IGNITE
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Pilots as a strategic tool for innovation

A guide for procuring organizations

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A guide from Ignite Public

For procuring organizations

This is a guide for anyone representing a public actor who wants to solve their organization's needs and various societal challenges by collaborating with innovative startups.

This guide has been developed in collaboration with municipalities, publicly owned companies, and startups. It was designed in connection with the implementation of a number of pilots conducted between startups and the public sector between 2020 and 2022. This guide is a living document and we welcome feedback and suggestions to ensure its continued relevance and usefulness to you as a procuring organization. The guide will be further supplemented with more information on scaling up pilots. The aim of the guide is to facilitate cooperation between startups and the public sector.

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Foreword

Ignite Sweden's mission is to help match innovative startups with large companies and the public sector for lucrative business ventures. Ignite Sweden is a national programme in SISP, and is run by incubators and science parks from all over Sweden. Ignite Sweden is co-funded by Vinnova and the Swedish Energy Agency, as well as by both the private and public sectors.

Develop new solutions with Swedish startups

Many organizations in the public sector are facing challenges and have limited contact with the Swedish startup scene, where young companies are applying new technologies and new business models. By connecting these public actors' needs with innovative, handpicked startups, new solutions to problems can be found.

Sweden's startups are at the cutting edge when it comes to creating innovative solutions to solve society's biggest challenges, such as energy and the environment, an ageing population, circular economy, safety and security, and sustainable cities. This is why it is important for our future that they are a natural and obvious part of public actors' supplier networks.

Background to this guide

Since 2019, Ignite Public has served as a link between startups and the public sector and has supported over 40 pilots between these actors. During the implementation of these pilots, Ignite Public has amassed experience and knowledge in order to learn and remove obstacles so that we can facilitate even more successful collaborations between startups and the public sector. This guide is part of the work to give public actors the tools to be better procurers of innovative solutions based on existing needs.

Ignite Public aims to ensure that the collaboration between public actors and startups is the best it can possibly be for both parties.
Find out more about Ignite Public here (in Swedish).

Ignite Public works on the local, regional and national levels to develop collaborations between startups and the public sector. If you need help, contact your nearest science park or incubator and we'll assist you through the process.

> 'The benefit of meeting startups is that we get new perspectives and insight into new technology on the market that we didn't know existed.'
>
> ***Johan Rosén, Uppsala Municipality***

Contents

Pilots as a way of working

This guide is for anyone who wants to use pilot projects to test innovative solutions for your needs. Pilots can mean different things in different contexts. We believe that pilots are part of an agile approach in which you can, in several 'small steps', not only test a solution but also begin a collaboration and build a relationship. It is a way to increase the innovative capacity within your organization.

Confining the project to a pilot minimizes the risk. The pilot can be implemented quickly and easily, without too much investment from either the purchaser or the supplier. It is a fast way to test innovative solutions that can then be evaluated and retested.

Clear goals

Have a clear target you wish to achieve, so that you can design the pilot accordingly. Do you already have an idea about what you want to test? What is it you want to learn? Is the match mainly for competitive intelligence, are you looking for a specific solution, or do you want to find out something? You need to define for yourselves what type of pilot is relevant for you. What do you want to get out of the pilot? Be transparent with the startup about what your long-term goals are as well as what you want out of the pilot in the shorter term.

> 'A pilot is a test on a small scale. For a relatively small investment, we remove the uncertainty for both parties. We see what works and what doesn't work. We learn and keep building. This creates an internal learning process. Sometimes we notice that our internal processes also need to be adjusted, so it's a learning process both in the practical sense but also in our internal approach to innovation.'
>
> ***Marit Finch Westin, Ignite Sweden***

Examples of goals:

- Internal learning
- A way to increase innovative capacity
- Evaluate user experiences
- A new tool or methodology on a small scale before it's scaled up
- A way to evaluate what is needed in order to introduce and scale up

Pilots

Pilots usually run for 3–9 months depending on the area. You work with the startup to set realistic goals and a plan for implementation. The pilot is purchased through e.g. direct award. A typical price for a pilot is between 5,000 and 30,000 euro.

