

# Transformation is Possible: Our Deep Demonstrations

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Deep Demonstrations are at the heart of our Transformation, in Time strategy and of the change we are seeking in the world. EIT Climate-KIC launched Deep Demonstrations in 2019 to pilot a full implementation of our strategy in places to learn how to deliver systems innovation as a service.

## Why are we doing this?

Our goal with the Transformation in Time strategy is to make innovation more effective as an enabler of strategies that are pursuing transformation. Think of a city that might have over 200 innovation projects, each in service of impact. Often these projects are organised in siloes related to city departments or sectors like energy, waste, construction and retrofit.

The projects are disconnected as a whole, often their impact is incremental and they are often carried forward regardless of success measures because they have been written into a business plan. With the Deep Demonstrations, we have introduced an approach that supports cities, for example, to be very deliberate about what they choose to work on and how that relates to their needs and ambitions for urban transformation as a whole.

The methodology we are using enables cities to connect and manage a whole constellation of projects in ways that enable those initiatives to learn from one another and yield learnings about how to achieve transformation. We know that one of the biggest obstacles to transformation is a problem of emphatical belief – seeing is believing. It is very hard to make large scale commitments of capital and regulatory change behind acts of imagination.

Decision-makers need options – the experiential learning that innovation can provide through demonstration through engagement in local places, in specific contexts, with ordinary people and with unusual agents of change.

Our systems innovation approach works on the principle of learning by doing – hence the idea of

deep demonstrations – and in doing so involving the whole community as agents of change. Deep Demonstrations are designed to be real-world showcases of cities, regions, countries and businesses – highlighting that rapid decarbonization and resilience is possible and brings multiple benefits.

## How are we doing it and who is working on it?

Deep Demonstrations introduce a carefully designed methodology to support and guide a systems innovation process to effective outcomes.

The methodology works across four iterative and non-linear components. These include designing, developing and deploying innovation with challenge owners, so that multiple drivers of change are addressed simultaneously.

- **INTENT:** We work with Europe's most ambitious 'challenge owners' – including city mayors, regional leaders, government ministers, citizen leaders and CEOs of major companies – to secure intent for an ambitious systemic approach to their place-based or value-chain challenges (e.g. in Slovenia, the intent is to become the world's first fully circular national economy).
- **FRAME:** 'Designers' help us: map the systems that need to change; understand leverage points for systemic change; and create a hypothetical portfolio of connected intervention



'positions'. Our portfolio positions may include social innovation as well as innovation in finance, technology, policy, governance, citizen engagement, education, and other relevant levers of change.

- **PORTFOLIO:** We match this mapped-out demand for innovation with supply. To activate a live and deliberate portfolio of simultaneous, interacting projects we search for innovation solutions, and we launch Calls for new and unexpected ideas, shaped by what we learn on the ground.
- **LEARNING:** Sense-making and learning are a critical component of our deep demonstrations. We build in deliberate learning about the combined effects of interventions on whole systems, to tease out multi-dimensional solutions. In this way, we aim to create an evidence base for decision-making, both within the demonstrations themselves and for wider policymaking, with the aim of driving rapid and large-scale change.

This approach tackles changes in integrated systems and works on the kinds of levers of change needed for impact at scale – levers like policy, finance, social and education innovation. Taking a systems approach helps us learn faster because we are looking at and from multiple perspectives which creates active learning loops.

A portfolio approach is a mechanism for us to think about the relationship between things – the connection of relationships in service of demand or intent for our challenge owner. It carries a challenge holder Intent into framing the design of a portfolio of positions that are in service of sensemaking and intelligence. Focusing on a combination of effects through our sensemaking we can understand need and gaps and respond quickly.

The initial group of **eight Deep Demonstrations** launched in 2019 are working with over 30 cities and regions to design, develop and implement a

very different way of doing innovation and of catalysing change to unpack a set of interrelated challenges.

#### Healthy, Clean Cities

15 cities across Europe are working with us to accelerate their transitions towards carbon neutrality and climate resilience using portfolios of joined-up innovations capable of unlocking wholesale transformation across all city systems – from mobility to waste to energy to health and the built environment. Our first cohort of partners includes Amsterdam, Copenhagen, Edinburgh, Kraków, Križevci, Leuven, Madrid, Malmö, Maribor, Milano, Niš, Orléans, Sarajevo, Skopje and Vienna.

#### Long Termism

Short-term thinking in investment cycles and in ideas of economic value are acting to prevent the 1.5°C transition we need. EIT Climate-KIC will forge experiments that help shift attention to longer-term time horizons.

