EIT Urban Mobility Strategic Agenda

Mobility for liveable urban spaces

Draft, 03/02/2020

EIT Urban Mobility is
supported by the EIT,
a body of the European Union

Contents

EIT Urban Mobility in a nutshell 3

1. Strategy 5

1.1 Challenges 5

1.1 Vision and mission 6

1.2 Strategic objectives and impact 8

1.3 Roadmap 12

2. Activities and programmes 14

2.2 City Club 17

2.3 Academy 18

2.4 Innovation 20

2.5 Business Creation 23

2.6 Factory 24

3. Organisation 26

3.1 Partnership 26

3.2 Governance structure and operations 29

4. Multi-annual business model 34

4.1 Multi-annual business model 34

4.2 Exploitation and management of intellectual property 35

4.3 Financial sustainability 36

4.4 Key Performance Indicators 40

5. Regional Innovation Scheme (RIS) 44

6. Communication, dissemination and outreach 48

6.1 Introduction 48

6.2 EIT Urban Mobility communications strategy 50

6.3 EIT Urban Mobility dissemination strategy 52

6.4 Citizen engagement 52

6.5 Public affairs and EU Stakeholder relations 53

6.6 Outreach 53

6.7 Synergies 54

EIT Urban Mobility in a nutshell

Transforming urban mobility has the potential to transform people's lives. This is not only because urban mobility is something many people use to manage and shape their daily lives. Far more is at stake. Our current over-reliance on cars to get around cities has many negative effects on urban populations. These include noise and air pollution, the risk of accidents and the privatisation of public space to name but a few. Changing systems of urban mobility to allow people and goods to move affordable, fast, comfortably, safely and cleanly but at the same time enable cities to reclaim public space from cars to make cities better places for people to live, work and play.

EIT Urban Mobility, an initiative of the European Institute of Innovation and Technology, with its headquarters in Barcelona, Spain, aims to accomplish just that. This Strategic Agenda sets out how it will do so over the next seven years. To keep up with the dynamics of innovation and ensure that strategy is always geared towards maximizing impact, results of activities will be assessed every year and the Strategic Agenda will be adapted accordingly.

EIT Urban Mobility is a new organisation with a new way of working. It is gathering all the key players in the field of urban mobility to encourage them to work together to develop innovative solutions to the mobility challenges cities are facing. In January 2019 when EIT Urban Mobility was officially launched, the community already consisted of a total of 85 organizations, including city councils, companies, universities and research centres from 16 European countries. By pooling their knowledge and putting their very different skillsets to work, they aim to create an innovation community that will become Europe's leading force for positive change in urban mobility by 2026.

The work is structured in five programmes. City Club acts as a platform for the cities to work together, sharing best practice, upscaling ideas and putting them to work. Every year the club produces a list of key challenges facing cities, which then sets the agenda for the work of the other programmes. Academy aims to close the knowledge gap by training the next generation of urban mobility practitioners, foster entrepreneurship and innovation capacity. It offers challenge-based training using the latest education methods at Master's and doctoral level as well as a range of shorter courses for working professionals. By 2026, it will have produced 1,500 graduates from Master's and PhD programmes and see over 50 start-ups created.

The Innovation programme takes fresh ideas and helps them grow to fruition by means of hackathons, boot camps and innovation projects. Focusing on research, technology, social change and governance, the projects are run by multidisciplinary, international teams involving working in specific local contexts and testing their designs in real-life situations. Business Creation helps turn the most innovative mobility projects into successful business ventures. It does so by providing a new-business-friendly environment, offering start-ups and existing businesses training, advice, funding and opportunities for networking.

Factory supports the process of scaling up solutions piloted and tested within the EIT Urban Mobility partnership and deploying them in cities across the world. As the exploitation arm of EIT Urban Mobility, it uses new knowledge and information created by the other programmes to provide consulting services, tools, blueprints and proven concepts as well as thought leadership studies to outside organisations.

A common thread running through all EIT Urban Mobility activities is the importance of involving local people. A true transformation of urban mobility can only be achieved if the solutions are developed for and with

citizens. This ensures new modes of mobility really meet people's needs, can increase social acceptance of change and speed up changes in behaviour. Ensuring citizen engagement in thinking about, designing, developing and testing new solutions is therefore a priority for EIT Urban Mobility.

The benefits of the EIT Urban Mobility partnership will not be confined to a select core group of cities and partners. For other cities around the world are experiencing the very same issues with delivering efficient and sustainable urban mobility as those in Europe and, there too, demand for clean and efficient urban mobility services looks only set to grow.

Reaching out to other European countries and further afield is also part of the partnership's remit. EIT Urban Mobility uses international outreach and acts via the EIT's Regional Innovation Scheme (RIS). This aims to boost the ability of countries classified as modest or moderate innovators by the European Innovation Scoreboard to innovate in urban mobility by sharing good practice and expertise. It does this by involving RIS key players in EIT Urban Mobility education, innovation and business creation activities as well as introducing innovations and scaling up new products and services in the RIS regions.

By breaking down the silos between the different players in urban mobility and ensuring a central role for cities and citizens, EIT Urban Mobility aims to have a significant impact on the ground. New innovative ways of moving around the city will greatly improve people's quality of life, free up public space and give a significant boost to the competitiveness of Europe's mobility industry.

Creating forefront knowledge and breakthrough concepts for sustainable urban mobility and attracting the best European talent to this critical and strategic area will make Europe a leader in urban mobility.

Table 1: Indicative budget 2020-2026

Sources of funding (in million EUR)	Unit	2020	2021	2022	2023-2026	TOTAL 2020-2026
EIT funding	mEUR	30	40	50	200	320
Non-EIT funding of which:	mEUR	120	156	183	609	1,068
Overall partners' contribution	mEUR	120	156	183	608	1,067
Other sources	mEUR	0	0.1	0.2	0.8	1.1
Total	mEUR	150	196	233	809	1,471

1. Strategy

1.1 Challenges

Today's model of urban mobility is not sustainable and requires immediate change.

Urban areas are home to over 70 % of the European Union's population and account for some 85 % of the EU's GDP. Having urban mobility systems that work well is crucial for citizens' lives and our economies. However, in many cities, increasing demand for urban mobility is taking us in the opposite direction — urban mobility accounts for 40 % of all CO_2 emissions from road transport and up to 70 % of other pollutants from transport.[1] Congestion in the EU is often located in and around urban areas and is estimated to cost nearly €130 billion per year — more than 1 % of the EU's GDP.[2]

In many cities more than 50 % of public urban space is taken up by roads and the space available for citizens for other uses such as work, trade, play or social interaction is only one-sixth of that allocated to mobility.

The current model of urban mobility is detrimental to the wellbeing of our citizens, our climate and our economies. According to the world climate report[3], limiting global warming calls for a rapid and far-reaching transition in patterns of mobility; above all people need to travel less and to use more sustainable and efficient modes of transport when they do.

However, in recent years, the lack of integration in mobility sectors has been slowing down the change that is so urgently needed.

Greater political and societal willingness to change has now opened the window to a new model of mobility — one that is clean, shared, autonomous and connected. A system that balances private and public interests by recognising the need for individual mobility while at the same time working to improve the quality of life in urban spaces.

To find solutions to our cities' challenges and make change happen, a systemic approach is key. City councils, industry, academics and researchers need to work closely together from ideation to implementation of new mobility solutions.

EIT Urban Mobility: an innovation community to foster integration and accelerate change in mobility to create more liveable urban spaces in Europe and beyond.

[1] European Commission, Mobility and Transport, 2019: https://ec.europa.eu/transport/themes/urban/urban_mobility_en
[2] European Commission, European Urban Mobility, Policy Context, 2017: https://ec.europa.eu/transport/sites/transport/files/cycling-guidance/european_urban_mobility_-_policy_context.pdf
[3] Intergovernmental Panel on Climate Change, Global Warming of 1.5°C, 2018: https://report.ipcc.ch/sr15/pdf/sr15_spm_final.pdf

1.1 Vision and mission

EIT Urban Mobility will encourage integration on all levels to accelerate change towards a sustainable model of urban mobility. We strive for a form of mobility that allows people and goods to move affordable, fast, comfortably, safely and cleanly but at the same time enables cities to reclaim public space from cars, creating more space for people to work, meet up and play.

EIT Urban Mobility – the European innovation community to inspire mobility solutions for 21st century cities

Figure 1: From cities designed for cars to cities designed for people

As the leading European innovation community for urban mobility we foster integration by bringing together the key players across the whole value chain of mobility. We facilitate collaboration between cities, industry, academia, research and innovation to solve the most pressing mobility challenges of cities (s. Figure 1).

We put the challenges facing our cities at the centre of everything we do

EIT Urban Mobility puts the challenges facing cities (s. Figure 2) at the centre of all its activities. It aims to develop and deploy solutions for the mobility of people, goods and waste, that solve problems and create impact for cities and citizens. The sixteen cities within EIT Urban Mobility have identified six common challenges that steer our activities:

- Accessibility and inclusion: Accessibility in general - and of specific groups in particular - is important to cities and remains a major challenge. How to achieve decongestion of the transport network and provide access to more sustainable modes of transport for society at large is a key question.
- Data exploitation: The quality and amount of data as well as data availability is improving. This enables cities to better understand and affect transport behaviour and meet policy objectives. However, cities lack knowledge to make best use of the data and move from traffic management to mobility management.
- Combating pollution: Air quality is an important policy objective in urban areas. Cities are in need to develop and implement solutions that maintain or even increase the quality of natural resources, for instance air incl. noise and smell, earth and soil, as well as water, and reduce negative impacts on public health and general quality of life.

- Allocation of space: Key policy in many cities is to create more liveable urban spaces by shifting space for cars to citizens and active modes of transport. Cities are in many cases lacking experience how to do so. Knowledge development and exchange from existing experiments have the potential to transfer and upscale solutions and boost innovation in other cities.
- Managing the transition: Cities are challenged by the need to improve processes and define the role of municipalities in the transition of urban mobility and public space. Several factors, including stakeholder and citizen engagement, long term planning and regulations are to be considered in terms of transition management. The challenge is reinforced by the shortage of interdisciplinary talent available within cities.

Accomodating urban growth: Cities are growing and need to accommodate the demand for housing and employment. New locations and property development are creating additional mobility needs with cities facing the challenge to regulate in a sustainable and accessible way. Cities need to find an answer to the question of how much public funds should be invested in roads, public transport, on-street parking, waste collection, or cycle roads.These challenges result from an interactive discussion with the cities. As challenges dynamically change over time (in nature and importance), these are different from the initilial proposal phase. To ensure that we set our priorities according to real challenges a regular dialogue and revision on city challenges is key.

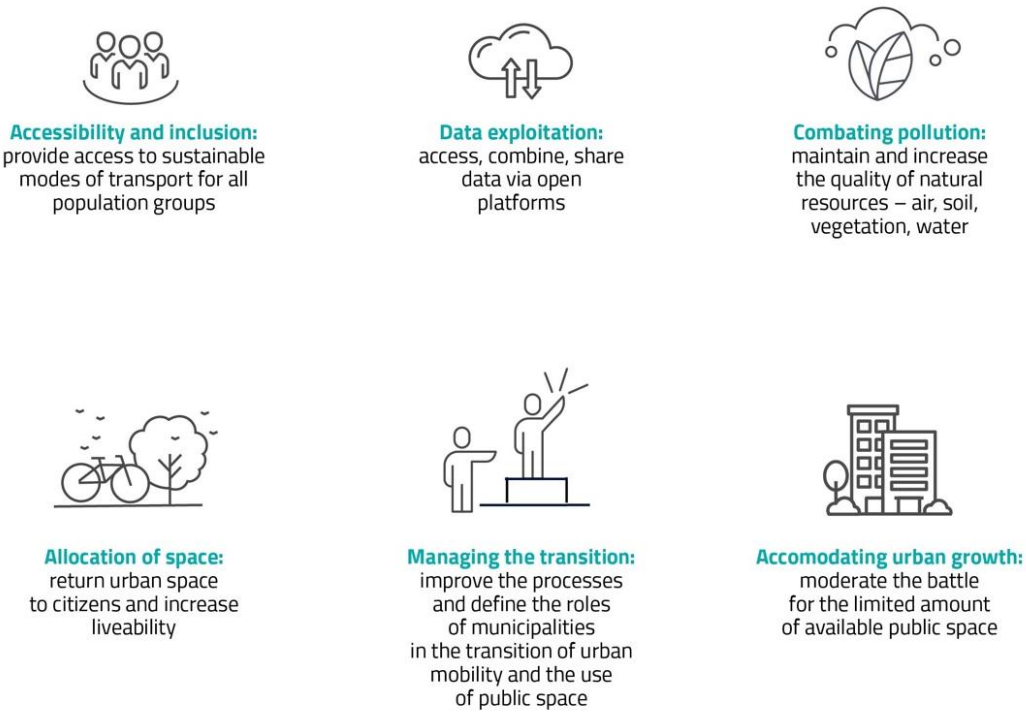

Figure 2: City challenges

We facilitate an ongoing exchange of knowledge on urban mobility within our community and steer activities in the fields of innovation, education and business creation, identifying good practices and high-impact solutions that can be deployed and scaled up in our cities in Europe and further afield.

We engage people, connect communities, accelerate market opportunities and educate students and professionals

Figure 3: The EIT Urban Mobility mission

1.2 Strategic objectives and impact

EIT Urban Mobility strives for transformational impact

All activities of EIT Urban Mobility serve the purpose of eventually achieving three societal impact goals:

- Improved quality of life in cities;
- Mitigation of climate change;
- Competitiveness of cities and the European mobility sector for job creation.

To achieve these long-term societal impact goals, EIT Urban Mobility must become the most impactful urban mobility community in Europe and accelerate the transition to sustainable forms of urban mobility. The three interdependent levels of impact are represented in the EIT Urban Mobility pyramid (Figure 4).

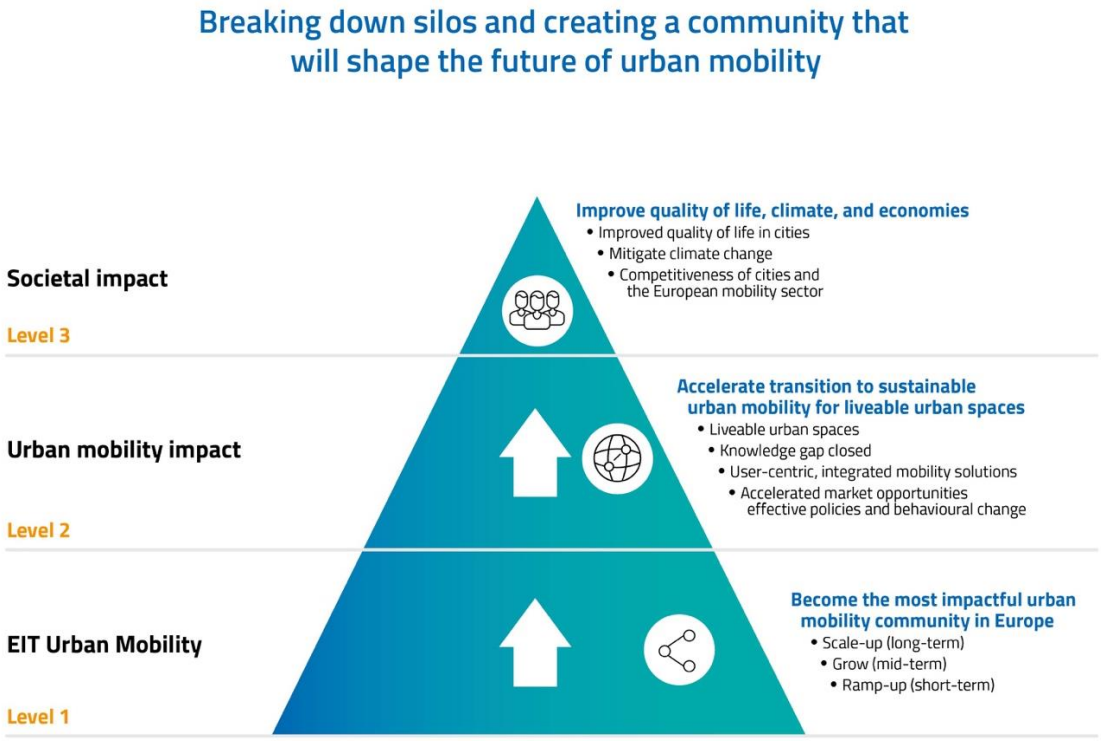

Figure 4: EIT Urban Mobility performance pyramid

Five strategic objectives (SOs) steer our activities and ambitions and will lead us to achieve our goals for urban mobility and eventually societal impact:

SO1 — Create liveable urban spaces

Create more liveable urban spaces. This will be done by striking a better balance between the conflicting demands of mobility and other areas of people's lives and by encouraging the development of more efficient mobility systems which take up less public space. We will also facilitate the uptake of a new style of city planning — from designing cities for cars to designing cities for people.

Ambition: Be the driver of transformation — from cities designed for cars to cities designed for people
Target: Freeing up of at least 1% of road space per year in EIT Urban Mobility cities for public use*
**EIT Urban Mobility cities are all core partner cities*

SO2 — Close the knowledge gap

Promote the ability to innovate through education and training. This will be done by offering training aimed at students, entrepreneurs and professionals which will be intersectoral, international, interdisciplinary and challenge-based and which will aim to create a more entrepreneurial mindset.

Ambition: Set new standards for training in the Urban Mobility sector
Target: Train 23,800 participants through lifelong learning per year. Establish the required knowledge base and capabilities to meet our urban mobility challenges.

SO3 – Deploy user-centric, integrated mobility solutions

Accelerate the development and deployment of data-driven, integrated, eco-efficient and safe mobility solutions for people, goods and waste. This will combine the advantages of different modes of transport and new concepts of vehicles and infrastructure. Create ways of meeting different mobility needs and increase the share of active mobility such as walking and cycling. Integrate mobility into the urban environment by architectural design. Foster end-to-end travel and logistics chains by resolving the challenge of bridging the first and last mile.