Different ways of using pilots

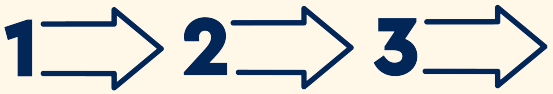
There are different strategies for working with pilots in order to effectively test various solutions. Pilots can be conducted either in series or as parallel projects.

'We know what we want, but it's not always easy to put it down in words'

'A product may look good on paper, but when we test it in real life, it's a totally different story'

Pilots in series

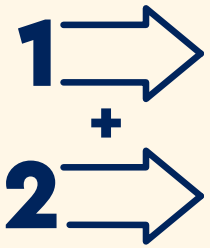
You can build up the pilots in different stages with different problems to solve in each pilot. This is a good way to ensure that the solution works from different aspects. Below are examples that a municipality used to evaluate a solution based on three different elements.



- Small delimited tests focusing on one element
- Lower complexity makes it easer to measure and evaluate the examined element

Parallel pilots for learning

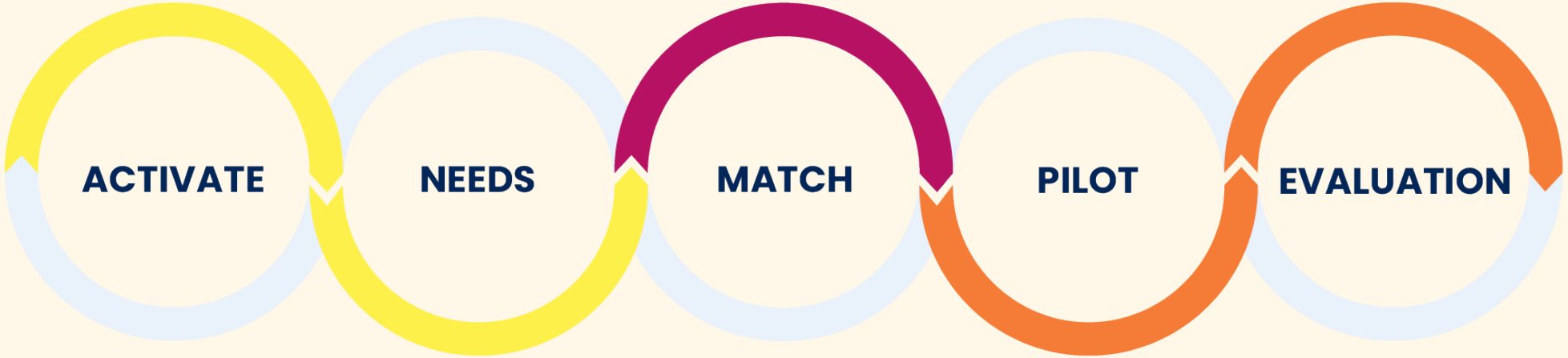
When you have different potential solutions and aren't sure which will yield the best results for your specific goals, you can test both options concurrently.



- Compare different technical solutions in relation to one another
- Test different technologies concurrently for learning
- Part of feasibility study
- Learn before setting requirements

What is the Ignite Process?

The process is an opportunity for the public sector to use startups in development projects. It ensures a good collaboration for both parties and can be customized according to scope, maturity, and internal or regional innovation processes.



Activate

We ensure that there is a mandate, budget and backing at the management and operational levels.

Needs

We do a needs assessment, in which we map, cluster and prioritize the organization's needs.

Match

We facilitate quality-assured meetings between public actors and Swedish startups that can meet their needs.

Pilot

We help the purchaser plan, implement and follow up on the pilot as needed, as well as prepare for any scaling up.

Evaluation

Finally, we follow up and further develop the process and the support we provide during the process.