#### Resilient Regions

The impacts of climate change involve slow-onset changes, extreme events and increasing systemic risks. Some regions of Europe are particularly exposed to these impacts and are particularly exposed and vulnerable due to the make-up of their landscapes, economies and societies. EIT Climate-KIC will take a systems innovation approach to forging resilience. Early partners include regional governments in Andalusia, Nouvelle Aquitaine, the Dolomites and Glasgow.





### Landscapes as Carbon Sinks

Increasing rural depopulation in Europe, and economic practices that mine soils and landscapes for profit, are causing land to be sources of emissions, not sinks. Lack of land management is also raising wildfire risk that can create bursts of emissions, whereas opportunities for carbon sequestration are missed. Deep demonstrations of turning landscapes from carbon sources to sinks will need to tackle a lack of investment, forge new social contracts with soil and forests, and line-up value-chain incentives. Current partners include Chalons-en-Champagne, a French landscape ecosystem, and the Government of Scotland.

### Climate-friendly Food Systems and Diets

Whether it's widespread plastic packaging, high-levels of food waste or diets high on meat consumption, our food systems are incompatible with a healthy, 1.5 C future. This demonstration will tackle food production, distribution and consumption, as well as metrics, policies and habits. We will work with people and places and at the level of global value-chains.

### Just Transformation of Coal and Industrial Regions

Many regions and people across Europe still rely on economies that are incompatible with tackling

climate change. These can be coal-producing regions, or regions with polluting heavy industries. Inclusivity, and climate, social, economic and democratic justice are vital to the success of rapid structural change. This deep demonstration will build into a Just Transformation movement, with the aim of demonstrating that such just transformations are indeed possible. Our first partners include regional governments in Silesia in Poland, Mondragon in Spain and Emilia Romagna, Italy.

### Circular, Regenerative Economies

We are working with the Government of Slovenia and other governments in a deep demonstration of rapid change to a circular and regenerative economy and society. Innovation will tackle ma-

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material production and waste flows across four key economic systems, and in doing so help a small country to advance health and prosperity.

### Resilient, Net-Zero Emissions, Maritime Hubs

The maritime sector accounts for 90% of global trade and 3.1% of global GHG emissions – a figure projected to increase threefold by 2050. Ports are places where multiple systems collide – shipping, energy, waste, tourism and other transport for example. They are emissions hotspots in themselves, but also hubs with the potential to effect enormous change. We are working with ambitious partners on land (ports) and at sea (shipping industry) who share an ambition to create a circular, inclusive, net zero-emissions maritime sector. We are working with the Port of Valencia (through our partner Valencia Port Foundation), the Port of Piraeus (through Athena) and the Cyprus Deputy Ministry of Shipping (through our partners Chrysalis Leap, Cyprus University of Technology and Cyprus Energy Agency).

### How does it relate to our strategy?

We are talking about systems that are complex and adaptive where the answers are not clear or simple. Our Deep Demonstrations are complex programmes, with a mix of stakeholders across our community partners, challenge owners, and EIT Climate-KIC teams.

Each Deep Demonstration has its own resource needs and plans, and collectively these represent a significant commitment for EIT Climate-KIC, and all off the parties involved.

Ultimately Deep Demonstrations are about enabling transformational strategies - both in terms of the things we chose to invest in and how we orchestrate a robust approach to dynamic portfolio management and portfolio sensemaking that is in service of intelligence and arguments for systems change and renewal.

### How can I get involved?

The Deep Demonstrations process is designed to **search for and engage** partners with appropriate capabilities, interests and expertise at several points across the methodology.

Circa 40 EIT Climate-KIC partners are already involved as design partners in the Intent and Frame phase of Deep Demonstrations, including several core partners. These 40 tend to include city partners, universities, research agencies, and NGOs.

Relatively speaking there are currently few SMEs and large companies in the Intent and Frame phase, who we expect to be more engaged in the Portfolio phase when innovation is in **delivery** mode.

### Do you want to know more about this topic?

Please find below some interesting links on the "Our Strategy in Action" portal:

- [Webinar on the Healthy Clean Cities Deep Demonstrations](#)
- [Video Interview about our Healthy Clean Cities Deep Demonstrations in Madrid](#)
- [Webinar on the Circular, Regenerative Economies Deep Demonstrations](#)
- [Deep Demonstrations Stories Hub on \[www.climate-kic.org\]\(http://www.climate-kic.org\)](#)