***Ambition**: Become Europe's engine for innovation of integrated Urban Mobility solutions to reduce economic losses due to congestion, number of fatalities, pollution and CO2 emissions induced by urban transport*
***Target:** Develop around 20 integrated, Urban Mobility solutions per year. 90 % of our cities to experience a proven increase of innovation solutions on the market in 2026*

SO4 – Accelerate market opportunities

***Ambition**: Build an enabling environment in Europe to become the world leader in innovative urban mobility solutions*
***Target:** Create, incubate or accelerate around 65 start-ups per year that create 3000 new jobs until 2026*

Reinvent Europe's urban mobility sector to boost competitiveness on a global scale, protect and create new jobs in both the public and private sector. Stimulate the entrepreneurial ecosystem to accelerate new business ideas, models and players and support the creation and deployment of technologically and socially innovative products and services. Contribute to start-ups, SMEs, OEMs and suppliers to easily engage with each other and with cities and citizens about their needs and expectations.

SO5 – Promote effective policies and behavioural change

Bring key players — private sector, academics and researchers, municipalities and citizens — together to increase social acceptance and citizen awareness of sustainable mobility solutions and create a regulatory environment that allows those solutions to be competitive in terms of price, accessibility, and comfort. Promote an active approach to regulation, helping remove barriers for innovation in cities and create a favourable framework for all.

***Ambition**: Act as the change agent for urban mobility policies and behaviors.*
***Target:** Proven increase of engagement of citizens and other key players in urban mobility innovation in all our cities by 2026*

Our systemic approach to promoting integrated solutions to mobility and our close working relationship with cities will enable us to reach our goals. Our global outreach efforts, including the Regional Innovation Scheme (see chapter 5 Regional Innovation Scheme) will increase our impact in Europe and beyond. For more information on our intended short, mid and long-term impact please see the KPI scoreboard in chapter 4.4 Key Performance Indicators.

EIT Urban Mobility is truly more than just the sum of its parts. It is a platform for EIT to build European and global leadership in urban mobility. By working together, we will leverage EIT funding by scaling up solutions and impact far beyond what could be achieved by partners working locally and in isolation.

Figure 5 below gives a detailed overview of the above-described strategic objectives as well as the EIT Urban Mobility's innovation segments (see chapter 2.4 Innovation) and outlines how they interact with and hence contribute to solving the challenges faced by cities and society.

The innovation activity portfolio 2020 is developed around four segments to address city and societal challenges (see Figure 12 - EIT Urban Mobility strategic innovation segments):

- Accelerate urban transformation
- Foster integrated mobility
- Meet mobility needs and
- Decarbonise and automate mobility

Figure 5 outlines how the strategic objectives and activities in the four innovation segments contribute to solving the identified city challenges and societal challenges addressed by EIT Urban Mobility

		Strategic objectives					Innovation segments			
		SO1 Create liveable urban spaces	SO2 Close the knowledge gap	SO3 Integrated mobility	SO4 Accelerate market oppor-tunitities	SO5 Effective policies and behavioural change	Accelerate urban transfor-mation	Encourage integrated Mobility	Meet mobility needs	Decarbonize and automate mobility
City challenges	Accessibility and inclusion			■		■	■	■	■	
	Data exploitation		■	■	■	■		■	■	
	Combating pollution	■				■				■
	Allocation of space	■		■		■	■			■
	Managing the transition		■					■		
	Accomodating urban growth	■		■	■			■		■
Societal challenges	Improve quality of life	■			■	■	■			■
	Mitigate climate change				■	■		■		■
	Strengthen competitiveness of cities and European mobility sector	■	■		■		■			

Figure 5: Contribution of EIT Urban Mobility strategic objectives and innovation segments to challenges faced by cities and society

1.3 Roadmap

Over the next seven years we will make EIT Urban Mobility the leading urban mobility innovation community in Europe with the power to accelerate the transition towards sustainable urban mobility (s. Figure 6). From 2020 the focus will be on building a strong network of partners and breaking down the silos between the different players. From 2023, the emphasis will be on growing and positioning the organisation as the leading urban mobility innovation community in Europe. From 2026 and beyond, the work will consist of scaling up innovative solutions in Europe and beyond.

EIT Urban Mobility: From breaking down silos to shaping the future of urban mobility

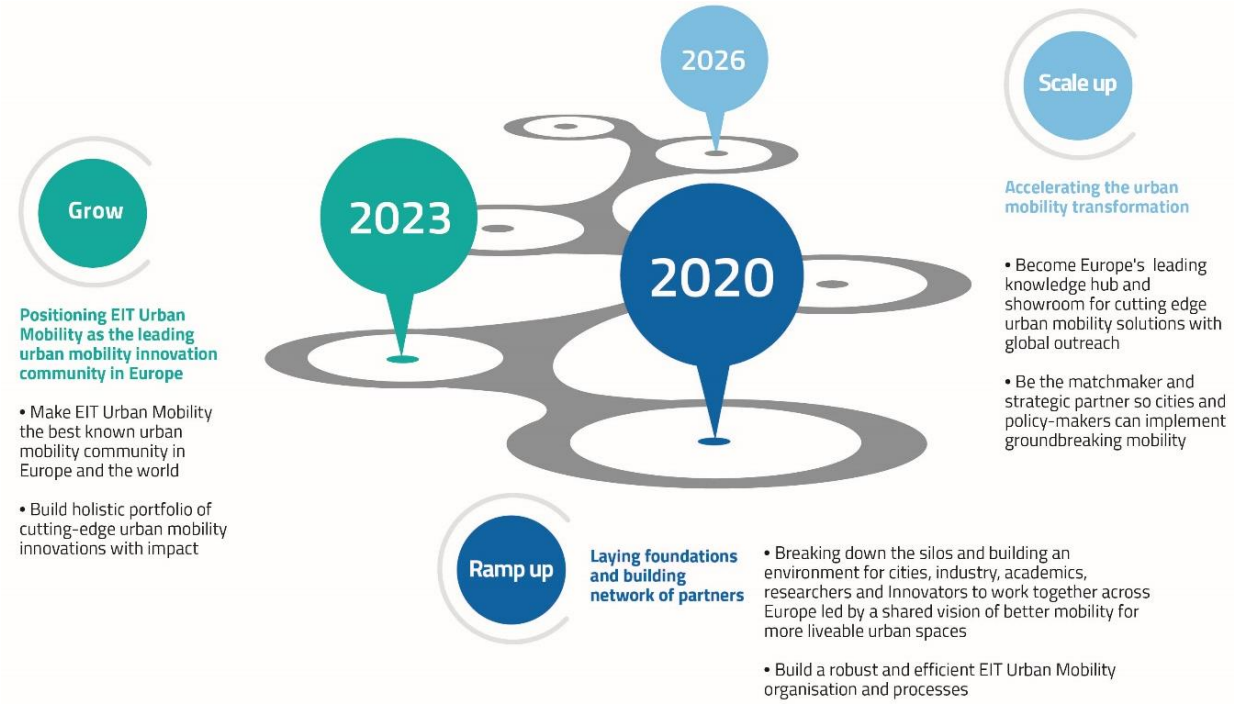

Figure 6: EIT Urban Mobility roadmap 2020-2026: goals

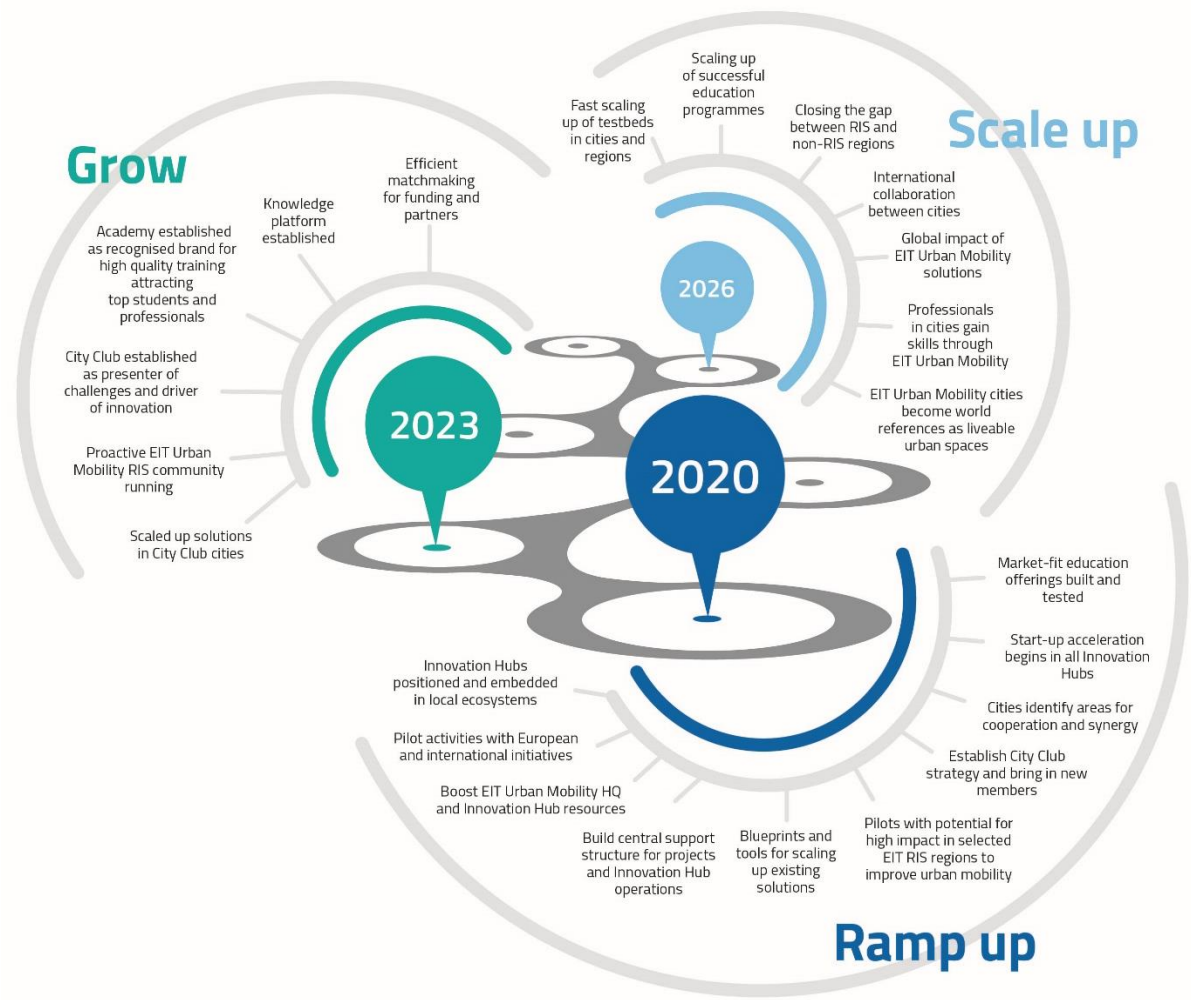

Figure 7: EIT Urban Mobility roadmap 2020-2026: core activities

2. Activities and programmes

Creating systemic solutions requires a highly integrated approach

Many technologies and individual solutions to enable clean, connected and shared mobility already exist — the added value of EIT Urban Mobility lies in its ability to bring about their integration. This involves:

- ensuring that mobility is aligned with strategies for urban space through institutional cooperation to create public spaces that cater to the needs of both citizens and businesses;
- engaging citizens in the innovation process to make sure that new solutions meet citizens' needs, supporting a quicker adoption of new mobility and urban space concepts and accelerating the transition to more sustainable ways of being mobile;
- bringing together public authorities, industry, researchers and academics to create solutions that are not standalone but form an integral part of a city's mobility system.

EIT Urban Mobility will unlock the full potential of integration to foster sustainable mobility of people, goods and waste in our cities with five highly interconnected programmes (s. Figure 8).

City Club – defining challenges and sharing best practices:
City Club is a platform for cities to collaborate, share good practice, upscale ideas and put them to work. Every year the club produces a list of key challenges facing cities, which can then be tackled by innovation projects and fed into our innovation, education and business creation programmes.

Innovation — from research to application:
Innovation takes innovative ideas, improves them and puts them into practice as a way of helping resolve the challenges facing eco-efficient and safe urban transport. Interdisciplinary teams including cities, industry, researchers, academics and start-ups work together to develop urban mobility solutions and test them in real-life environments.

Co-creation and innovative regulatory schemes in Living Labs: Innovative formats such as co-creation workshops will involve people from all age groups, social and cultural backgrounds in interdisciplinary living lab projects. New products and services are tested and put into practice in real-life environments, selected locations will be defined as test beds.

Academy — closing the knowledge gap:
Academy aims to train the next generation of urban mobility practitioners and overcome disciplinary fragmentation in the education system. It will provide intersectoral, interdisciplinary, international and entrepreneurial formats for students and working professionals and help develop the skills needed to build and manage the mobility solutions of the future.

Business Creation — turning innovation into businesses:
Business Creation provides a start-up-friendly environment, including access to partners, infrastructure and finance, accelerates the process of bringing innovative ideas to market and is helping to boost the competitiveness of the European mobility industry.

Factory — leveraging solutions around the world:
using the dual approach of thought leadership and consulting, Factory allows promising solutions developed in Europe to be made available to city authorities around the world. This will create impact and generate revenues to support EIT Urban Mobility's financial sustainability.

Strategic consulting based on experience: The experience and skills of the EIT Urban Mobility community in delivering rapid change is shared among members of City Club and made more widely available by Factory's information platform and expert system. Lessons learnt from innovation projects, scientific results, modelling tools and best practice will be published and disseminated to promote conceptual guidelines.

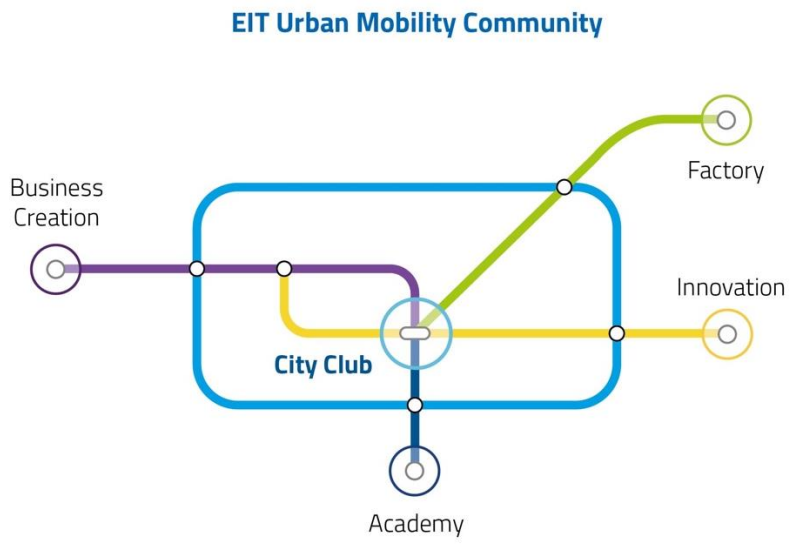

Figure 8: The EIT Urban Mobility map – five interconnected programmes to accelerate positive change on mobility for more liveable urban spaces

Citizen engagement

Developing solutions with and for citizens is the key to delivering real change. We believe that if the different players can get to understand each other's preferences and priorities by working together in a shared endeavour, reaching a consensus becomes much easier. For citizens, this can increase social acceptance of change and speed up changes in people's behaviour, for the private sector, this can help adapt and overcome limiting regulatory frameworks. Successful stakeholder engagement will increase the ability to create, experiment, demonstrate, scale and deploy. Citizen engagement is therefore an important priority for EIT Urban Mobility.

Citizen engagement activities and its results are directly connected to the five EIT Urban Mobility programmes and serve as input to these programmes. City Club has an important role in reaching out to citizens and testing solutions in Living Labs. Through activities of the Academy, children and students can experience and learn about urban mobility in different ways. Besides, citizen engagement activities will be carried out for more efficient development and testing of products and services for innovation projects and Business Creation. Through the Factory, we will use the knowledge generated regarding citizen engagement activities and scale-up piloted and tested citizen engagement activities to cities across the world.

Figure 9 shows our main goals and how we intend to reach citizens.

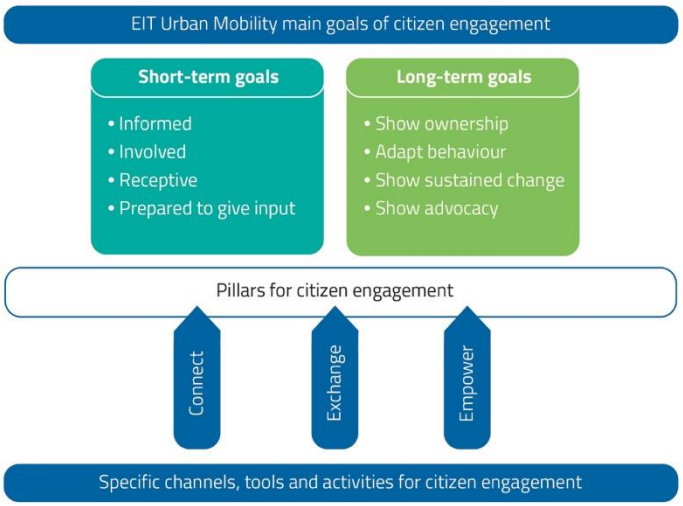

Figure 9: EIT Urban Mobility main goals of citizen engagement

Citizen engagement activities are part of the Communications framework and will be organised based on three pillars, known as connect, exchange and empower. City authorities will play a crucial role in reaching out to citizens, since most engagement activities will be delivered locally. City Club will be an important vehicle for this. It will identify and collate societal challenges to be addressed, exchange ideas and function as a platform for sharing citizen engagement processes and their results with key stakeholders.

Connect: The pillar connect is about creating awareness and includes activities to engage, inform and involve the citizens, such as local events open to the general public and personal letters. All EIT Urban Mobility cities will meet at City Club and ensure the voice of citizens is heard within the partnership. One effective way to support this voice is by appointing local ambassadors – these would ideally be people who are well known in the community and knowledgeable about urban mobility – who can play a useful role in facilitating dialogue between citizens and their local authority.