Procuring public agency

To consider before the initial meeting

Startups may be at

different stages

of their journey

- **Under development:** you develop together in your collaboration/pilot
- **In testing:** you test together and evaluate the results
- **In production:** existing customers & references. You decide the scope of implementation in different steps

- **Backing and mandate:** Is this way of working established in the organization? Do the people involved have the authority to run the process internally and carry out a pilot? Backing is required to participate in the Ignite Process. This support must be ongoing.
- **Decision-making power:** How do things look in your organization/ agency in comparison to others? Is approval required to carry out a pilot? What does the delegation order/decision path look like? Who can make budgetary decisions in this area, and for how much?
- **Needs based:** Start from the needs analysis and focus on needs (what) without getting stuck on solutions (how). Is the need established and backed so that there is a desire to scale up?
- **In line with the strategy:** Is there a strategic framework that supports work with the identified needs?
- **Needs owners:** Who owns the need (mandate) and what skills/ expertise need to be included in the match? Think about who needs to be involved in this process, both formally and from a practical implementation perspective.

Different perspectives and approaches lead to

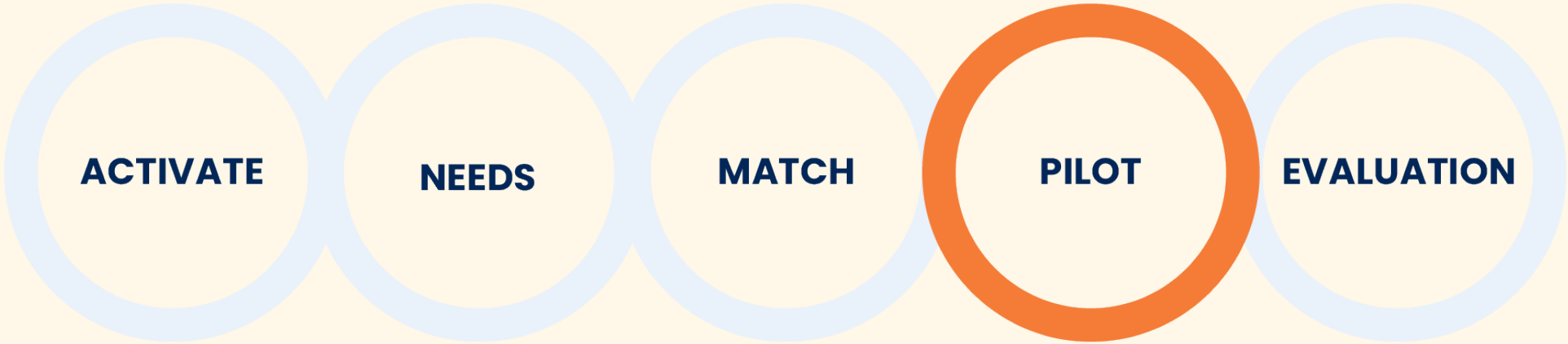
development.

- **Degree of maturity to work with startups:** How mature are you as a purchaser when it comes to working with startups? If you don't have much experience with this, you may need more dialogue with the suppliers. More people may need to be involved in the matchmaking meeting, not only to ensure the right skills and expertise but also for internal learning purposes.
- **Internal understanding of the process:** Do you need to provide training for participants to clarify the objective of the Ignite Process? What do you want to achieve with their participation?
- **End-in-mind:** Do you already have an idea of what it is you want to test? What it is you want to learn? Is the match mainly for competitive intelligence, are you looking for a specific solution, or do you want to learn something?
- **Innovation project:** Is it possible to deviate from internal guidelines (internal procurement limits, etc.) in innovation projects?
- **Create for the future:** IF there are great needs that no one in the market is meeting today, can you encourage startups/ entrepreneurs to create solutions in these areas? For example, by creating a small incubator with clearly stated needs that collaborates with other incubators, science parks and Ignite.

Keep in mind that there are

different types of startups.

A digital solution could, for example, be designed so that the bulk of the work is done at the start to minimize the amount of work to scale up later on, while a more traditional solution is scaled up linearly.



The pilot process is thus part of the entire Ignite Process and the pilots themselves can be adjusted and redone in different stages. But how does the pilot process work? What does it entail for you as a purchaser and what do you need to think about to ensure it is as successful as possible and has the best chance of scaling up?

