leather (MOVEX) and establish collaboration with digital experts.

With standardization and commoditization of the industry, it is crucial to share embedded values and heritage to distinguish itself and seize new economic opportunities.



For instance, Movex opened a lab where experts meet to generate innovation and creativity. In this lab, they research on material production, development of new shapes, fusion of techniques and get technical advice as well as support for project management from professionals. It is also a great place where know-how and information can be shared and transferred.

It is with the help of the municipality and other public entities such as the chamber of commerce of Cadiz that such initiatives are possible. For Isabel Gomez Garcia, mayor of Ubrique, it is important to invest in technologies and digitalisation as it provides an advantage to further attract investors, customers and companies to Ubrique.



EcoEmbes is a platform that help, thanks to data analytics, to optimize waste collection by:

- improving the quality of municipal waste services
- improving environmental performance
- improving communication with citizens

Mox is a logistic provider specialized in the last-mile delivery. The app connects different service

providers together and adapts routes. It also helps cities to connect and makes transportation more efficient. As a result, Mox helps cities to better manage mobility issues.

Sol Galaxy is a spin-off of the university of Jaen and a partner of ESA and proposes an app that allows astronauts to follow a procedure in an interactive way.

In the era of digitalisation, automation and industry 4.0, it is unbelievable to still have processes on paper

says **Luis Garcia Millan**.

Making smart procedure is not only funny but enables process to be improved in an easy way.