Exchange: The pillar exchange is about creating a relationship of trust and exchanging information with the citizens and end-users, not only providing them with information but starting a dialogue. This will mainly take place in the local arena, supported by official EIT Urban Mobility distribution channels, such as social media and the website, and brokered by the most well-known and trusted forum for dialogue in the specific community addressed. Activities include visual communication campaigns, contests or open-house events organised in different cities simultaneously.

Empower: The pillar empower is about co-creating together with the citizens, involving them in the ideation process, to look for and test suitable solutions together. In this new role, there are many approaches local authorities can use to facilitate co-creation with citizens and end-users. Most EIT Urban Mobility cities are already experienced at promoting citizen engagement, usually with the aim of empowering people and including them in the decision-making process. There is no one-fits-all method — the best way of involving citizens will depend on the local context, the issue being addressed, and the kind of innovation being considered.

In 2020 we will start with the pillars connect and exchange by building upon the knowledge and experience of our partners and by collecting best practices on citizen engagement within partnership. The experiences of partners will also serve as a basis for the citizen engagement strategy to be developed at an early stage together with partners. This strategy will provide guidance on how to implement citizen engagement activities, including concrete targets, and which will form the basis for related activities in the years that follow. Another key part of the strategy is defining specific stakeholder groups to tailor the strategy accordingly and through which we can directly engage with residents and end-users, such as environmental protection agencies, bike users, neighbourhood or community organizations, biker associations, and other citizen's associations.

EIT Urban Mobility will apply the following approaches to engage citizens and end-users:

- Design thinking methods: Help end-users and citizens to understand their needs and work together to find new solutions and approaches. Tools such as rewarding systems or incentive mechanisms will be used to compensate the virtuous behaviours of residents in the fields of mobility, energy saving and sustainability.
- Co-design activities for envisioning the future: Help end users and citizens to understand their needs and work together to find new solutions and approaches. This implies to have a strong Citizen Recruitment activity and launch an awareness raising campaign; to shape the Co-design strategy collaboratively according to the needs identified together; to train citizens so that they can be really part of the process.
- Testing solutions in Living Labs: Co-creation activities with local stakeholders and citizens will in many cases produce solutions to be tested, demonstrated and put into practice. To promote uptake of these activities, we will launch several internal calls for proposals, each linked to one of the three pillars of citizen engagement.
- Lifelong learning starts early – education activities for young people: Together with local authorities and teachers, we will develop formats in which primary and secondary school children can experience and learn about urban mobility in different ways. We will build upon the knowledge and experience of other KICs and of initiatives outside the EIT Community and look for synergies to create contextualized formats suitable for the topic of urban mobility. This will enable us to develop formats which are tailor-made locally, taking into account cultural aspects as well as the local urban mobility setting, while bringing in knowledge on urban mobility and education activities from all around Europe.
- Social inclusion through stakeholder engagement: EIT Urban Mobility will bring together a representative group of stakeholders, such as local authorities, mobility and public transport providers and citizens, to get a better understanding of the needs of different target groups and be able to reach and involve all types of people in appropriate ways.

2.2 City Club

Defining challenges and sharing best practices

City Club acts as a platform enabling European cities to work together and develop urban mobility solutions which address shared needs. The mission of City Club is to define the challenges the other EIT Urban Mobility programmes will tackle. It sits at the centre of the EIT Urban Mobility ecosystem and feeds into all other

activities — Innovation, Business Creation, Factory and Academy — to create citizen-centric solutions that address real needs. City Club is a dynamic forum that is acting and interacting with the other programmes throughout the year, for instance by cities being challengers in ideation events, setting priority search fields and acting as mentors and evaluators for start-ups in the accelerator and scale-up hub, as well as defining requirements for professional education.

City Club: defining the challenges, working together to find the solutions

One of the key functions of City Club is to ensure the work of EIT Urban Mobility tackles the real issues. To ensure that activities are steered towards the most important challenges of cities, every year, working in consultation with citizens and key players, it draws up a list of key challenges which will be used to shape calls for proposals and other activities. Regular update is key
Challenges are identified and prioritized in a multi-stage process starting from a survey among member cities to joint consolidation and prioritization.

City Club also works with all key players to co-develop new urban mobility solutions. Working in this collaborative way will give cities the chance to be actively involved in shaping the solutions they will deploy on their streets.

City Club not only promotes but also carries out innovation projects on urban mobility. It has established a dynamic forum to put forward solutions on smart urban mobility and gives cities a big say within the partnership as presenters of challenges, customers, regulators, procurers and investors.

City Club: outreach

City Club also serves as a channel for engaging citizen and collaborating with other initiatives. Finally, City Club is a platform for outreach and collaboration beyond our partnership through the EIT Regional Innovation Scheme (RIS) in Europe, acting as the link with other EIT communities and selected cities.

City Club aims to build relationships with cities that offer complementarity and added value and cooperate on themes of joint interest. These efforts will initially be based on the existing connections of our partner cities (such as through twin and partner city cooperation or formal and informal partnership agreements). Special attention will also be paid to reaching out to stakeholders of all kinds from EIT RIS countries to strengthen the regional dimension, and to cities worldwide who have shown an interest in developing integrated, transferable urban mobility solutions.

Under the auspices of City Club and in close collaboration with our five Innovation Hubs, EIT Urban Mobility is defining a programmatic activity focussed on better utilisation and coordination between urban mobility related living labs associated with the EIT Urban Mobility community.

2.3 Academy

Closing the knowledge gap

The programmes, given by leading European universities, are delivered in partnership with industry and cities to ensure relevance. There is a strong focus on innovation and entrepreneurship, aiming at increasing

entrepreneurship and innovation capacity at Higher Education Institutions, HEIs, in Europe, including Regional Innovation Scheme, RIS, regions.

In addition to academic EIT- labelled programmes, training is offered to professionals in a variety of levels and areas. These courses aim to plug gaps in knowledge and build the skills needed to steer the future transformation of urban mobility.

The sheer complexity of the subject of urban mobility calls for an approach that is both cross-sectorial and multidisciplinary. The diverse composition of EIT Urban Mobility means we are well positioned to deliver this by involving stakeholders in all our educational activities. Academy is closely aligned with Innovation, Business Creation and Factory to ensure integration with business and research initiatives. This is also further supported by the establishment of an EIT Urban Mobility Alumni community, over time building a broad urban mobility network.

The pace of change in the urban mobility sector calls for an experimental approach to training which allows us to adapt to new needs fast. This is achieved by a structured, annual review and development process to provide scalable and efficient programmes which can meet these changing needs.

Academy comprises three areas — Master School, Doctoral Training Network and Competence Hub.

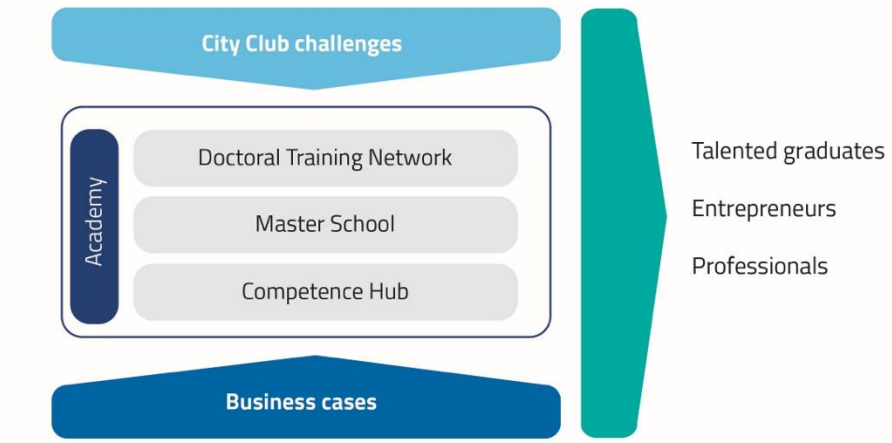

Figure 10: Three Academy areas

Master School

Master School aims to meet the need for multidisciplinary cooperation and skills with a challenge-driven EIT-labelled master programme, combining technology with innovation and entrepreneurship training. Students are studying at two universities and are awarded a double degree. Both public and private stakeholders are involved throughout to ensure a holistic approach, knowledge sharing and relevance, covering economic, social, ethical and sustainability issues. It will also make use of Living Lab environments and blended learning methodologies.

Doctoral Training Network

Doctoral Training Network can be seen as a useful addition to existing sources of funding such as the EU's Marie Curie research fellowships. The aim is to bridge the gap between research and implementation by building a platform for dialogue between key stakeholders. The network consists of the i5 PhD Qualification Programme and the Annual Doctoral Forum, which combined will result in an EIT-labelled PhD qualification.

Aimed at PhD students working on urban mobility, the programme consists of practical workshops and courses on innovation and entrepreneurship with a market-oriented and citizen-centred approach. Included in the programme is a 6-month research placement at a foreign university, research institute, industrial partner or city.

The annual forum is a three-day conference attended by doctoral students as well as partners from cities and industry as well as representatives from other KICs. It provides a good opportunity for all key players to meet, network and discuss how to address urban mobility challenges.

Competence Hub

Competence Hub provides a customised and accessible way for busy professionals — people working for city authorities, public institutions, companies or start-ups — to learn about the latest topics in mobility and transport. It operates using a freemium model with four levels and a blended approach to learning. Whilst the first two levels offer easy access and up-to-date knowledge for a broad audience, the third and fourth levels are more tailored and deal with specific projects or topics. Regular Q&A webinars and meetings bridge the gap between these two approaches.

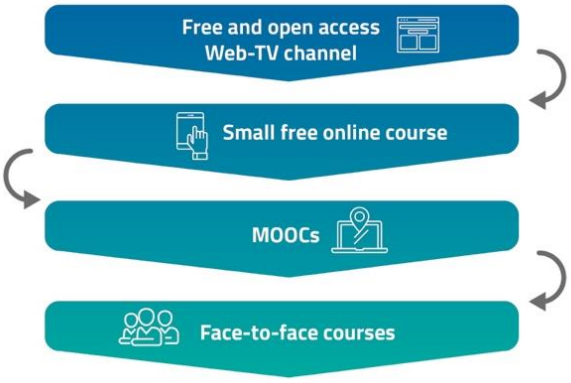

Figure 11: Competence Hub components

2.4 Innovation

From research to application

Innovation has been designed with the purpose to contribute in overcoming the challenges, fulfilling the strategic objectives and the vision and missions of EIT Urban Mobility.
Through our Innovation programme we take innovative ideas, improve them and put them into practice as a way of helping resolve the challenges facing eco-efficient and safe urban transport, improving data exploitation and promoting regulatory and behavioural change.
We run ideation and matchmaking workshops and promote co-creation across the ecosystem in innovation projects, test beds, hackathons and boot camps.

There are three types of innovation projects:

- Research — creating and improving concepts for mobility solutions, with a focus on regulation;
- Test — building, testing and learning in fast iterations, co-creating with citizens, cities and partners;
- Pilot and implement — building pilots and demonstrating impact.

The projects must demonstrate their contribution to the transformation of cities into liveable urban spaces for people and goods along a secured sustainable impact in line with the EIT Urban Mobility KPIs.
Projects need to be complementary (strategic fit), allowing some overlaps and facilitate a large scaling through the Business Creation and the Future Factory.

Innovation projects drive change in urban mobility by creating: tangible local impact in EIT UM cities, lighthouses to drive mindset shift and accelerate transformation across Europe and beyond, scalable solutions, start-ups.

To create fast visibility and short-term outputs, the innovation activity portfolio 2020 is developed around four segments explored from the city challenges.

These segments are Accelerate Urban Transformation, Foster Integrated Mobility, Fulfil Mobility Needs and Decarbonise and Automate Mobility (see Figure 12 - EIT Urban Mobility strategic innovation segments).

The activities are project based and bottom up developments of new urban mobility solutions. The *Innovation Agenda* is top down driven by fundamental activities, e.g. urban air mobility in a multimodal urban mobility system, and specific co-creation activities. By that feeding new activities within four innovation segments.

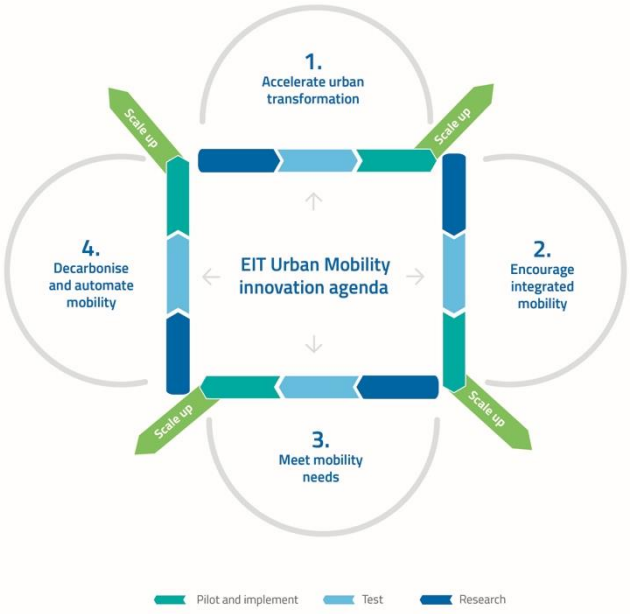

Figure 12: The four Innovation segments

The four innovation segments have the following scope:

- accelerating urban transformation — advancing the process of making cities more liveable places, through changing citizen behaviour, influencing urban policy and shared mobility services;
- encouraging integrated mobility — facilitating integrated mobility for people and goods through activities driving sustainable logistics, smart infrastructure for parking as well as promoting cycling, walking and public transport;
- meeting mobility needs — improving data exploitation for intermodal urban mobility and advancing the development of intelligent mobility management and mobility as a service. Promoting a unified backbone system for Europe to enable providers and users of mobility solutions easy accessibility, affordable usage of services and safe and efficient use of infrastructure. This is an ideal opportunity to set up joint activities with other KICs such as EIT Digital;
- decarbonising and automating mobility — increase environmental awareness by developing clean and automated mobility, using new or adapted communication technologies. This is an ideal opportunity to set up joint activities with EIT InnoEnergy and EIT Climate-KIC.

The EIT Urban Mobility Innovation Agenda is updated every year to steer the four Innovation clusters and drive strategic activities across the whole of EIT Urban Mobility;

- Modelling multi- and intermodal urban mobility scenarios; Modelling of multimodal mobility in urban environment, rail-road-water-underground-air-cable. Analyses/study of the characteristics of the

different modes, their capabilities, requirements, contribution to freeing up urban space, environmental impact, pros and cons.

- Innovation radar; Develop an EIT Urban Mobility innovation radar that shows which technologies and mobility solutions are feasible tomorrow and which ones will emerge in the mid and long-term. This will be used for the innovation strategy, but also for EIT Urban Mobility as a whole. The innovation radar makes it possible to structure, analyse, and assess available information on trends, technologies, risks, or start-ups and to use these results for future-oriented strategies and innovation projects.

Innovation projects cover a wide range of subjects, but all meet the following criteria:
They are carried out by means of collaborative activities focusing on research and technology, societal innovation and governance. They will involve multidisciplinary, international teams from several partners each working in their local context.

By 2026, the scale up phase, this approach will give rise to a broad portfolio of challenge-driven projects varying in terms of duration, volume and budget. Performance of Innovation projects will be carefully monitored and evaluated by EIT Urban Mobility business developers against targets.

The results are key for the organisation as a whole and for individual programmes — they will be candidates for scaling-up by Factory and transferable to cities in City Club and beyond. They will be commercially exploited in Business Creation and provide input on hot topics for the curricula of Academy.

Ideation process

EIT Urban Mobility will work on ideation to inspire people and to co-create ideas and concepts which can then be explored via innovation projects. Four types of activity will be used to feed into this ideation process.

Matchmaking workshops: These events will bring EIT Urban Mobility partners together to work in small teams per topic to create ideas and concepts. The outcome should be a matchmaking of the topic with ideas, concepts and partners and an agreement on the next steps which can be explored using a living lab, hackathon, bootcamp or innovation project.

Living Labs: Living Labs enable end-users to be involved in developing products and services and contribute to the design process. This means testing is done in a real-life context. Several EIT Urban Mobility partners own various Living Labs. EIT Urban Mobility will provide access to these across the Innovation Hub network as well as via City Club, enabling more efficient development and testing of products and services for innovation projects and Business Creation. This will contribute to creating strong impact.

Hackathons: Hackathons can provide a great way of coming up with innovative technological solutions for a specific problem in a short time. They also provide participants with opportunities to suggest practical solutions to real-life problems and gain experience of working in an interdisciplinary team, skills which may help some of them succeed in the business environment that awaits them. The hackathons will cover topics such as need analysis ideation and prototyping. The expected outcomes are new applications and solutions for urban mobility which may become the basis for new business opportunities and future start-ups.

Bootcamps: Once they have a promising technology, young entrepreneurs need to learn how to convert it into successful products and services. The first step is to identify and evaluate market opportunities. Bootcamps will help participants to see how their technology could be applied and its potential. Participants will be

provided with tools and methods for developing a business model and will receive informed feedback from focus groups. Bootcamps cover the pre-incubation stage in EIT Urban Mobility activities from innovation to business creation.

2.5 Business Creation

Turning innovation into businesses

Business Creation aims to activate and connect the most promising European start-ups looking at new applications, business models, systems and data for the advancement of the urban mobility world.

It offers an enabling environment for entrepreneurs and boost their chances of success by providing access to expertise — decision makers and experts from companies, leading universities and research institutions — and to customers, partners and infrastructure. It facilitates the all-important access to finance via a mix of grants, seed investments and venture capital. Business Creation also helps start-ups to deal with different regulations and standards.

Business Creation consists of several activities which together address the challenge of mobility industry competition (C6).