On the following pages, we go through the pilot process in more detail. What are the different steps, from the matchmaking meeting up to the pilot follow-up, that help in the evaluation of whether or not to proceed with scaling up?

What makes a good pilot?

Thinking ahead is a prerequisite for a successful pilot. The more questions you can answer beforehand, the better chance the project has of succeeding. A pilot needs certain conditions to be successful:

- Clear definition
- Easy to start
- Mandate and budget already exist or can be created immediately
- Owner exists
- Easy to measure and evaluate
- What you learn is used to take the next step
- It can be scaled up if it yields positive results

What do you want to learn?

- Think as in a feasibility study – what information and answers do you want quickly?
- How can the benefits be gauged? Which parameters do you measure?
- What is the smallest possible scale, site, number of users you could test with?
- When can you test?
- Who should be in charge? Who should be involved?

Who, which & where?

- Who are the users who need this?
- Who should be involved in a test?
- Where should an initial pilot be conducted?
- Who should ‘own’ the pilot?
- Which existing suppliers or systems need to be involved?

Scaling up

- What other areas could benefit from this?
- How is their context similar to or different from yours? (needs, methods, measurement)
- Who should you recommend your pilot to?
- Should you already be doing something together now?
- What should your next pilot be, or can you scale up immediately?

From match to completed pilot

First meeting with startup

Is there a match to work with?

- Can the solution/product solve some or all of your needs?
- Do you understand the solution/ product?
- Who needs to be involved in the implementation of the pilot?

Internal preparations

Prepare organization internally

- Is the pilot backed by all involved (in both pilot and in scale-up)?
- Is the pilot backed by IT? Is there a dialogue about structure/data management?
- Are there other areas/divisions that need the solution? (internal scale-up)
- Secure mandate and budget

Startup meeting(n)

Define what you want to achieve

- How do you define the pilot? Which aspect is most important that you test? Which questions do you need answers to? What is the least possible scale/site/number of users you could test with?
- Approximate schedule/time frame
- Purpose & goals

Procurement*

Procure the pilot

- Think through the entire process – Pilot 1, Pilot 2 (or more) and full scale-up. Then set requirements based on this. Weigh pros and cons and keep a balance between short- and long-term conditions.
- Choose procurement procedure

** Procurement can also be done earlier in the process*

Prepare together

Structure the collaboration

- Goals and purpose of the pilot?
- Roles, responsibilities, owners?
- Structure (meeting frequency, information/data sharing, contacts)
- Detailed schedule & activity list
- Measuring points, how is the pilot evaluated?
- Ongoing documentation/ data collection
- Risk analysis

Contract

Formalize the collaboration

- Sign contract

Implementation & documentation

Carry out the pilot & document

- Have you documented everything so that the results can be disseminated and used in procurement in the event the project will be scaled up?

Follow-up

Decision basis for follow-up

- Have you achieved what you wanted (successful for both parties)?
- If yes, next step. Another pilot? Scaling up?
- Process before going larger scale. What is needed from the organization? (Increased knowledge, are other processes or working methods affected, etc.?)
- Review the procurement

To consider before the pilot

- **Think procurements through beforehand:** Start thinking now about the entire process – Pilot 1, Pilot 2 (or more) and full scale-up. Then set requirements based on this, weighing the pros and cons and keeping a balance between short- and long-term conditions.

  Decide whether you can use direct award of contract as the procedure or not. What are your long-term needs? If you want the option of extension or full scale-up, there are other procurement forms that may be more suitable. For example, competitive dialogue or innovation partnership, which is a way to get in good tenders that can form the basis for later negotiations and dialogue. By taking advantage of advertised procedures, you can scale up even if the direct procurement limit has been exceeded.

- **What is it you want to measure?** Define as clearly as possible the goals you want to achieve. What happens if you reach the goals, what happens if you don't reach the goals, and so on.
- **Internal expansion:** Review internally if there are more application areas, other divisions in need of the solution, etc.
- **Dialogue:** There are no procurement law obstacles to entering discussions with suppliers before a procurement, provided it is ensured that individual suppliers are not given an unfair advantage.
- **Think through requirements-setting:** If you see a long-term need, it is important to focus on conditions for implementation as part of the requirements-setting (requirements for technical conditions currently as well as when scaling up and integrations, etc.), balance pros/cons and conditions for both the short and long term.
- **Avoid unnecessarily detailed requirements:** Detailed requirements in a procurement can mean that innovative companies can't submit tenders. Think about what requirements you're setting for companies that could disadvantage startups (e.g. ISO certification, that the company has been operating for a certain number of years, etc.) If the requirements are too extensive and too clearly stated, it could have an adverse effect on the supplier's ability to come up with innovative ideas.
- **Perform a risk analysis before the pilot is carried out:** A cutting-edge pilot highlights a lot of challenges in e.g. the digital legacy. Do any other adjustments need to be made if you implement the pilot? (Infrastructure, technology, working methods?)
- **Evaluation of tenders:** There are a lot of quality tools available to assist with the evaluation of tenders, in addition to price. These can

include interviews, references from previous customers, presentation, demonstration, etc.

- **Lock-in effect:** You don't want to spend time adapting a solution to a pilot and then making the same investment again if there is a new actor after the procurement.
- **Scaling – a way to test the collaboration.** It's about clearly planning for future projects, and building a long-term relationship. The pilot is a way to 'pilot' the collaboration. Picture a process of learning from each other, a form of development together, before you scale up to a full collaboration. Efforts are divided up over time.
- **Process for introduction:** What is required of the organization? Increased knowledge, for example? Does it affect other processes or working methods? Make sure there is an internal project manager keeping the work together.
- **Support for users:** If there are a lot of users involved, it can be beneficial to provide support for them – training, for example.

Unfair competitive advantage

*What to think about to prevent the **startup from gaining an unfair competitive advantage***

- The needs of the organization must be made available to the entire market
- Through functional requirements, you don't lock the delivery to a specific product but instead enable suppliers to suggest alternative solutions that the organization may not have identified
- The startup must not be involved in formulating the requirements
- You must also inform other potential tenderers of information relevant to the procurement that has been provided to the supplier(s) that participated in the pilot

Procuring a pilot

In the Ignite Process, we always bring purchasing or procurement managers in right at the start of the process. It is important that they have the right prerequisites and come in early at the early stages of the process so that they can work strategically. These managers are involved from the start so they can choose which procurement procedure is suitable for your specific case.

Ignite's methodology – testing and experimenting on a small scale – is aimed at both strengthening innovative capacity within the organization and at enabling more flexible work.

Sometimes it can be a good solution to procure the pilot through direct award of contract. Sometimes it can be better to procure both the pilot and the scale-up right from the start. In some cases, an innovation partnership is a good procurement procedure. We also look over a selection of LOU procedures and list pros and cons on page 23. We briefly go through the acquisition process and how the Ignite Process can provide support in this work.

Read more about the procurement of innovations

What, not how

Make space for innovation

To avoid getting caught up in HOW a problem can be solved, it's sometimes advantageous to leave room for innovative solutions by instead determining WHAT needs to be solved. This lets us open the door for innovation and new solution strategies.

Functional procurement

Define what but not how.

Functional procurement is the content, i.e. what is procured. This can be done as a direct award of contract, selective procedure, etc.

Instead of technical specifications, the requested function is described (e.g. pump function instead of a pump).

Software & IT solutions

It's easy to fall into unforeseen traps when procuring software or IT solutions. If the solution you're purchasing isn't open source, you could get locked in because the solution itself is legally protected. You could also end up in a situation in which you lose control of your own data and documents if you want to end the collaboration. Even new solutions can be technically difficult to weave together with locked solutions, which makes further development more difficult. Björn Lundell, Professor at the University of Skövde, has together with colleagues and partners produced 5 quick tips to follow in procurements.

'The solid recommendations that have been developed to avoid lock-in effects should serve as a checklist that all public agencies need to use when developing and purchasing IT solutions. It should be easy to do things right.'