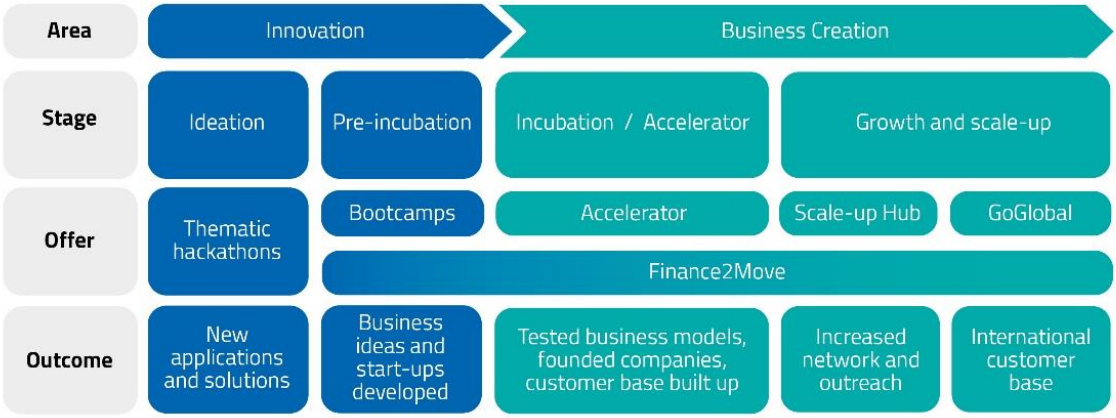

Figure 13: Start-up and scale-up activities

Accelerator

Our accelerator provides support for innovative mobility solutions by nurturing start-ups coming from the various EIT Urban Mobility programmes as well as other promising start-ups. There are two intakes per year providing a six-month acceleration programme. This includes co-working space, access to prototyping facilities and business coaching as well as urban-mobility-specific expertise such as technology or market validation, product-market fit or market entry provided by the Innovation Hubs. Dedicated mentors guide the start-ups through a customized journey, a tailor-made program to validate the business model and set a consistent strategy. Every entrepreneurial initiative is supported by expert mentors with experience in the sector, with the aim to improve the start-ups' product and service portfolio and help them to grow up efficiently. The accelerator also leverages cities as partners for concept validation through Living Labs and pilot projects with

partners from City Club. Start-ups are put in touch with a network of public and private investors while EIT Urban Mobility's own investment arm, Finance2Move, can offer small grants.

Our accelerator acts as a central point where all outcomes of EIT Urban Mobility and all entrepreneurship activities from across the different sectors are brought together. They are leveraged through the local, EU and EIT ecosystem by setting up:

- activities across the Innovation Hubs delivering accelerator services to start-up teams;
- activities across the innovation community to fill the funnel for new products and business models;
- access to international hubs and partners in the field of mobility;
- activities with partners and use of local ecosystems/infrastructure/accelerators to help start-ups grow and internationalise;
- access to financial investors and funds via Finance2Move.

Scale-up Hub

This activity promotes long-term collaboration and is aimed at mature start-ups from EIT regions who have completed our acceleration process or external start-ups selected via a competitive process. The scale-up package includes access to EIT Urban Mobility networks, cities' innovation projects and international pilot customers. It also provides visibility for the start-ups, support from Innovation Hubs with regulatory and country-specific formalities and helps with investor readiness and introductions to potential investors (via Finance2Move). Membership is reviewed on an annual basis to ensure a high-quality network.

GoGlobal

GoGlobal promotes global outreach by organising trips for urban mobility start-ups and start-up members of the Scale-up Hub looking to expand their activities beyond Europe. It also provides access to external events such as Smart City Congress. GoGlobal also hosts international start-ups and scale-ups from North America, Asia, Latin America and Africa who are targeting Europe through activities such as invitations to trips or to external events.

Finance2Move

Finance2Move offers financial and business support alongside our extended knowledge triangle. Finance2Move matches innovative urban mobility ideas to networks of potential funders — local, financial and public donors providing public equity or public loans as well as venture capitalists. It also offers grants of €15,000 to all start-ups selected for acceleration to cover programme costs, including travel and prototyping. Start-ups are able to connect with more potential investors through showcasing their solutions at Pan-European Investor Demo Days. In addition, starting in 2020, 5 start-ups p.a. will be eligible for investments (e.g. convertible loan agreement). These investment activities will be non EIT-funded. Investment returns from these start-ups will contribute to EIT Urban Mobility's long-term financial sustainability.

2.6 Factory

Leveraging solutions around the world

Factory is the exploitation arm of EIT Urban Mobility. Its main goal is to scale up solutions piloted and tested within the EIT Urban Mobility partnership to cities across the world. It aims to make use of knowledge and information generated by other EIT Urban Mobility activities, such as innovation projects, educational material, investments or activities carried out by business creation activities as well as RIS activities. Innovation projects will be the main source of valuable and potentially exploitable knowledge. One example might be a new type of bike-distribution system that has been trialled in a city and can be scaled up or sold to other cities.

It will use this new knowledge to provide consulting services, semi-automated tools, blueprints and proven concepts as well as thought leadership studies to outside organisations.

Together with partners, Factory identifies needs and develops and applies tools to bring more innovative mobility solutions to European and global citizens. The first of these are the Urban Mobility Analysis Model (UMAM) — a tool to analyse the mobility performance of cities — and a framework for scaling up solutions or blueprints.

Figure 14: Factory providing useful tools for scaling up mobility solutions

UMAM

Each member of City Club will audit its present urban mobility system to analyse their strengths, weaknesses and potential. The assessment will support cities accelerating their strategic development and plans, to achieve better performance.

Thought leadership

Research-driven opinion studies regarding globally relevant urban mobility topics with great transformation potential are carried out. In comparison to existing thought leadership studies, these papers will be developed using a cross-sectoral perspective, including representatives from across the extended Knowledge Triangle.

Scaled solutions

Solutions derived from EIT Urban Mobility projects, as well as innovation projects outside of EIT Urban Mobility such as the Horizon 2020, will be brought to the next level, scaling them up to aid transfer between stakeholders and locations.

Concept development and proven concepts

Factory will package concepts based on consolidated inputs of previous innovation projects and, in a second phase, demonstrate them in selected cities.

3. Organisation

3.1 Partnership

EIT Urban Mobility partnership has been carefully constructed to bring together world-leading partners — Europe's most innovative cities, promising companies and top universities and research institutes. Together they make a truly pan-European network of complementary stakeholders, representing a variety of disciplines and sectors ranging from transport, logistics, insurance, energy, waste, manufacturing, retail, engineering, computing software and hardware to policymakers and regulators.

Such diverse expertise can overcome the organisational fragmentation currently found in the urban mobility sector by breaking down the silos that divide it. This puts us in a strong position to create significant impact along the innovation chain. In order to do so, we will address urban mobility challenges in a systemic fashion by closing the circle between innovation, regulation and behavioural change.

Moving Urban Mobility initiatives to a higher level is not an easy task. Experience demonstrates that what's easy to envision is not so easy to implement. We believe in incremental but fundamental changes, based on multi-stakeholder collaboration. Overall transformation towards sustainable urban mobility is a process of the accumulation of intertwined and interlinked complementary smaller steps and changes. Collaboration with stakeholders and citizen engagement are key on building momentum.

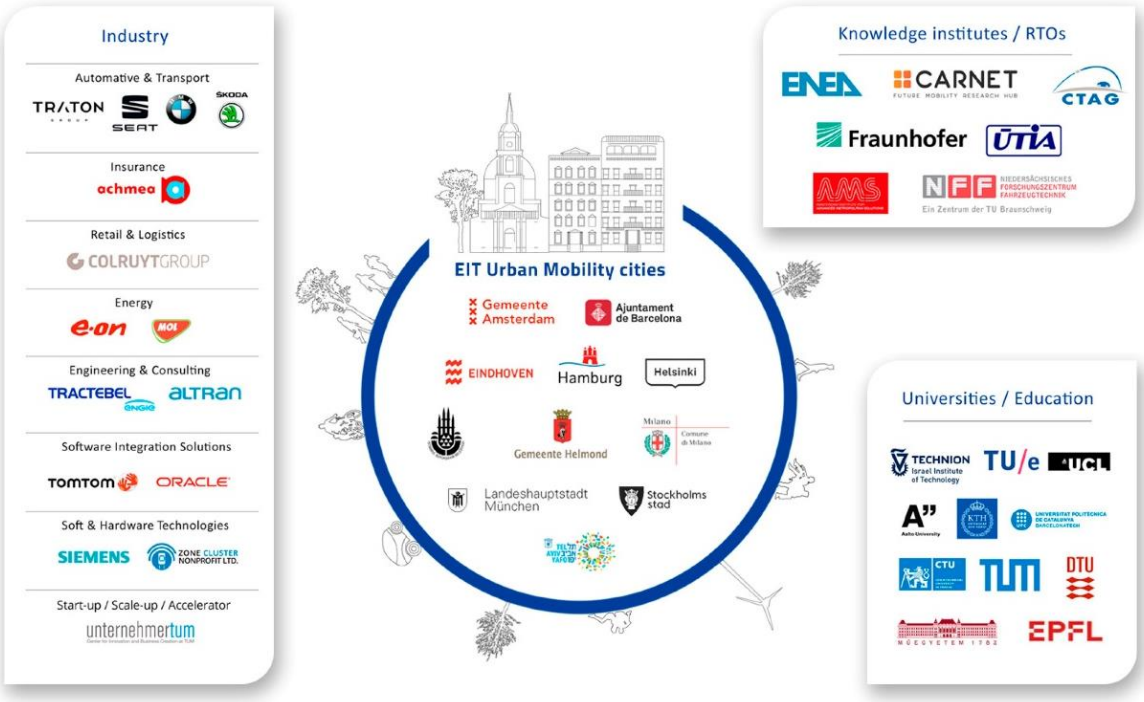

Figure 15: EIT Urban Mobility partnership

The partners are well connected within their local ecosystems and have strong connections with partners outside of the core network. These external partners will be approached to support future expansion of the KIC. Our expansion strategy is based on principles of excellence, complementarity and balance:

- Excellence: Our partners are outstanding in their field and the same should apply to new members;
- Complementarity: New partners need to provide added value in terms of expertise, geographical location, city typology and outreach;
- Balanced growth: Keeping a balance in the extended knowledge triangle both for the overall partnership and in terms of Innovation Hubs.

Our rate of expansion, which is further detailed in a separate partner expansion plan, should help us to deliver on our KPIs fast enough to create measurable impact. We will use our project activities to check we have the desired level of diversity and complementarity in terms of partners' competences, expertise and background. We could still strengthen our profile in terms of urban planning, logistics, retail, waste collection, transport providers (if not covered by cities), data integration and utility companies.

The aim of expanding the partnership is not to reach a set number of partners but rather to be in the best position to carry out relevant projects within the specific EIT Urban Mobility programmes. This could mean we end up having substantially more partners than foreseen in the proposal phase. We will select our new partners based on their ability to contribute to the EIT Urban Mobility strategy. The best way to grow the partnership, both from a strategic and from a quantitative perspective, is to make sure new partners can immediately engage in projects and KIC Added Value Activities. This is also the area where we connect our strategy with our delivery mechanisms, and by doing so, create impact and give partners traction.

In order to stimulate dynamics within the partnership and to increase the leverage on impact of EIT Urban Mobility, there is a need for non-overlapping partner categories. The overall structure of partner categories

intrinsically foresees and stimulates a process of upgrading of partners' level of engagement in our operation. By doing so, it contributes to important aspects of financial sustainability and balance of costs and benefits among the different categories. Whilst we need to be open for participation of non-members of the association, in order to fulfil our ambitious impact targets, we need a partner participation model in terms of rights and obligations as well as financial contribution, that rewards long-term, strategic engagement of partners. The cost-benefit-ratio should improve for partners as they climb the partner category ladder. The proposed partner participation model caters for both legal requirements as well as strategic considerations as described above.

The governance and legal structure of EIT Urban Mobility is the following. Innovation communities are based on partnerships. In our case the core partners are members of EIT Urban Mobility Association. EIT Urban Mobility Association is 100% owner of EIT KIC Urban Mobility S.L. Project partners accede to the Framework Partnership Agreement with the EIT.
EIT KIC Urban Mobility S.L. subsequently is 100% owner of of the 5 Innovation Hubs which all have the form of a limited liability company according to their respective jurisdictions. The main part of community facilitation and partner engagement will take place at the level of the Innovation Hubs.

EIT Urban Mobility distinguishes the following partner categories:

- KIC Partners are the so-called core partners Tier 1 and Tier 2 which are members of the association and participate in KIC Added Value Activities in a structural way.
- Project Partners: organisations participating in KIC Added Value Activities, among which there are possibly prospective members of the association.
- Network partners: organisations not yet participating in KIC Added Value Activities, among which there are possibly future project partners and/or prospective members of the association.

We will use our project preparation and matchmaking activities to identify gaps in the composition of the incumbent partners' competences, areas of expertise and backgrounds and search for partners which can add further value and/or leverage. The role of core partners is double focussed: long-term partner, strategy partner, ambassadors, and consecutive participant in KIC Added Value Activities. Core partners become members of EIT Urban Mobility Association and accede to the FPA. Those of project partners is rather limited to their engagement in KIC Added Value Activities. The project partner category is also aimed to be open for any organisation that can add value to a KAVA. This ensures low entry barriers for SMEs and start-ups. Project partners only accede to the FPA.

The preparation of the selection of (prospective) partners will be done via a close interaction between the EIT Urban Mobility Association and the Innovation Hub Directors in their role as community facilitator and main interface to communicate and interact with the EIT Urban Mobility partners (see also section 3.2). The overall principle is to grow a partnership based on a balanced representation of organisations from the different sides of the extended knowledge triangle. Further the following criteria are used to evaluate the value that prospective partners can bring: spatial fit overall and spatial fit within the respective innovation hub, competence and content fit overall and competence and content fit within the respective innovation hub, connection to the EIT Urban Mobility strategy, potential to contribute to the delivery of our KPIs and finally the partners' dedication and motivation.

To prepare for a decision on the accession of prospective partners, their applications will be analysed and evaluated against the criteria as described above. This analysis will subsequently result in a ranking of prospective partners per partner category. Based on this ranking, recommendations on accession of prospective partners will be prepared for the decisions by the respective bodies of either the Association or the KIC LE.

By 2022 the association aims to have close to 80 members (core partners Tier 1 and Tier2) and 25 project partners, by 2026 the target is set at 90 core partners and approximately 50 project partners. Our growth strategy is also based on the budgets available to be absorbed in a meaningful way to deliver on KPIs.

By means of City Club we aim to represent a group of cities that are diverse in terms of size, typology, country and administrative setup expanding our membership by over 10% per year. Having a high number of cities on board is key for the EIT Urban Mobility strategy of innovating in the extended knowledge triangle of cities, industry, academia and research and innovation and delivering on the mission of transforming urban mobility for all Europeans. Cities that are core partners are by default members of the City Club. However, City Club members are not by default core partners (e.g. because they are not from an H2020 associated country). As there is a need for a balance of the knowledge triangle across Innovation Hubs and EIT Urban Mobility overall, a set growth rate for cities as core partners is defined. Additional cities are given a position in the City Club.

3.2 Governance structure and operations

Governance principles

EIT Urban Mobility has based its governance structure on the experience of existing EIT Innovation Communities and in line with the requirements of its remit. Following the EIT principles of good governance, the structure ensures a clear separation of supervisory and management powers. At the same time, the structure allows for efficient management processes to create impact and to facilitate extensive collaboration between all partners and with their wider networks.

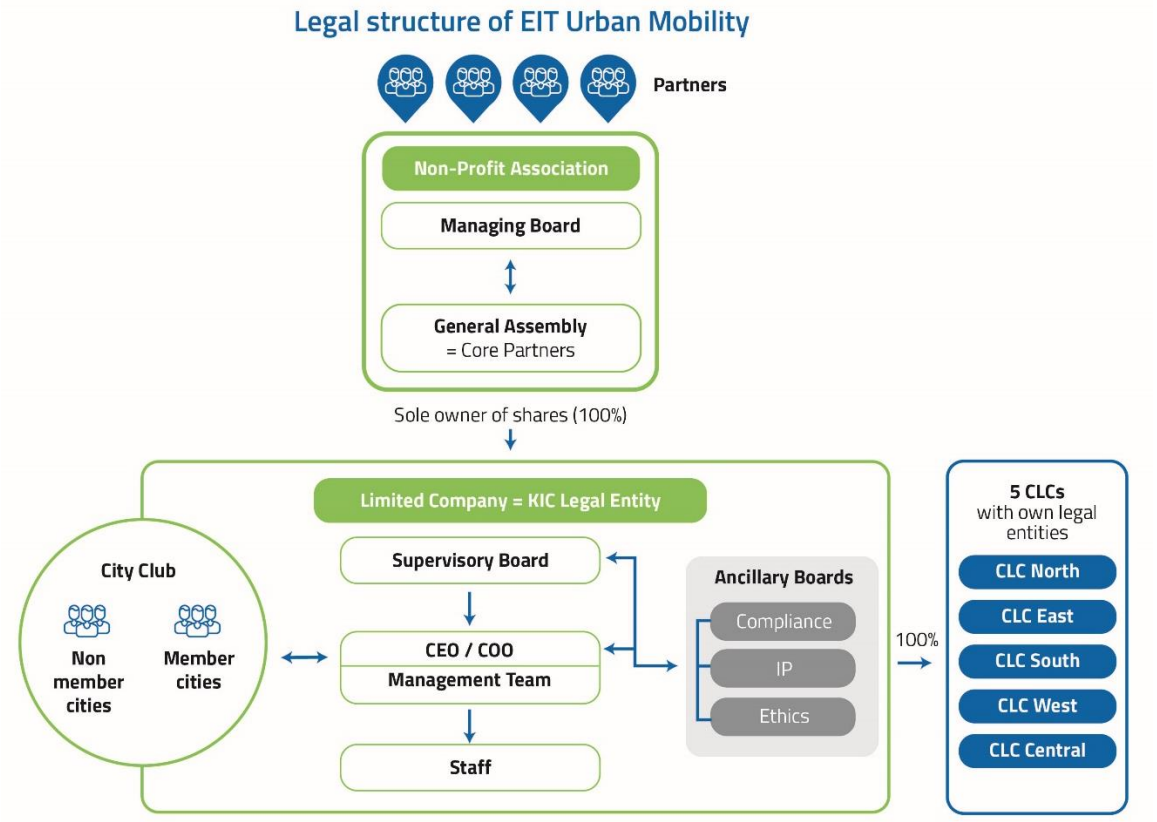

Figure 16: Overall legal structure of EIT Urban Mobility

The governing bodies of the association are the general assembly and the managing board. The general assembly is the highest decision-making body in which core partners have voting rights and elects the managing board which – in turn- represents, leads and manages the general assembly. The general assembly approves the strategic agenda of EIT Urban Mobility and its annual business plans. It also approves new members and sets partnership fee categories.

The supervisory board, elected by the general assembly, is composed of one independent member that will act as Chairperson and is recruited through an open call, five other members (one for each CLC) and additional complementary and independent members with supplementary skills and experience from across the extended knowledge triangle, constituting one third of the SB. In its composition the supervisory board should reflect gender diversity as well as diversity of the partnership and the balance between industry, research institutes, universities and cities. EIT Urban Mobility intends to put in place an independent chair by end of March 2020 and add further independent members to the supervisory board thereafter.

Three ancillary boards staffed by experts will advise the management team on the following: ethical, privacy and social implications; compliance, audit and legal affairs board (any compliance issues affecting KIC or its partners as well as citizen/ consumer protection matters); intellectual property (advisory/mediation role on knowledge transfer/IP-related issues, also acting on request of partners).

For daily operations, the association has set up a limited liability company in which it is the sole shareholder. The company functions as the KIC Legal Entity and encompasses the supervisory board, as its main governing body, and the management team, as its main operational body in charge of day-to-day operations. Both, the supervisory board and the management team bodies will be composed of members with complementary competencies and personalities who will collaborate towards the same goals in a professional manner, freely share information and represent EIT Urban Mobility towards stakeholders and the wider public.

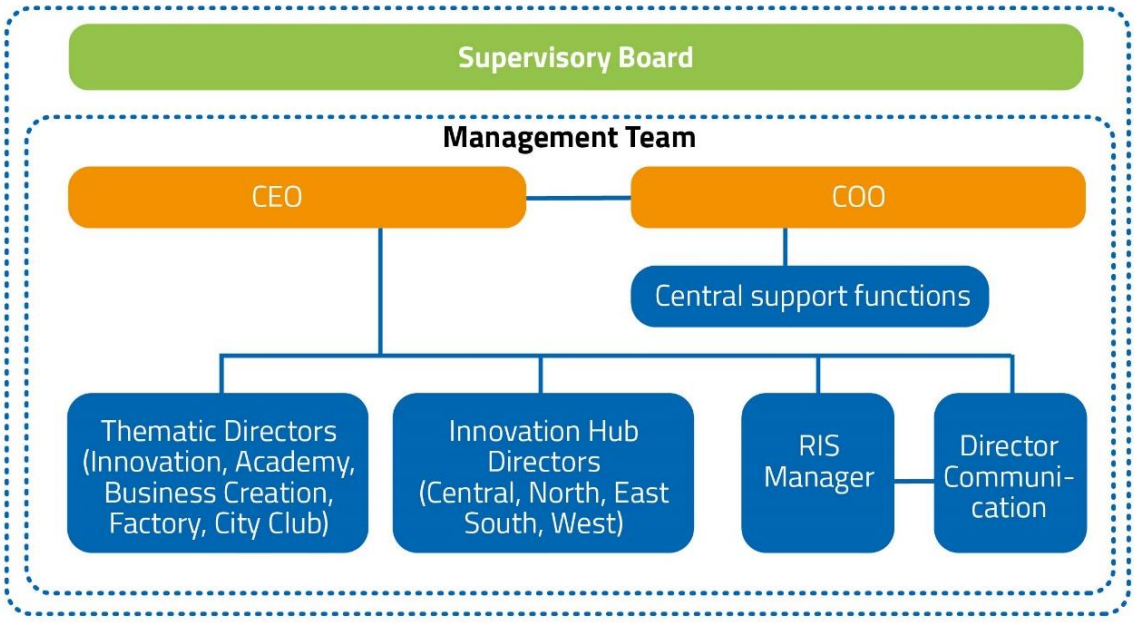

Figure 17: Management of the limited company / EIT Urban Mobility KIC Legal Enity

Operations

The management team is acting as the executive committee of the KIC LE and therefore to execute and manage the day-to-day operations of the KIC LE. The team comprises the Chief Executive Officer (CEO), the Chief Operating Officer (COO), the Directors of Innovation, Business Creation, Academy, City Club and Factory, the five Innovation Hub Directors, the Director of Communication and Stakeholder Relations and the RIS Manager. The members of the team are professionals with recognised experience in the field, independent from the members of the association. EIT Urban Mobility strives for a team that is diverse regarding nationality and gender, with women constituting at least 30% of the management team (vs. only 22% of women in the European transport sector[4]).

Members of the team are employed under contract by the KIC Legal Entity and lead by the CEO who is in charge of managing all EIT Urban Mobility activities and operations. This direct supervision and control of not only the thematic directors but also of the hub directors gives the CEO the power to implement the strategic policies of the KIC Legal Entity which are set by the supervisory board with the support of the entire management team.

CEO	Leading the EIT Urban Mobility's management team, strategic planning and day-to-day operations, representing EIT Urban Mobility with stakeholders, implementing and communicating the EIT Urban Mobility vision and strategy
COO	Overseeing all financial, legal and budgetary matters and managing corresponding processes, such as annual business planning, procurement
Business Creation Director	In charge of developing and implementing EIT Urban Mobility's business creation strategy. Leads, coordinates, and monitors EIT Urban Mobility's Business Creation Programme.
Academy Director	In charge of developing and implementing EIT Urban Mobility's education strategy. Leads, coordinates, and monitors EIT Urban Mobility's Academy Programme
Innovation Director	In charge of developing and implementing EIT Urban Mobility's innovation strategy. Leads, coordinates and monitors EIT Urban Mobility's Innovation Programme
Factory Director	Leads the service portfolio and sales strategy and leads the development and implementation of high value services for customers within and outside of EIT Urban Mobility.
City Club Director	In charge of developing and implementing the City Club strategy, manages the operations of the partner network and drives its expansion. Ensures that activities of EIT Urban Mobility in innovation, education and business creation are aimed at tackling cities' most important needs.
Director of Communication and Stakeholder Relations	In charge of developing and implementing internal and external communication strategy, citizen engagement activities as well as managing public affairs and stakeholder engagement.
Innovation Hub Directors	In charge of developing, implementing and managing EIT Urban Mobility operations in Innovation Hubs (CLCs). Serve as main interface to communicate and interact with EIT Urban Mobility partners.
RIS Manager	In charge of planning, developing and implementing activities to expand scope of EIT Urban Mobility to RIS countries.

[4] European Commission, Mobility and Transport, 2019: https://ec.europa.eu/transport/themes/urban/urban_mobility_en

Figure 18: Roles of the management team

The association and the limited liability company (the KIC Legal Entity) are located in Barcelona, Spain and five Innovation Hubs (also called "CLC"), fully owned by the KIC Legal Entity, have been set up across Europe. This legal set-up is designed to facilitate the goal of the partnership — that Innovation Hubs should be directly responsible for implementing the EIT Urban Mobility strategy and its annual business plan. Each hub builds on existing network structures with industry, SMEs, start-ups, universities, research institutions and cities to leverage competences available in the local ecosystems. Internal agreements between partners and their respective hubs govern the nature of their cooperation, responsibilities and rights.

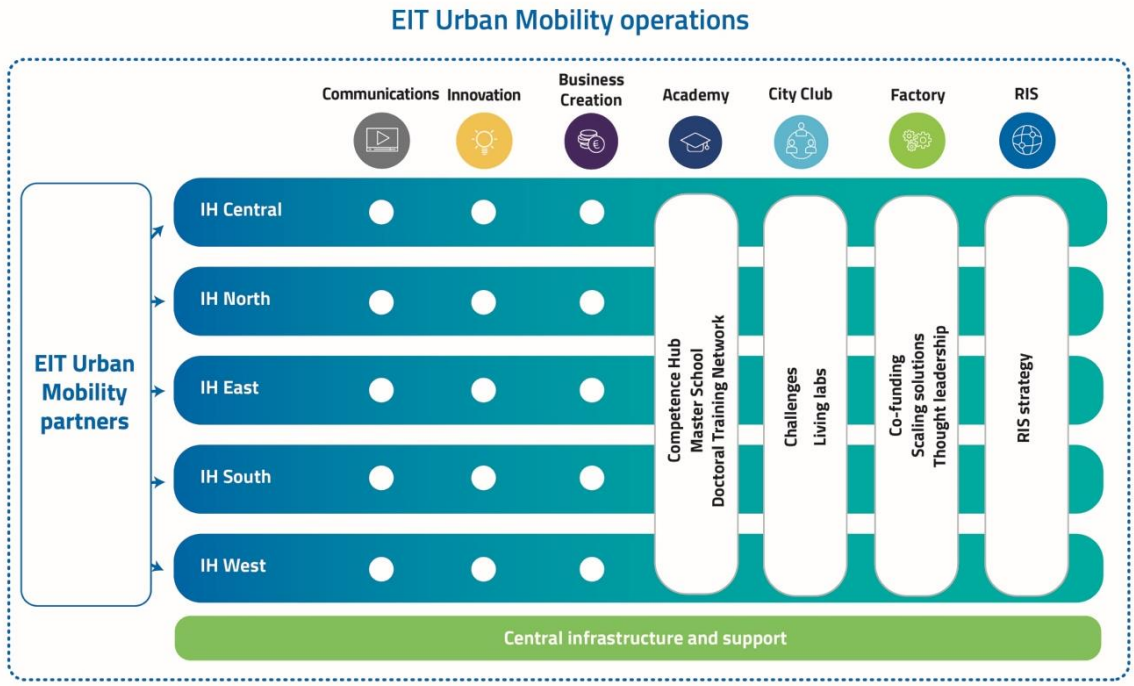

Figure 19: EIT Urban Mobility operations

Directors and staff of the Innovation Hubs (IH) will be involved in identifying priorities, choosing activities and liaising with network partners. Innovation Hubs will monitor the progress of activities lead by partners from within their respective hubs, actively support partners with any issues and problems raised as well and advise on reporting. These functions of the hubs will be supported by staff of the thematic areas, a structure which constitutes a typical matrix organisation: A manager for innovation and business creation will provide services for creating and sharing knowledge and — most importantly — ensuring it is shared with partners from the other hubs. Implementation of Academy, Factory, City Club strategy in and across innovation hubs as well as transfer of special know-how and competencies will be driven by the respective programmes centrally.

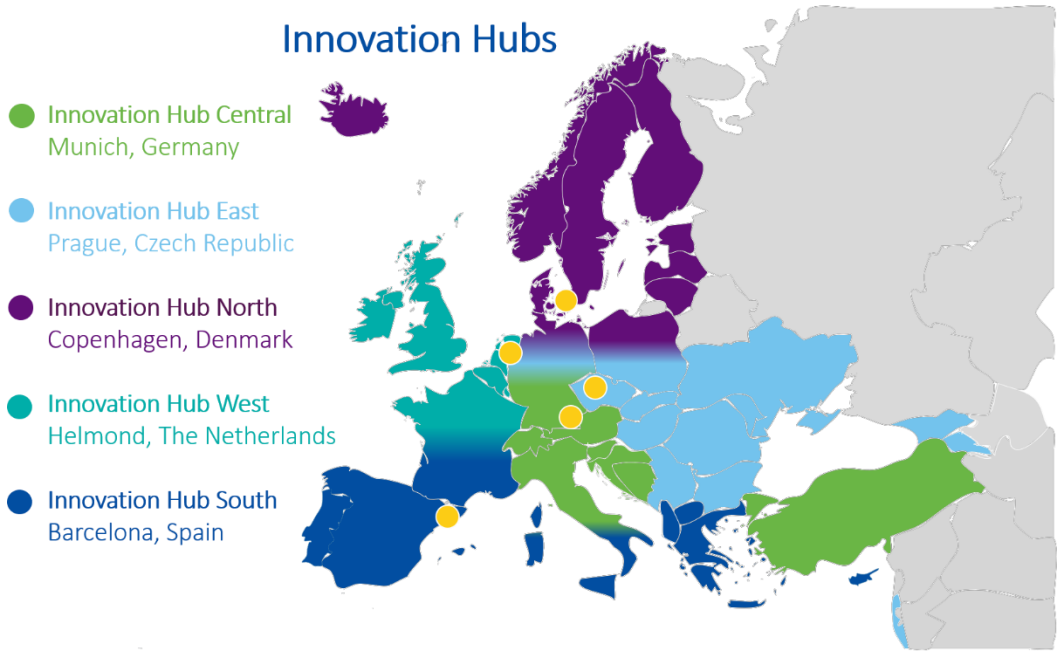

Figure 20: The five Innovation Hubs of EIT Urban Mobility

Innovation Hub North (Copenhagen, Denmark):

Partners have a focus and competencies in connected and green transport systems working with applying ITS technologies, ICT, smart mobility and testing autonomous transport to accelerate new mobility services.
Core partners

Innovation Hub Central (Munich, Germany):

Involves partners addressing strong urban growth dynamics, looking at how to manage scarcity of space in urban areas and the future of commercial, private and automated vehicle development

Innovation Hub West (Helmond, Netherlands):

Offers fully operational ITS urban test bed and smart district living labs with expanding LTE-V/5G capabilities.

Innovation Hub East (Prague, Czech Republic):

Aims to reshape individual mobility and improve the quality of life in urban areas.

Innovation Hub South (Barcelona, Spain):

Focuses on addressing and influencing sustainable behavioural change and offers human-centred superblocks, zero-emission projects and living labs for the community creating new city mobility models and multimodal transportation solutions.

The objective of the Innovation Hubs is to create a vibrant innovation eco-system, ensuring effective knowledge and activity management and prominent regional visibility.

The five Innovation Hubs cover the whole Europe and will work together, share best practice and seek synergies. This collaboration is also enforced by the general rule that innovation projects need to involve partners from at least two Innovation Hubs. Ideation and matchmaking events for the entire community and

cross-hub events on selected thematic areas combined with site-visits to local infrastructures and living labs will facilitate collaboration and add value. Innovation Hubs also enjoy the freedom to take on additional activities compatible with the KIC strategy by accessing local, regional or national sources of funding, thereby contributing to the overall EIT Urban Mobility mission.

The management of Innovation Hubs will follow EIT principles of good governance including the EIT Urban Mobility code of good conduct with its policy on conflict of interest, as well as the KIC's HR and procurement policies. As direct subsidiaries all Innovation Hubs will periodically report to and be monitored by the of the KIC LE and as such be directly accountable to CEO, COO and the Supervisory Board. Each Innovation Hub will have its own advisory committee being composed of all core partners allocated to the respective Innovation Hub. The advisory committees will not hold executive powers.

4. Multi-annual business model

4.1 Multi-annual business model

EIT Urban Mobility will follow a multi-annual business model as the best way of delivering maximum and lasting added value to society and industry. The multi-annual business model takes into account that the EIT funding will peak in 2026 and gradually decline after that. Until EIT funding peaks in 2026, the organization will focus on building a business model that will generate enough revenues to ensure that the organization can self-sustain its core function as a community facilitator after the 15-year EIT funding cycle (2034+).

The overarching principle of EIT is to put the available funds where the organization can create genuine added value for partners and impact for society. Many of the activities required for this, will be non-for profit by nature. Especially in the first years the organization will have to spend on ground work to get the community and new holistic collaboration model off the ground, like setting up and piloting new type of education programs. Once successfully tested and scaled, these can be run and further extended by the partners with less or even without financing from EIT Urban Mobility.

The role and activity focus of EIT Urban Mobility will change over time as the urban mobility community evolves and the transition towards sustainable urban mobility unfolds. Whereas the need for financing of education, innovation and business creation projects will decline, demand for community facilitation will remain high even in the long-term future. The long-term business model (phase 3) will focus on the main value proposition of being the community facilitator. Revenues will mainly be created through its functions as matchmaker and knowledge hub for the urban mobility community as well as return on investment from supported start-ups kicking in.

The long-term revenue model to ensure self-sustainability relies on scalable advisory and matchmaking services for a fee on one hand and passive revenue streams from investments on the other hand. The main assets required for this business model will be built over the first decade of the EIT Urban Mobility's operation:

- Highly effective knowledge and information management processes and tools to create insights.

- Large community member base to generate network effects.
- Strong start-up portfolio with viable business models to generate return on invest.

The business model of EIT Urban Mobility evolves along a roadmap from phase 1 - Community Kickstarter (2020-2022), to phase 2 - Community Engine (2023-2030) to phase 2 - Community Facilitator (2030+). Revenues generated in phase one and two will be invested to achieve an independent future organization in phase 3. Base funding from EIT might still be required to perform activities of high value to society but loss-making and highly costly by nature, such as activities in higher education.