Maria Dalhage, Project Manager Open Data, Swedish Public Employment Service, and initiator of NOSAD (Network Open Source and Data)

5 quick tips:

- Express requirements for interoperability instead of compatibility. Requirements for compatibility with a specific software application contribute to lock-in.
- Express requirements for open IT standards (instead of closed IT standards) to avoid lock-in. If requirements for a closed IT standard are expressed, it may (for both legal and technical reasons) be impossible to implement this standard in open source software (OSS).
- Express requirements for an IT standard only if it has been implemented by one or more OSS projects. If there is no publicly available OSS implementation of a specific IT standard, this entails significant risks for lock-in.
- Avoid expressing requirements for specific proprietary software applications. Expressing a requirement for specific proprietary software entails risks related to, e.g., long-term maintenance and reuse of the digital assets that are created and need to be managed by the organization.
- Develop an effective exit strategy which enables the procuring organization to quickly stop use of a software application without the organization losing control of the organization's own assets.

Source: University of Skövde article (in Swedish)
Read Lundell's article on avoiding lock-in effects

Laws and regulations

Knowing when you can procure through direct award can be a bit tricky. Sometimes it's easy, such as when the item to be procured is under a certain amount in value. Get help from your procurement department at an early stage. You'll find most of the information you need on the Swedish Agency for Public Procurement's website. Some general information about direct awards is provided here. Always involve your procurement manager for help with these issues.

When is a direct award okay?

Direct award can be used in three situations:

- if the amount of the procurement does not exceed the **direct award limit**
- in **exceptional situations**
- if there are **exceptional reasons**

Always follow the procurement principles

Even in direct awards, the procuring organizations must always comply with the basic legal procurement principles on:

- equal treatment
- non-discrimination
- transparency
- mutual recognition
- proportionality

The basic principles of procurement

Procuring organizations must adopt guidelines for direct procurement and document the reasons for purchases exceeding SEK 100,000 (roughly 10,000 euro).

Direct award limit

Regulated by law

The direct award limit is regulated by law and is a percentage of the threshold. The threshold is decided by the European Commission every other year.

Different thresholds apply depending on what is procured and who is procuring. The thresholds are usually valid for two-year periods. The direct award limits are calculated as a percentage of the thresholds.

If the price of the procurement does not exceed this threshold amount, the procuring organization can use direct awards of contract.

Internal policies

Although the threshold amount is set by law, many procuring organizations have their own rules for how direct awards may be used. These are often described in the organization's own procurement policies and internal guidelines.

Thresholds and calculation link (in Swedish)
The EC's rules on thresholds

Calculation of amount

Purchases of the same type must be calculated together.

Keep in mind that it is not only the purchase in question that is calculated, but also other purchases of the same type made during that financial year.

Prohibition on circumvention

A procurement may not be divided up into smaller contract amounts in order to circumvent the provisions on procurements exceeding the thresholds.

LOU	Supplies & services	Public works contracts	Social services (and other specific services except for welfare services)	Welfare services
Direct award limit	615,312	615,312	615,312	2,156,469**

Thresholds and direct award limit in Swedish kronor (SEK) from 1 January 2020

These are the current figures at the time of writing. Please refer to the Swedish Agency for Public Procurement's website for up-to-date figures.

Exceptional circumstances

Direct awards may also be applied under LOU Chapter 19, Section 7 if the following conditions are met:

No previous tenders

If the procuring public agency has conducted an advertised procedure in accordance with LOU and has not received any suitable tenders. Keep in mind that no significant changes to the terms and conditions stated in the original procurement may be made.

Artistic performances, technical reasons or protection of exclusive rights under LOU and LUF*

- The aim of the procurement is the creation or acquisition of a unique work of art or artistic performance
- Competition is absent for technical reasons
- The subject-matter of procurement is protected by exclusive rights, and therefore can only be supplied by a certain supplier

Extreme urgency under LOU and LUF

In some situations, there is not time to advertise or procure and the acquisition is absolutely necessary.

Irregular or unacceptable under LOU

Here, it is important that the tenderers that are directly awarded contracts meet all of the qualification requirements.