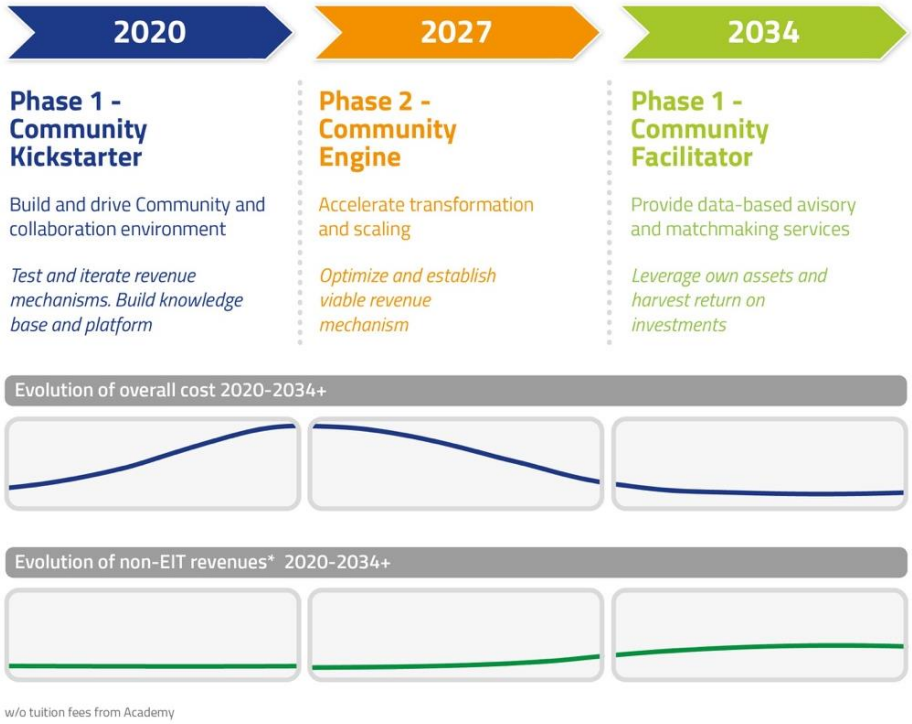

Figure 21: EIT Urban Mobility business model roadmap 2020-2034+

4.2 Exploitation and management of intellectual property

As developing and deploying innovative and commercially successful urban mobility solutions are at the heart of EIT Urban Mobility, managing and exploiting Intellectual Property (IP) is of utmost importance. Proper IP management is required to motivate strong investments by partners required to accelerate change. At the same time, success of the EIT Urban Mobility Factory to accomplish its intended purpose also depends on "strategic manoeuvrability" and access to certain IP and results created. In order to stimulate business growth, accelerate development of new products and services and boost Europe's competitiveness, EIT Urban Mobility IP policy focuses on:

- taking in account how to protect IP and comply with applicable regulations, such as GDPR, throughout projects;
- exploiting the full potential of the partnership and its activities, while still respecting third party IP and contractual rights, including patents and open source or commercial software license

agreements. This will be especially important in the case of Factory, which turns single project results into integrated, transferable urban mobility concepts;
- facilitating negotiations between partners on access to background IP, information, knowledge and data held by specific partners.

The regulations governing the work of EIT Urban Mobility are based on H2020 guidelines on IP and are currently being developed by the IP Board, building on the following general principles:

- IP of the generated foreground results belongs to the generating organisation;
- , required background for each innovation project will be identified and granted non-exclusively and royalty-free to the relevant EIT Urban Mobility project partners for use in innovation projects (in line with Art. 45 of Regulation (EU) No 1290/2013);
- each innovation project proposal will be required to include an exploitation and dissemination plan;
- standard consortia templates and guidelines on confidentiality, foreground and background IP will be provided to enable swift exploitation of project results;
-
- IP experts at each Innovation Hub will advise on IP protection and exploitation modalities;
- should conflicts arise, the IP Board will provide mediation.

EIT Urban Mobility will also actively promote the use of dormant IP held by members of the partner network and help negotiate terms and conditions for releasing such IP by means of student projects, start-ups and SMEs.

4.3 Financial sustainability

EIT Urban Mobility will be mainly relying on EIT funds during its first years of operations. Based on previous KIC experience and on new innovative KIC activities, six revenue streams which contribute to long-term sustainability have been identified.

In the short- and mid-term these are membership fees, educational programme fees, service and consulting fees and third-party funding. In the mid- and long-term these also include innovation success fees and ROI from supported start-ups . Each revenue stream comprises clearly defined activities which together will generate benefits and revenue and thus contribute to EIT Urban Mobility´s financial sustainability.

Figure 22: Non-EIT revenue stream

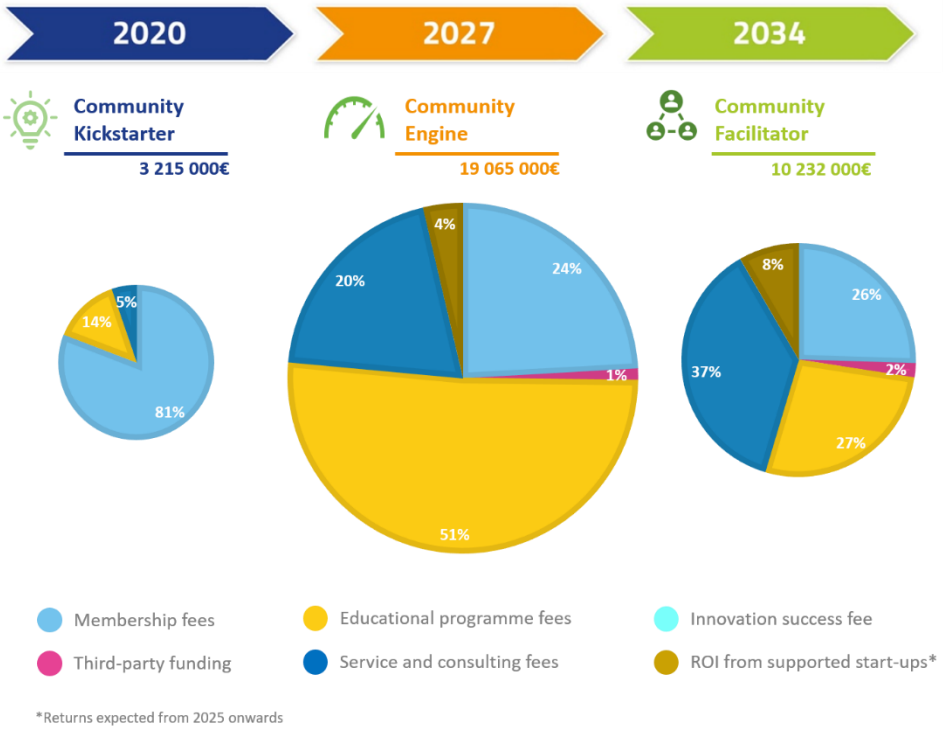

Figure 23: EIT Urban Mobility non-EIT revenues 2020-2034+

Membership fees:

All partners pay an annual contribution, thus providing EIT Urban Mobility with a predictable guaranteed source of income. Tier 1 core partners pay a yearly membership fee of €50,000 and can participate in KAVA with no maximum limit on EIT funding. Tier 2 core partners, which involves a membership fee of €30,000 and allows them to participate in projects with a maximum of €300,000 funding per year.

Besides the tier 1 and tier 2 core partners, who are members of the EIT Urban Mobility Association, project partners can also engage in KAVA activities. These non-members of the EIT Urban Mobility Association pay a fee based on the EIT funding they have been competitively allocated in a given Business Plan.

Network partners participate in Community activities but are neither members of the association nor do they engage in any KAVA activities.

Based on our partnership expansion strategy, of 10% annual growth, total income from membership fees will steadily increase over time.

Main assumptions for revenue calculation:

- Number of partners paying yearly membership fees:
  in 64 (2020), 81 (2021), 95 (2022), 110 (2023 onwards)
- Level of yearly membership fee: 50k € (tier 1), 30k € (tier 2), 20% of EIT funding received (project partners)

Partners	Membership fee	EIT Funding	Voting rights at general assembly
Core partners tier 1	50K € p.a.	Uncapped	5 votes
Core partners tier 2	30K € p.a.	Up to €300,000 p.a.	3 votes
Project partners	20% of received funding as administration fee	Up to €150,000 p.a., to be decided announced in respective calls	None
Network partners	Transactional fees	None	None

Table 2: Partner categories

Education programme fees:

Revenues generated by Academy will gradually increase in line with growing numbers of students and scholarships and as different programmes are launched. The main revenue contribution during the first years are Master School tuition fees.

In order to make new knowledge easily available to a wide audience, 2019 will see the launch of services on EIT Urban Mobility free web TV channel and as MOOCs and small private online courses. Although the web TV channel is free of charge, it helps reach a large number of viewers who could potentially sign up for other paid programmes. While Competence Hub activities will generate only minor revenues in, these will ramp up first during 2021

KIC Added Value Activities (KAVAs) are needed initially to get programmes targeting professionals up and running and to cover costs. These will become priced once the concepts and programmes proved themselves as excellent resources.

Main assumptions for revenue calculation:

- The Master School will launch in the fall 2020 and with an estimate intake of 80 students
- tuition fees are EUR 16.000 for non-EU students and 4.000 for EU students.
- Revenue from Master School tuition fees: 350k (2020), 1,4m (2021), 3m (2021)
- Number of Master School students active: 80 (2020), 245(2021), 435 (2022).
- Revenue from other offerings in 2020: MOOCs & SPOCs (75k), f2f courses (22k)

Service and consulting fees:

The foundation to scale revenue from service and consulting are a good information & knowledge base in quality and quantity and information management and analytics tools. The foundation to generate significant revenue from information- and tool-based services will take three to four years to build.
Factory will offer products and services to partners and external clients including tailor-made thought leadership studies, proven concepts and blueprints for urban mobility solutions and advisory services such as guided concept implementation.
Fees will be set according to partnership status and in the case of advisory services, will be determined on a case-by-case basis. Income from scalable, data- and knowledge based advisory services is expected to increase over time due to growing visibility and as the amount of available content grows
In the short term the Factory will generate revenue only from engaging in urban mobility related public funding projects (national or European funds) and will start selling a broader portfolio of services in 2021, amongst others commercializing its Urban Mobility Assessment Model (UMAM) and generating first fees from

tool use. Other sources of service revenue will be studies/reports, implementation projects to scale solutions, and advisory services.

For Business Creation a finders' fee will be charged to start-ups as part of successful investor matchmaking activities. From those start-ups that subscribe to the full Finance2Go support package, 3% of successfully closed funding rounds would be paid back to EIT Urban Mobility. Revenue from such activities are expected to grow annually from 2021 onwards in line with the growing group of eligible start-ups and larger funding rounds for larger, more mature start-ups,projected at 1.2m in total by 2025. Future revenue streams to be explored include additional fees for Go to market support in the EU (e.g. commercial matchmaking between start-ups and SMEs, corporates) and success fees from pilot projects (e.g. contribution to pilots and flat fee or revenue share in case of success)

Another potential source of revenue are conferences, workshops and matchmaking events, hosted by EIT Urban Mobility or its Innovation Hubs.

Main assumptions for revenue calculation:

- Start of participation in 3rd party funded urban mobility related projects starting in Q4 2020; one project per year at 180k €
- Number of tool-uses (UMAM) by non-EIT UM partners: 25 (2021), 450 (2026); price per tool use / report: 3.000 €
- Number of in-depth studies/reports (2021: 1; 2026:2); price per study: 50.000 €
- Number of start-ups using matchmaking services / with funding events (2021: 5/2; 2026: 42/17)
- Average fee per funding event: 30.000 € (2021), 75.000 € (2026)
- Start-ups using Finance2Move matchmaking for 3% fee of funding: 20% of cumulated number of start-ups supported
- Probability of successful funding round qualifying for a fee: 40%

Third party funding:

Mainly through its Innovation Hubs and Factory, its consulting arm, EIT Urban Mobility will explore and actively seek additional funding from a variety of various European, national and regional sources, such as European Structural Funds and the European Investment Fund and well as from private sector organisations and donors. Local governments, representing more than a quarter of the overall partnership, are committing significant financial resources to innovation in the field of urban mobility. Furthermore, regional and national authorities have expressed their willingness to support EIT Urban Mobility. EIT Urban Mobility's expansion strategy, combined with the European Commission's Smart Specialisation Strategies (S3) to identify relevant Member States and regions, will further increase the potential for accessing regional and national funding for this field.

Main assumptions for revenue calculation:

- First external funding agreements will only materialize in 2021 and once connections have been established, steeply increase in 2022.
- 100k in 2021 are expected from at least two sources

Innovation success fee:

Eventually, all innovation projects that have received KIC financial support and have gone on to provide commercial services and generate revenues will be asked to contribute to the KIC Legal Entity by means of a

one-off success fee of 20% of the received support. This will apply to those projects who reach a Technology Readiness Level (TRL) of seven or more. An inflow of success fee is expected to start in 2022 .
Revenue from innovation is included in "ROI and equity" in table 3 and is estimated to be 240k € in 2022 and 560k € in 2026.

Main assumptions for revenue calculation:

- Assumed percentage of successful projects at TRL Level seven or higher: 50%
- Applicable only to projects where lead beneficiary receives more than 50% of the EIT funding of
- Assumed EIT funding used for innovation projects: 16m (2021); 23m (2026)

Return on investment from supported start-ups:

15% ROI are expected from non-EIT funded investments in start-ups. Starting in 2020, 5 start-ups p.a. will be eligible for such investments of up to 60,000 €. Investment activities are expected to grow to 600,000 € p.a. from 2021 (again non-EIT funded). It will take several years to generate a significant cash flow but is projected to be a significant source of funding towards the end of the EIT funding cycle. Returns are to be expected from 2025 onwards, based on first disinvestments after 5 years and the peak of disinvestments after 8-10 years.

Main assumptions for revenue calculation:

- Number of new seed start-ups p. year: 15 (2020), 50 (2026)
- Number of start-ups in scale-up hub: 15 / year
- Start-ups failing each year out of existing community: 20%
- 300k invested in 2020, 600k p.a. from 2021
- annual income from start-up divestments: 45k in 2025 and 765k in 2033.

Table3: Total EIT and non-EIT revenues

	Unit	2020	2021	2022	2023-2026	TOTAL 2020-2026	TOTAL 2027-2033
ROI and equity	mEUR	0	0	0.2	1.8	1.8	3.5
Education	mEUR	0.4	1.7	3.6	33.5	39.3	39.3
Services & consulting	mEUR	0.2	0.6	1.2	11.0	12.9	26.5
Membership fees	mEUR	2.6	3.3	4.0	18.4	28.3	28.3
Alternative funding sources for KIC LE (public and private)	mEUR	0	0.1	0.2	0.8	1.1	1.4
Total non-EIT revenue	mEUR	3.2	5.7	9.2	63.9	81.6	99.0
EIT grant	mEUR	30	40	50	200	320	320
% non-EIT revenues of total revenues	%	10%	12%	15%	24%	17%	31%

4.4 Key Performance Indicators

Our ambitious targets are reflected in the EIT Urban Mobility scoreboard. The Key Performance Indicators or KPIs which support our five strategic objectives are structured in three levels:

- EIT Core KPIs (EIT N01-N06) (see Table 4)
- EIT Urban Mobility specific KPIs (KST N01-N06) (see Table 5)
- EIT Urban Mobility operational KPIs (KO N01-N13) (see Table 6)

The present set of KPIs is under review and will be refined and further clarified 2020 to improve our ability to follow performance and steer towards results and impact.

SO1 – Create liveable urban spaces

Proportion of EIT Urban Mobility cities that provide evidence on:

- freeing up road space of at least 1 % per year (or more depending on their Sustainable Urban Mobility Plan (SUMP) target) in favour of active mobility, integrated public transport systems, space for people to meet and green and blue infrastructure (based on EIT Urban Mobility projects);
- notable reduction of negative effects of mobility (based on and to be defined by EIT Urban Mobility projects) such as:
    - number of accidents involving pedestrians and cyclists;
    - total number of kilometres of roads with congestion peaks;
    - share of journeys to work by car;
    - frequency main air quality limits are exceeded;
    - tons per capita of greenhouse gas emissions caused by urban transport.

SO2 – Close the knowledge gap:

- 1,450 graduates from EIT-labelled Master's and PhD programmes by 2026 (EITN01);
- 56 start-ups created by students and graduates of EIT-labelled Master's and PhD programmes by 2026 (EITN02); 164 products (goods or services) or processes commercially launched by 2026 (EITN03).

SO3 – Deploy user-centric mobility services and products:

- Proportion of EIT Urban Mobility cities that provide evidence on:
    - increase in number of innovative solutions on the market based on and to be defined in EIT Urban Mobility projects, such as novel MaaS, parking or last mile solutions. Also, in data that demonstrate results in cities based on and to be defined in EIT Urban Mobility projects, such as increase in number of multimodal tickets sold;
    - increase in number of solutions aiming to reduce negative effects on humans and environment based on and to be defined in EIT Urban Mobility projects, such as technologies ready for implementation, low emission zones, pollution charging schemes, traffic safety solutions, low emission vehicles, services for people with reduced mobility;
    - increase in number of shared mobility services based on and to be defined in EIT Urban Mobility projects, such as number of bicycles or vehicles, number of users, decrease in number of private cars registered.

SO4 – Accelerate market opportunities

- 41 start-ups created as a result of innovation projects by 2026 (EITN04);
- 320 start-ups supported by EIT Urban Mobility (EITN05);
- 39 investments attracted by start-ups supported by EIT Urban Mobility by 2026 (EITN06);
- 138 proven success stories submitted to EIT Urban Mobility by 2026 (EITN07).

SO5 – Promote effective policies and changes in behaviour

- Proportion of EIT Urban Mobility cities that provide evidence on:
    - Increase in stakeholder engagement processes and tools, based on and to be defined in EIT Urban Mobility projects, aiming to stimulate co-creation, cross-sectoral cooperation, market

innovation and behavioural change. These could include co-design events, participative platforms, open data, regulatory incentives;

- Including citizen representatives in at least 70 % of projects by 2020.

Impact through outreach to Europe and beyond (SO1-5)

- 60 members in the City Club (KON03);
- 70 orders for Factory consultancy (KON04);
- 80 branding events at Innovation Hubs, the EU or further afield (KON11);
- 138 proven success stories submitted to EIT Urban Mobility (EITN07).

Table 4: EIT Core KPIs

	Unit		2020	2021	2022	2023-2026	TOTAL
EIT Core KPIs							
EITN01: Graduates from EIT-labelled MSc and PhD programmes	#		0	0	100	1.350	1.450
EITN02: Start-ups created by students enrolled or graduated from EIT-labelled MSc and PhD programmes	#		1	5	8	42	56
EITN03: Products (goods or services) or processes commercially launched on the market	#		8	24	52	80	164
EITN04: Start-ups created as a result of innovation projects	#		1	4	6	30	41
EITN05: Start-ups supported by EIT Urban Mobility	#		30	40	50	200	320
EITN06: Investment attracted by start-ups supported by EIT Urban Mobility	EURm		0,3	2	7	30	39
EITN07: Proven success stories submitted to and accepted by EIT	#		7	21	30	80	138
EITN08.1: External participants in EIT RIS programmes	#		45	64	97	400	606
EITN8.2: External participants in EIT RIS programmes	#		10	20	30	120	180
EITN09: Budget consumption by EIT Urban Mobility	%	Calculated by EIT					
EITN10: Error rate of EIT Urban Mobility	%	Calculated by EIT					
EITN11: Financial sustainability: Revenue of EIT Urban Mobility and financial sustainability coefficient	EURm[5]		3	6	9	82	99
	%		10	12	15	24	20

[5] Values have been rounded up.

Table 5: EIT Urban Mobility-specific KPIs

	Unit	2019	2020	2021	2022	2023-2026	TOTAL
KIC´s specific topical or KST KPIs[6]							
SO1 - Improve the quality of life in cities							
KSTN01: Road space freed up	sqm		1.200	3.000	21.000	100.000	125.200
KSTN02: Reduction of air pollution due to Mobility	%		1	4	7	30	30
SO3 - Deploy user-centric mobility services and products							
KSTN03: Innovative mobility solutions implemented by a city	#		24	30	32	120	206
KSTN04: Solutions preventing external effects of transport on humans and environment implemented by a city	#		1	7	22	100	130
KSTN05: Reduction in modal share of private cars	%		1	3	14	4	22
SO5 - Promote effective policies and changes in behaviour							
KSTN06: New stakeholder engagement processes used by city(s)	#		24	27	42	100	193

Table 6: EIT Urban Mobility operational KPIs

	Unit	2019	2020	2021	2022	2023-2026	TOTAL
KIC's other key operational or KO KPIs							
KON01: Companies involved in EIT-labelled programmes	#		10	20	31	40	101
KON02: Participants in all Academy activities	#		3.341	5.450	10.670	14.584	34.045
KON03: Members of City Club[7]	#		20	27	35	60	60
KON04: Order for Factory consultancy	#		3	7	12	48	70
KON06: Outreach events in EIT RIS countries	#		5	6	10	40	61
KON07: Sub-grants to EIT RIS country partners	#		10	10	15	80	115
KON08: Education activities at EIT RIS hubs	#		8	15	26	36	85

[6] EIT Urban Mobility-specific KPIs focus on EIT Urban Mobility cities as these play a key role in urban mobility (e.g. as test beds where innovative solutions will be deployed and thus impact will be generated). Cities are asked to provide quantitative data to demonstrate the extent of impact. These will then be compared to the cities' baselines and targets, developed as part of the UMAM.

[6] Cities in the City Club are all EIT Urban Mobility cities (core partners) plus all non-EIT Urban Mobility cities, which are a member of the City Club.

KON09: Entries in idea and business competitions	#		24	36	98	400	558
KON10: Investments secured via Finance2Move	#		10	25	35	130	200
KON11: External and internal events	#		25	34	43	140	242
KON12: Co-funding by partners	%		15	20	25	26	25
KON13: Annual reach/ impressions for EIT Urban Mobility online content	#		728k	1312k	2016k	2500k	14056k

5. Regional Innovation Scheme (RIS)

The EIT Regional Innovation Scheme or EIT RIS is an eminently European example of how to do outreach. EIT RIS addresses those EU countries and Horizon 2020 associated countries which have modest and moderate innovation performance. RIS covers 17 EU member states and 11 Horizon 2020 associated countries. The RIS program of EIT Urban Mobility focuses on the RIS countries, without established Innovation Hubs. Spain and the Czech Republic are involved through the local Innovation Hubs.

EIT RIS focuses on building strong partnerships and encouraging thematic alignment as a means of boosting countries' ability to innovate. Building strong local communities and integrate them in the international community is the best approach. At the same time, actions in RIS countries can function as test beds for scaling up EIT Urban Mobility activities in the lead up to international expansion.

The mission of EIT and EIT Urban Mobility is not only to identify world-class innovations and bring them successfully to market but also to help build a supportive ecosystem that encourages innovation, and a deep knowledge triangle integration across of Europe. EIT Urban Mobility does not just serve the very best, it is also there to help the modest and moderate innovators to make the most of their potential for innovation and to use the most innovative technologies. The RIS program of EIT Urban Mobility has the goal to make every existing and future activity of EIT Urban Mobility accessible for new partners coming from the RIS countries. In the education programs of the Academy are Scholarships supporting the participation, but also local education and training courses, summer schools are offering opportunity to join. In the Innovation program are project partners, testbeds, interns welcome and can have additional financing from the RIS budget. Citythons are also implemented in RIS countries (e.g 2020 in Poznan, Poland) giving more impulse to find new partners and solutions. Start-ups from the RIS can apply in every stage of the development in the Business Creation program. Some special RIS actions are underlining it, like the interest of public and private investors to participate in the Finance2Move program in the RIS or the JumpStarter running as a Cross-KIC RIS initiative. Factory is one of the fields with special interest for the RIS, transferring know-how and supporting project implementation with the unique innovation results of the community, by opportunity increasing the efficiency of the EU financed mobility improvements.

RIS covers 28 countries with a population of over 383 million. Over 232 million are EU citizens, the other 151 million-plus are close neighbours. This means around 50% of EU citizens live in RIS countries.

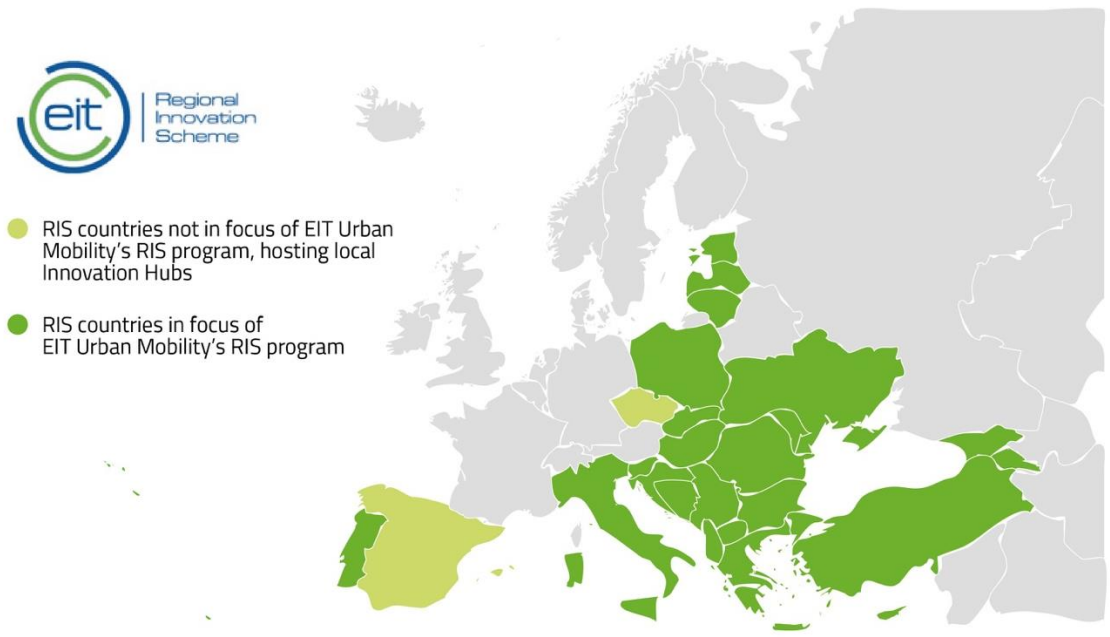

Figure 24: RIS countries and the focus countries of EIT Urban Mobility's RIS program

The countries are home to more than 2,000 cities, 23 of which have over 1 million inhabitants. The local competencies introduced in the Smart Specialisation Strategies are strongly connected with urban mobility (e.g. sustainability, automotive industry, transport). To amplify regional impact EIT Urban Mobility will establish links with the relevant local Smart Specialisation Strategies.

In the RIS program of EIT Urban Mobility it is an essential objective to acquire utmost real-life experiences about the efficiency of the operation of the local innovation ecosystem. To achieve this target local pilot projects are planned to test the local knowledge triangle integration and bridge the local Smart Specialisation Strategy strength. Meeting the local S3 competencies and development ambitions should be the driving force to have strong local political support to foster the pilots.

Reasons why the RIS region holds a special significance for EIT Urban Mobility include:

- It is home to around 50 % of EU citizens, many of whom live in cities and aspire to a better quality of life; EIT Urban mobility wants to inspire entire Europe, to build partnerships across Europe to deliver better solutions acknowledging and taking into account the diversity and differences among the countries
- It represents a huge and geographically accessible market for innovations in urban mobility; EIT Urban Mobility introduces the respective programmes, strategies as well as builds alliances and partnerships to achieve this objective
- A high number of potential innovators live there; EIT Urban mobility creates special programmes and strategies to work with the innovators and the relevant institutions and organisations, analyses the gaps and potentials, and acts on them
- It is home to a large number of cities which could be useful test beds for new mobility solutions; EIT Urban Mobility provides opportunities for local start-ups, students, relevant organisations and institutions get engaged in co-creating and working on the solutions

- Many of these cities are modernising their infrastructure with EU financial support and therefore need access to the most innovative and effective solutions.

The challenge for RIS is to answer these needs and involve all the regions' key players in the activities of the innovation community. The strategy to achieve this will involve gradual expansion and will comprise the following steps:

1. Identifying local key players and local RIS hubs;
2. Awareness raising by organising events to introduce the aims and activities of EIT Urban Mobility and to find the best partners for future cooperation;
3. Liaising with local key partners, working to strengthen the local knowledge triangle and help build a local network, integrating the local community in the European network with the help of City Club;
4. Integrating local activities and players into the full range of EIT Urban Mobility activities;
5. Capacity building for key stakeholders — researchers, academics, industry partners, regulators, mayors and city officials — to support the development of future projects;
6. Transferring knowledge and technology and providing technical assistance on participating in innovation projects, adapting the results, using testbeds and upscaling of pilots;
7. Non-partners, especially SMEs, are invited to participate as a way of amplifying the innovation impact.

SMEs and start-ups are very essential potential beneficiaries of the RIS programme. One of the key factors of the long-term sustainability of the RIS programme is to find the most dynamic and innovative companies and products and support them to maximise their growth, speed and outreach. For these reasons it is planned to support every year – after the ramp up phase –15 to 30 RIS start-ups in the different programmes.

In the different thematic fields, the following RIS actions are planned:

Thematic field	RIS actions
Innovation	• Projects to support potential new partners to have first contacts with the community • Scouting for new project partners with unique competences • Side/mini projects connected to running innovation projects • Support to join as a testbed to an innovation project • RIS internship programmes to work in innovation projects • Citythons • Networking and matchmaking events • Support of local projects to address the competencies of the local Smart Specialisation Strategies and test the local Knowledge Triangle Integration • Innovation project participation
Education	• Scholarship for RIS students • Local education courses • Local training courses • Summer schools • Events for launching joint projects involving education, business, research institutes & cities • Development of internship programmes for graduates in EIT RIS countries • Urban Mobility study tours, short courses • Preparation of programmes for Horizon Europe educational projects • Implementation of EIT labelled programmes in the RIS

Business creation	• Acceleration • ScaleupHub • GoGlobal • Finance2Move • Finance2Move cooperation • JumpStarter • Training for development of entrepreneurial skills (in cooperation with the Academy) • Strengthening the local innovation ecosystem • Strengthening the local university-based acceleration efficiency
Strengthening local KTI, community building	• Engaging RIS hubs • Promotional activities, info events • Projects for assistance of the preparation of local large mobility projects to make them more innovative • Projects to build the local community supporting EIT Urban Mobility and the improvement of the local innovation ecosystem • Network building actions

Table 7: The most important RIS actions by thematic fields

According to the RIS Strategy, good geographical coverage of the RIS region is envisaged and therefore a step by step expansion strategy is foreseen. According to the strategy all 26 RIS countries are analysed and evaluated based on the most important factors (like population, city structures, S3 strength…), resulting in a "weighted relevance factor" (WRF index) for each country. In addition, the RIS countries are classified in seven groups of countries (Southern European, Adriatic, Baltic, Balkan, V4, South–Eastern European, and the Black Sea group). These groups are created according to similar geographic situations, the development grade, size, the EU accession position as well as an analysis of the historical tensions.
By combining the country relevance factor (WRF index) and the country groups, different expansion waves can be defined for the RIS enlargement. As a result, seven countries are prepared to join the innovation community in line with the determined expansion wave. After a call for RIS hubs and according to the call performance, the four best candidates for the start of cooperation are selected from these. A detailed description of the planned expansion waves can be found in the RIS strategy. The suggested first wave candidate countries are Poland, Hungary, Serbia, Greece, Malta, Portugal, Slovenia.

Stakeholders in the local knowledge triangle are not the only target group for our actions. Ensuring that besides of the representatives of industry, research, and academy, also city mayors and managers, regulators and other local decision makers are included too is the only way to make sure the local regulatory framework will welcome pilots. This can also result a more complementary use of funds from the EU and national sources in future.

Integrating the RIS programme in EIT Urban Mobility activities means we need to offer stakeholders from RIS countries not just a one-off opportunity. Our offer should include the entire portfolio of EIT Urban Mobility's Academy, Innovation and Business Creation programmes as well as its network of urban mobility contacts so they can find partners for further development and market entry. The RIS program has the assignment to give special impulse and support the RIS partners to connect with the networks as well as to build the local community.

As a new player in the RIS countries, EIT Urban Mobility needs to reach and involve the different stakeholders. Ensuring good visibility for activities and results is one of the best ways of motivating people and bringing more awareness, supporters and projects for future work. Strong and easily recognisable branding for EIT Urban Mobility activities is fundamental, as shown by the experience of the other EIT KICs. Achieving high levels of social acceptance for the local urban mobility solution projects depends on our ability to identify the needs and opinions of RIS citizens, therefore to ensure citizen engagement is a key issue.

EIT Urban Mobility will carry out the RIS actions by a special RIS task force, being part of the headquarter, but located in a RIS country. EIT Urban Mobility aims at a strong cooperation between countries and Innovation Hubs, allowing actions to be jointly delivered.

EIT Urban Mobility aims to cooperate with the other EIT KICs in the RIS region to seek synergies and provide mutual support. Joint KIC RIS projects are an important tool for cooperation and sharing best practice.

In line with the RIS strategy, KPIs will be used to measure the success of RIS actions, the most important being involving a high number of active participants in RIS programmes, resulting in a high and constantly growing number of RIS partners (and new core partners coming from the RIS region).

6. Communication, dissemination and outreach

6.1 Introduction

Strategy and objectives

EIT Urban Mobility sees communication and dissemination as an essential pillar of its work. It acts as one of the main tools we can use to connect, engage and empower everyone from researchers to residents. Making them all part of our journey will help us to reach our aim to accelerate the transition to mobility for more liveable urban spaces.

In order to do so, we approach key stakeholders and multipliers from the local, regional, national, European, international and EIT RIS context. Our audience comprises five target groups — researchers, educators, representatives of industry, people who work at European, national, regional and local authorities and institutions and network organisations, and last but not least, citizens and end-users.

Communication, outreach and dissemination activities are an intrinsic part of the EIT Urban Mobility strategy and are shaped by our communication framework (see Figure 25). This framework consists of the four pillars below, through which we will offer a pragmatic mix of internal and external communication platforms, general as well as targeted thematic outreach activities and specific EIT promotional actions. Communication activities and messages will be adjusted to various audiences to ensure we reach all key stakeholders, thereby

increasing the impact of the message and expanding the outreach. These activities will be strengthened by a strong visual identity and compliance with EIT Urban Mobility brand guidelines across the board for all communication activities. EIT Urban Mobility brand guidelines are fully aligned with the EIT Community Brand Book and principle of EIT and EU co-branding.