Research, experimentation, study or development purposes under LUF

This presupposes that the contract is not aimed at profit and that it doesn't affect subsequent competitive procurements. The procedure for innovation partnerships can then be a suitable solution if the procuring organization has a need for both development of a product and purchase of the product itself.

Procurement of supplies in certain cases under LOU and LUF

Repetition of services or public works contracts under LOU and LUF.

Procurement of services following a design contest under LOU and LUF

A procuring organization may use a negotiated procedure without prior advertisement to award a contract to the winner(s) of a design contest. That a contract will be awarded must in this case be indicated in the contest notice.

Negotatied procedure without prior publication

Source: Swedish Agency for Public Procurement

**LOU = Public Procurement Act (2016:1145),*

Principle of public access to official documents

All information is public

This means that anyone can request another startup's documents, as these are public. It also means that another company can request documents and step in and start developing a similar product. They might even get a patent application in first.

Example

To avoid power outages, a municipality wants to put AI into all the distribution boards in the municipality that can read distribution board status. The municipality has an idea and talks to startups, which prepare a written proposal and start developing a product. The startups will send information continuously to the municipality until the finished AI product is in place. All of this information can be requested by another startup/company. All the information the startups send to the municipality is public documentation.

Secrecy

Here, it is important to keep in mind that the startups can request that the project be kept confidential. At the start of the collaboration, the startups can request that certain submitted documentation be classified as secret under Chapter 16, Section 3 of the Swedish Public Access to Information and Secrecy Act (SFS 2009:400).

This gives startups the opportunity and potential to carry on with their developed product. And this means that they can grow as a company and that no one else can come in and take over once the hard work is done.

The underlying laws in these cases are: Freedom of the Press Act (1949:105), which is a Fundamental Law in Sweden, and the Public Access to Information and Secrecy Act (SFS 2009:400), which applies to confidentiality.

The procurement process

Meeting innovative startups gives you an increased understanding of new solutions and business models on the market. The Ignite Process is a tool for the early stages of the procurement and innovation work. Contact us and we'll tell you more about it!

You get:

- Competitive intelligence & knowledge
- New innovative solutions
- Early dialogue
- Pilot - experimentation

Strategic business analysis

- Current situation
- Needs analysis
- Market research
- Strategy
- Choice of procedure
- Pilot/test different solutions
- Evaluate tests/pilots before procurement process (go/no go)

Procurement process

- Procurement documents
- Advertisement (call)
- Questions & answers
- Tender submission
- Completion
- Tender presentation
- Review/evaluation
- Negotiation
- Decision and award

Delivery

- Contract/framework agreement
- Implementation
- Training
- Delivery
- Follow-up
- Wrap-up

Strategic business analysis explained

Do you know the needs?

YES

Do you know what the market looks like?

YES

Is the product already on the market?

YES

LOU/LUF

The amount determines the type of procurement

NO

Perform a needs analysis. You must know the needs in order to continue.

NO

Perform a market analysis. Ignite is part of this market/ external analysis.

NO

Innovation procurement. Start by finding the suppliers. Together, develop the new service/product by e.g. conducting a pilot project. Then move on to a LOU procurement.

Innovation partnership

A LOU-regulated procedure, which includes both research and development, and possible actualization.

A breakdown of procurement procedures

- There is a product or solution ready for use
- Advertised or not advertised

Direct award

+
- Great freedom to review and evaluate tenders
- No minimum time limits
- Small risk of challenge
- No formal requirements under LOU (great freedom to supplement tenders)

−
- No possibility of options (above direct award limit)
- Each purchaser has own policies for how these are carried out
- Does not solve scaling up over the procurement limit over time

- There is no product or solution ready for use
- When is it adaptation and when is it innovation?
- Different types of innovation partnerships?
- OPI within the scope of innovation partnership?