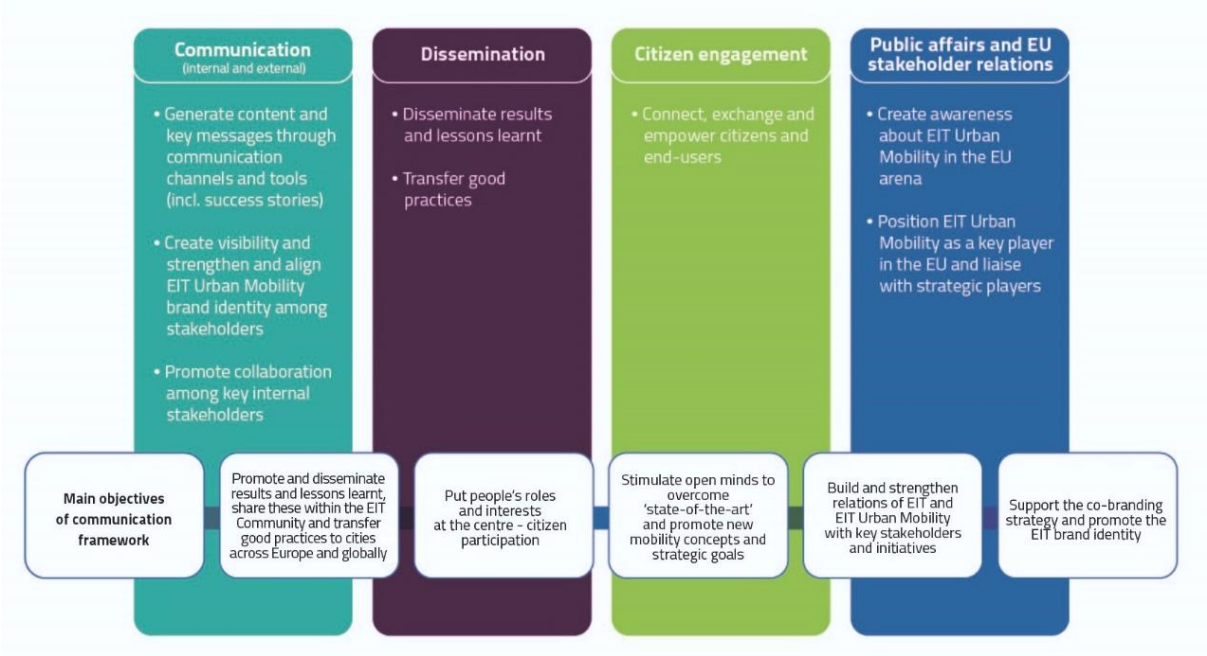

Figure 25: EIT Urban Mobility communication framework

Our communication ambitions for 2020-2026 are:

- Strengthening branding coherence across all partner and project channels and stakeholders. Create visibility, build brand value recognition and consistency of EIT Urban Mobility, and mobilise partners/project partners/beneficiaries as a key asset to achieve this
- Support and contribute to the EIT brand
- Strengthening collaboration among key stakeholders by:
    - connecting stakeholders across the Knowledge Triangle
    - sharing best practices and knowledge
    - engaging and training partners to use tools which will be provided to foster collaboration among the partners, such as matchmaking event applications
- Informing external stakeholders and the EIT Community about EIT Urban Mobility activities and achievements
- Engaging with stakeholders, with a special focus on citizens and end-users through our citizen engagement approach, in order to increase the ability to create, experiment, demonstrate, scale and deploy new mobility solutions.
- Establishing media relations foundations for further dissemination and media coverage
- Creating engaging and relevant content for greater impact, taking into account the different target groups and communication tools used
- Positioning EIT Urban Mobility as a key player in the EU
- Strengthening and building relations with institutions and EU networks to create (or improve) awareness and synergies for greater impact at EU level, and build long-term relations to ensure a proper basis for future cooperation; keeping urban mobility high on the European agenda

6.2 EIT Urban Mobility communications strategy

EIT Urban Mobility communications reaches people from inside as well as outside the partnership through targeted tools as well as major publicly available channels online and on social media.

Brand identity:

All materials for communications, dissemination and outreach follow clear EIT Urban Mobility brand guidelines to achieve the communication objectives described and grow a strong internal communication community and a strong brand identity. These are based on the EIT Community brand guidelines and fully aligned with all provisions of Article 44 of the FPA. To increase awareness of EIT Urban Mobility we develop key messages, revised on a regular basis and create narratives that support the vision, mission and activities.
EIT Urban Mobility's brand identity builds on our mission to engage people, connect communities, accelerate market opportunities and educate students and professionals, covering our five interconnected programmes: City Club, Innovation, Academy, Business Creation and Factory. Connecting the EIT Urban Mobility brand to its programmes will boost the role and visibility of EIT Urban Mobility as an innovation community to foster integration and accelerate change in mobility to create more liveable urban spaces in Europe and beyond.

Urban mobility has a big impact on the daily lives of citizens in Europe. EIT Urban Mobility has connections with many other areas tackled by other EIT Innovation Communities. EIT Urban Mobility is well aware of this strong potential and will endorse the EIT brand by using the EIT Stakeholder Forum, InnovEIT and EIT Awareness Days among others as focal points for presential and digital communication actions and events. These provide excellent opportunities to amplify the EIT brand, engage audiences and collaborate with other KICs and stakeholders. Particular effort will be made to support these high-value communications opportunities in RIS countries as a means of accelerating the Knowledge Triangle Integration.

The EIT Urban Mobility logo shows a strong link to the logo of EIT and other KICs, by the use of the same core elements, namely the EIT circle, the word 'eit' and the colours used, thereby strengthening the brand consistency. As an EU initiative, EIT Urban Mobility must clearly display the EU flag and accompanying text in all communications and information material, as shown in Figure 26.

Figure 26: EIT logo with EU flag and accompanying text

EIT Urban Mobility Summit:

Our yearly flagship event brings together our partners, as well as key stakeholders from all sectors, policymakers and scientific experts and serves to showcase results of EIT Urban Mobility programmes and to discuss relevant topics in different formats. This event covers internal and external communications, dissemination as well as stakeholder engagement. The summit strengthens our partnership and our relations with key stakeholders and helps to position EIT Urban Mobility as the largest European initiative steering the transformation of urban mobility.

Internal communication:

Open and transparent communication based on trust is a key element of innovation management and decision-making. EIT Urban Mobility partners have already worked closely since 2016 on this basis. This intensive cooperation lays the foundations for a strong, respectful partnership with everyone involved pushing in the same direction.

We use specific channels and tools to facilitate collaboration and networking and help to strengthen the relationships across the partnership, including a newsletter, webinars, workshops and matchmaking events. All these channels help ensure the partnership speaks with one voice and deliver similar messages to key stakeholders and decision-makers.

We have an intranet to facilitate the exchange of information among our partners and which also serves to submit project proposals.

EIT Urban Mobility partners are key for fostering the EIT brand, as they communicate about their activities within the EIT Urban Mobility community to their stakeholders. The partners serve as an important cornerstone of the EIT Urban Mobility's communication and dissemination strategy and therefore also for EIT brand identity, multiplying the outreach of EIT Urban Mobility. An EIT Urban Mobility Brand Book has been developed, which provides guidance on the use of the logos, templates, the visual identity, typography and images, to ensure that all communication activities are aligned and brand coherent with the EIT.

Guidance and support will be offered to the communication activities by partners about their EIT Urban Mobility activities, such as EIT Urban Mobility projects, as well as to activities of other functional areas, to ensure maximum outreach and engagement with all audiences of EIT Urban Mobility and amplify our messages through their all channels. Processes will be set up to stimulate the uptake of communication by partners and about activities of functional areas.

The communication objectives of EIT Urban Mobility are set at central level (HQ level) to assure a clear brand style and messaging throughout all its communication and dissemination activities. The brand guidelines will therefore be respected and followed by the entire management team and their respective departments. Each Director is responsible for the communication of their respective area. However, the objectives will be set at HQ level by the Director of Communication and Stakeholder Relations, who will also provide support for further dissemination of thematic area activities when needed. Besides, the Communications team, supervised by the Communication and Stakeholder Relations Director, will oversee that the EIT Urban Mobility brand guidelines are respected at all times. Thus, any launching of a new programme, a press release or other major communication actions in the thematic areas and Innovation Hubs should be validated by the Communications team.

External communication:

EIT Urban Mobility, our activities, success stories, press, newsletters and our results are promoted in a strategic and effective manner, making our research activities speak not only to the research, policy and finance communities, but also inspire and attract non-specialists and members of the general public. Video, peer-produced content, storytelling techniques, infographics, social media campaigns and "go-to audience" principles are used by the EIT Urban Mobility communication team, using the proper tools for each different target audience, to create awareness and motivate the different target groups to get involved and engage with our activities. External communication actions and involvement and engagement of external stakeholders will grow as our activities do.

In early 2019 channels on Twitter, LinkedIn and Facebook began the work of communicating about EIT Urban Mobility, creating awareness and connecting stakeholders and interested parties from the word go. In July 2019 the EIT Urban Mobility website went live, serving as the main hub for communication.

6.3 EIT Urban Mobility dissemination strategy

In an age of open science and rapid innovation, the work of informing and engaging professional audiences is no longer a matter of preparing routine and, occasionally, uninspiring messages for small audiences. We use a range of established tools to do this, including organising and participating at (brokerage) events, publishing the latest news of its projects and leveraging partner media and stakeholder engagement to make results and good practices available for use.

In addition, EIT Urban Mobility harnesses new techniques to bring significant added value to its dissemination efforts. We help train and empower professional people to become communication ambassadors themselves and tap into the trend for the 'socialisation of research' currently turning the academic and research world on its head. Open Access/Data repositories, scientific publications and social media platforms aimed at researchers — combined with animations to unpack complex solutions as well as mainstream social media such as Twitter — will all be part of a ground-breaking dissemination mix.

Relevant examples from citizens and end users regarding urban mobility applications will be used as a foundation of dissemination campaigns and materials. EIT Urban Mobility challenges provide a clear connection between urban mobility and everyday life. Living labs and public open-house events will show evidence of the role of urban mobility and its applications in everyday life, bringing the subject closer to the citizen and end-user. All this lays the foundation for a dissemination campaign that will bring the KIC's projects and results to the attention of potential users.

To facilitate the use and take up results by others, thus maximising the impact of EIT Urban Mobility, and to mobilise all stakeholders in the urban mobility value chain, the message needs to be focused on achievements: verified, engaging success stories backed by facts and figures and a demonstrated impact.

6.4 Citizen engagement

EIT Urban Mobility's citizen engagement work is aimed citizens and end-users, mainly through City Club. Our approach has three strands — connect, exchange, empower — and is explained in more detail in chapter on Citizen engagement.

This involves creating specific tools, channels and activities aimed at citizens and end-users. The aim is to:

- build trust for long-lasting relations with citizens;
- enhance two-way communication;
- create opportunities to experience new products, services and technologies;
- share information in stimulating formats in order to increase knowledge and interest in urban-mobility-related topics;
- ensure citizens and end-users are part of the ideation process.

We build upon the experience of our city partners in citizen engagement. The table below illustrates some of these actions, many of which are designed to empower citizens and include them in the decision-making process.

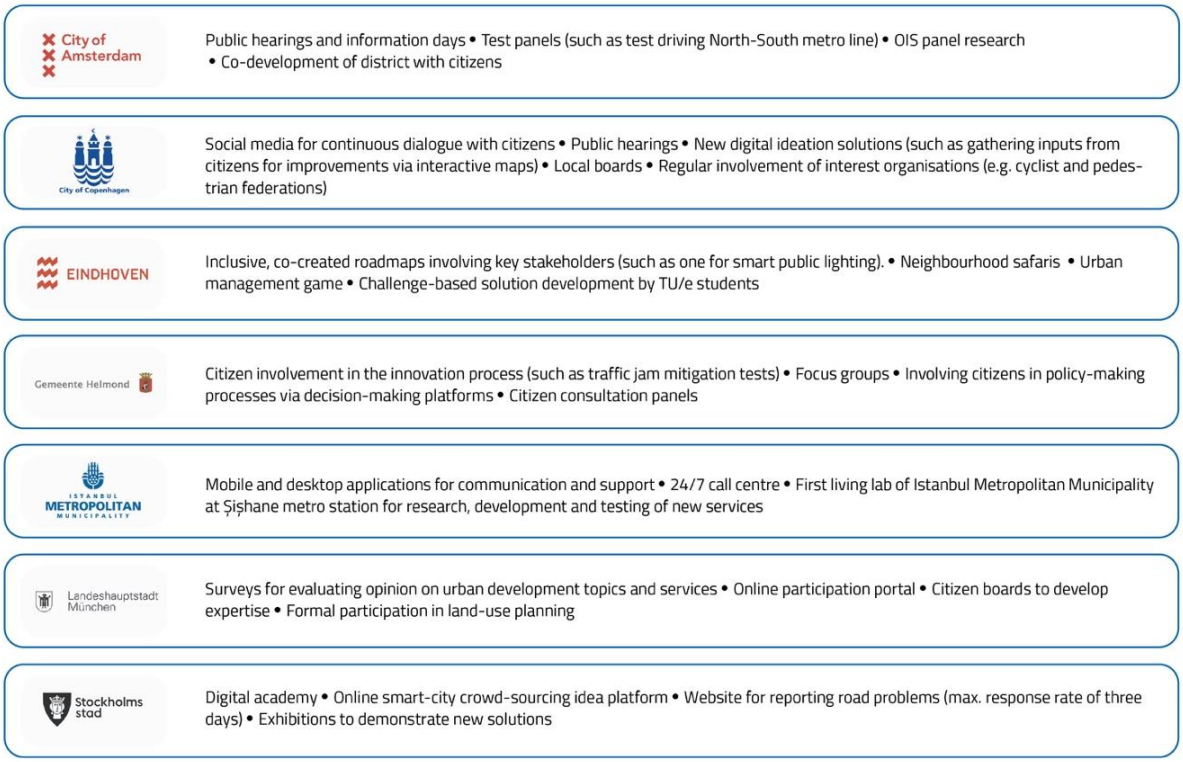

Figure 27: Selected citizen engagement activities in EIT Urban Mobility

6.5 Public affairs and EU Stakeholder relations

This pillar is all about building knowledge and awareness of EIT Urban Mobility among policy- and decision-makers and engaging with local, national and European stakeholders as well as those further afield. EIT Urban Mobility is closely connected with European Commission services and initiatives in Europe, as described in chapter 6.7 Synergies and will further build on these relationships through joint communication activities, participation at high-level events and by participating in working groups to plan and undertake joint activities.

This work aims to support the implementation of EIT Urban Mobility's strategy by actively scouting actors and cooperation opportunities to complement the efforts of the EIT Urban Mobility core programmes — City Club, Academy, Innovation, Business Creation and Factory. A second goal is to position the partnership as the largest European initiative for transforming urban mobility — enabling change and delivering impact at EU level and beyond.

6.6 Outreach

EIT Urban Mobility's primary focus is on working with its partners, key players and citizens in Europe. However, it also has a vocation to spread innovation and new knowledge more widely. Its programme for global outreach, plus its participation in the EU's Regional Innovation Scheme (RIS), are good examples of this.

Global outreach

The main aim of EIT Urban Mobility is to transform European cities and their transport ecosystems into more liveable and sustainable alternatives. But as a key player in Europe, it also has responsibilities that go beyond its core group of partners and beneficiaries.

For other cities around the world are experiencing the very same issues with delivering efficient and sustainable urban mobility as those of Europe and, there too, demand for urban mobility services looks only set to grow. The megatrend of rapid urbanisation means that cities around the world receive 1.5 million new citizens every week, creating a huge demand for mobility solutions which are futureproof and scalable. If Europe can take the lead, this would create a big opportunity to export our knowledge and expertise and make a positive contribution to reducing the negative socio-economic and environmental impacts of urbanisation. Therefore, achieving the full potential of the EIT Urban Mobility vision calls for an ambitious approach to outreach that transcends the frontiers of Europe.

This global outreach can take various forms:

- testing and transferring solutions from Europe to the world. Such activities can expand EIT Urban Mobility's network and develop new markets for both European and local players;
- mapping innovation around the world and encouraging new ideas from other cities to stimulate innovations in Europe. Engaging with local hot spots in other cities could enable EIT Urban Mobility to work with global players on mobility;
- using ways of stimulating citizen engagement. A high level of citizen involvement can be a key driver of transformation as it gives people the power to initiate and influence changes in their own neighbourhoods.

EIT Urban Mobility will do its best to implement and expand activities in regions of strategic importance, seeking synergies with the various mobility and transport actions carried out by the European Commission.

EIT Urban Mobility has been running outreach activities from the outset as the partnership already includes partners from the RIS countries of Spain, Italy, Czech Republic and Hungary and beyond, namely Israel.

Future actions to strengthen outreach will include:

- building strategic international alliances, raising awareness, disseminating results and sharing best practices at international events with the aim of creating a global innovation community. To make full use of the EIT Urban Mobility partnership, we will build on partners' existing relations with non-EU players, especially through City Club, in order to reach out to cities in other regions;
- exporting services worldwide, supporting start-ups from other regions and identifying new business ideas. EIT Factory will facilitate the export of cutting-edge European solutions in the area of urban mobility

Outreach is closely connected with communication and dissemination as it showcases EIT Urban Mobility activities to the world.

6.7 Synergies

EIT Urban Mobility will generate significant impact within the European innovation landscape and position itself clearly as an important contributor to existing and forthcoming European initiatives by closing the gap between applied research and the market. More specifically, EIT Urban Mobility will position itself in the EU

landscape as the leading innovation community to educate and inspire mobility solutions for 21st century cities, by engaging people, connecting communities, accelerating market opportunities and re-imagining public spaces. This will be realised through the introduction of our five programmes that support our vision of creating more liveable urban spaces. By fostering innovation and transformation, we can improve people's quality of life, decarbonise mobility and make Europe's economy more competitive. This partnership is all about inspiring and enabling the move towards more liveable urban spaces, dedicated entrepreneurial talent and competitive mobility businesses. Together we aim to build a prosperous future for our cities.

EIT Urban Mobility maximises impact by leveraging existing relationships and establishing new links to relevant international, European, national and regional initiatives and networks. Engaging with organisations in line with EIT Urban Mobility's priorities in Europe and worldwide strengthens our capacity for innovation. Tapping into the networks and contacts of our partners (see chapter 3.1 Partnership), with their mix of stakeholders from cities, the transport sector, industry and education, accelerates change in the relevant fields. Outreach and collaboration are an essential part of the EIT Urban Mobility communication framework.
We are not starting from scratch — our partners already have a broad range of relationships with key initiatives and networks that we can benefit from. Moreover, EIT Urban Mobility has worked on building relationships with key stakeholders and initiatives from the start, thereby paving the way for future synergies. Key stakeholders and initiatives who can help us create maximum impact include:

- other KICs, especially EIT InnoEnergy, EIT Climate-KIC and EIT Digital. Initial contacts, including identifying possible joint activities, have already taken place;
- complementary city initiatives and networks, such as EUROCITIES, Polis network, ERTICO – ITS Europe, European Regions Research and Innovation Network (ERRIN), C40 Cities, the European Innovation Partnership on Smart Cities and Communities (EIP-SCC) and CIVITAS;
- institutions of the European Commission, such as DG EAC, DG MOVE, DG CONNECT, DG RTD, DG ENER, DG REGIO, DG GROW, JRC and other EU initiatives, such as the Action Plan on Urban Mobility. We also seek to cooperate with transport, environmental and energy areas, such as the Urban Europe Joint Programming Initiative and the EU Urban Agenda Partnerships;
- investors, such as the EIB;
- European projects that align with EIT Urban Mobility strategic objectives, especially those involving EIT Urban Mobility partners, as well as the H2020 Smart City Lighthouse projects.

Synergies are coordinated by the Director of Communications and Stakeholder Relations to ensure a good communication stream, monitoring and follow-up of activities.