Innovation partnership

+
- Structured working methods and partnership agreements governing the collaboration
- Option to purchase developed product
- Utilizes the supplier's knowledge
- Facilitates long-term collaboration

−
- Advanced design
- Formal requirements under LOU & risk of challenge
- Requirement for separate R&D operations
- Established practices lacking
- Minimum time limits must be followed

Selection procedure

- Faster & simpler variant of competitive dialogue

- An exceptional procedure

Competitive dialogue

+
- Invites suppliers in for dialogue, request for tender documentation done in two steps
- Utilizes supplier's knowledge

−
- Relatively long process (30+30 days advertisement over threshold, reasonable process is 6-12 months)
- Minimum time limits must be followed (EU Directive-governed)

Contract

Three parts

Start with a basic contract with all the formalities and fundamentals already in place, making it easy to use as a basis for all contracts. Prepare one or more appendices that define what you want to do, how, etc. The advantage of appendices is that you can make adjustments there. Remember to formulate how binding the appendices are.

Basic contract

- Background
- Purchaser
- Contractor
- Service to be performed
- Commercial terms and conditions (compensation can be referred to in the appendix)
- Premature termination of contract
- Confidentiality and disputes
- Start and end dates

+

Appendices

Collaboration structure

- Goal and purpose of pilot
- Your various roles, who is responsible for what, who owns what?
- Structure for your collaboration (meeting frequency, how you share information/ data, who is contacted for what.)
- Detailed schedule & activity list
- Measuring points, how do you evaluate the pilot?
- Ongoing documentation/data collection
- Communication - how do you talk about each other in the public space (references, cases, etc.)?

Compensation & ownership after pilot

- If you develop together, who owns what?

Possible scale-up

- What do you do if you have a successful outcome?
- Scale up?

+

Working documents

- Risk analysis
- What risks might you face?
- How can you counteract them?
- Do any of your partners have a template?

Communication plan

- Financial/business evaluation
- What will it cost to scale up?
- How will the pilot investigate this?

From pilot to scale-up

It is often said that a pilot is a risk-reducer, so that when the pilot is completed, you can stand up and reflect on what you've learned before moving on.

Go/No go?

The first question you can ask is if you have enough information to make a decision on whether you should continue and scale up or if you should stop there. Are there any other elements you need to know more about before you move on? Are there any risks you need to investigate or manage?

Some questions to think about at this stage:

What worked well? How do you make sure that things will continue to go well when you scale up?

What didn't work? What adjustments can you make to avoid this going forward?

Did anything unexpected happen in the pilot? If so, how will this affect scaling up?

Do other people need to be involved in the project in the future? Who will be affected by scaling up, who hasn't been involved yet? This might include people within the organization.

IT: Is the pilot already integrated into your IT infrastructure or what needs to be done before scaling up? What is the best way to do that?

Procurement: If scaling up hadn't been procured together with the pilot, you need to involve procurement again before scaling up.

Examples of collaborations

- **Järfälla Municipality & Stockfiller and Parlametric:** Climate-smart meals in the schools through a crowd-sourcing solution for local produce and a tool for chefs for visualizing consumption. https://www.youtube.com/watch?v=y4ufxqxhq4c (in Swedish)
- **Rinkeby-Kista District & Bumbee Labs:** Measure visitor flows in resident service premises. An evaluation will include youth centres and other service facilities.
- **Rinkeby-Kista District & Parlametric:** Research project to use AI voice recognition to help raise Swedish language levels among preschool children.
- **Uppsala Culture Department & Altered:** Water-efficient nozzles at the Uppsala Art Museum.
- **Destination Uppsala & handla.io:** Gaming platform with geo-tagging based on Pelle Svanslös to attract visitors and engage kids.
- **Destination Uppsala & Nagoon:** AI Covid solution (computer vision) for reducing the spread of infection indoors, with the first pilot at the library.
- **Umeå Municipality & The Fine Arc Nordic and Oterlu:** Digital youth centre.
- **Uppsalahem & Mimbly:** Water savings in laundry rooms.
- **Växjöbostäder & Collactivate:** Solution to increase security and comfort in basements/properties and surroundings.
- **Barkarby Science and E.ON & Locallife:** Increase recycling rates, create more sustainable energy production.

A few words from Uppsala Municipality:

Johan Rosén, Business Strategist, Uppsala Municipality (in Swedish)

Find out more about Uppsala Municipality's previous work with Ignite

A guide in development

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Zian AB

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