



Lessons learned, tips & take aways on innovation procurement



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Before we start

Question

What are the main hurdles & hesitations for you / your organisation to undertake an innovation procurement project?





What to take into account before even thinking about boarding on an innovation procurement journey



How to get off on the right track



Stay on track



Before you start your journey



Take off and start your ride





***What to take into account
before even thinking about
starting an innovation
procurement journey***



Good to know upfront

An innovation procurement project:

- Takes time & efforts
- Involves taking some risks

Preparation is everything,
a thorough preparation allows smooth sailing

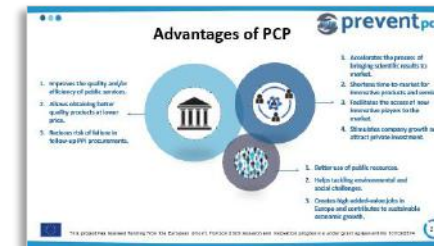
*In this case
the journey itself
(innovation procurement)
is never the goal / destination*



Why start with innovation procurement?

Where does it get you and what does it bring your organisation?

- Work more **effective**
Do more with the same or even less
- Be a **frontrunner** → *image boost*
- Create an **inspiring culture** → *positive effects attracting new and motivated personnel*
- **Funding** opportunities
- Create a stronger & interesting **network** (spin off effects – cooperations etc)
- Build up **specialised knowledge** within your organisation



Before you start your journey

- Decide – where do you want to go, what is your **goal**?
What **need** do you have to undertake the journey?

Preliminary Needs Assessment



- Check **commitment** & get the green light!
- Check **planning & budget**
Sufficient budget and time / effort available?
- Do you want to undertake the journey alone or choose a **joint procurement**?
Are there other public buyers that have the same need and could join for the ride? (cost efficient)
- Who ignites the engine? Set up a strongly committed and **multidisciplinary team**
(technical, project manager, procurement, legal, communications, users)



Preliminary Needs Assessment

Get insight on possible needs / wishes

- What could be improved? (functionalities/performance/cost efficiency?)
- What could we do better?
- What would be our desired situation?

WIBGI-method:

Suppose you were Harry Potter, what would you wish magic could solve for you?

*Wouldn't it **be great** if*

Needs can be:

- Cost driven: e.g. lower maintenance costs, lower energy costs
- Efficiency driven (process): e.g. quicker service, better communications
- Outcome driven (reach a specific goal): e.g. better security, new way of signaling / automatic follow up of signals, a more sustainable operation etc.

How?

- Internal brainstorm meetings
- Senior management workshops (*strategic perspective*)
- Focus group discussions
- Survey (e.d. customers / end-users)



How to get off on the right track



- **Work in a structured way**

Set out the basic track/route, with intermediate steps, stopovers and check for intersections along the way (e.g. [EAFIP-methodology](#))



- **Needs assessment**

Prioritize, further define the need involving practitioners and end-users, develop use cases, assess from a functional perspective



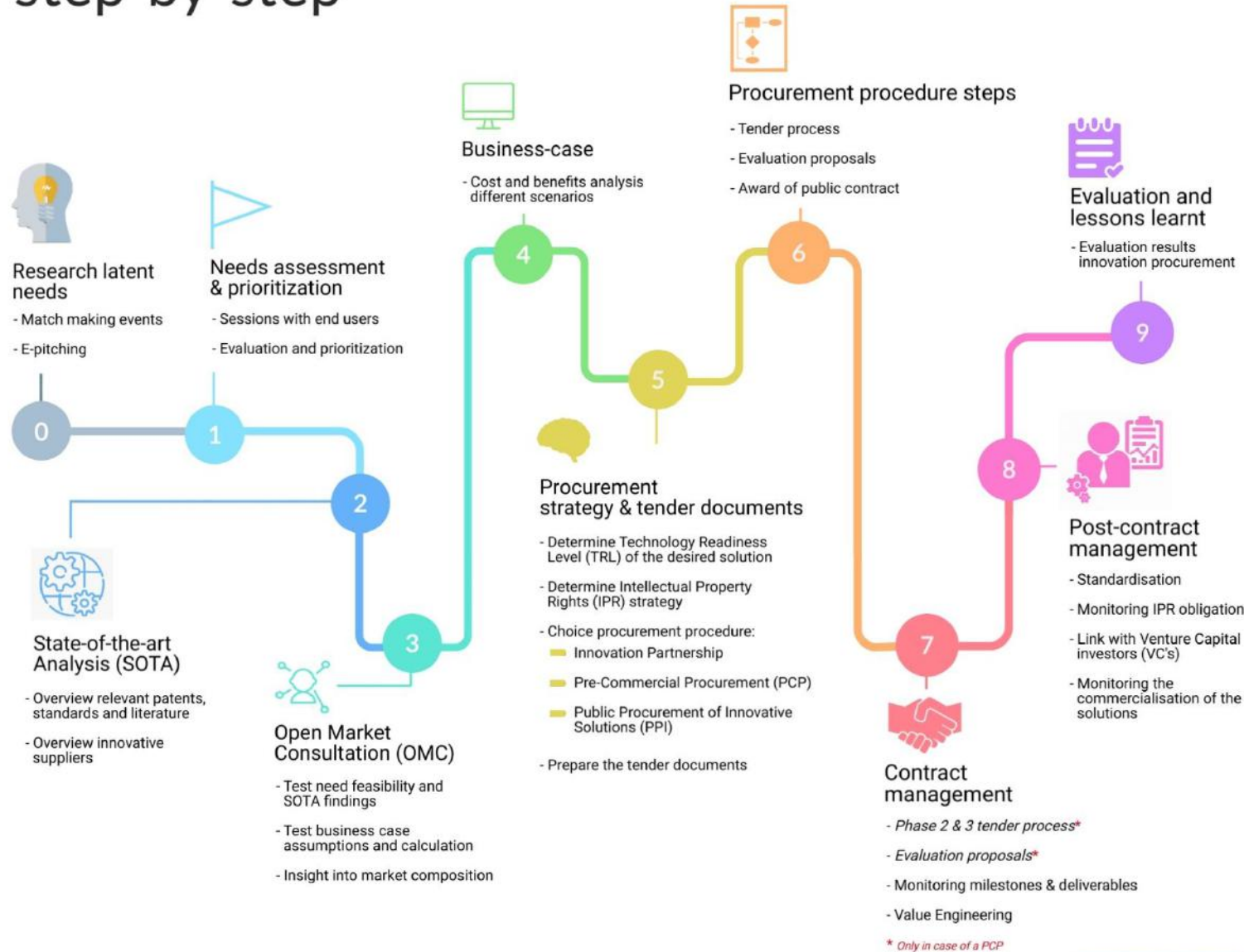
- Investigate what the **market** can offer ([step 2 & 3 EAFIP methodology](#))

- Market analysis, technology benchmark & State-of-the-Art Analysis (SOTA)
- Interact with the market (*Open Market Consultation - OMC*) – also ask the market what they would need to develop and test the solution

- Get a clear picture of the **costs and benefits** (*Business Case*) ([step 4 EAFIP](#))

- Choose the right track – *how to procure?* **Procurement strategy** ([step 5 EAFIP](#))
Pre-Commercial Procurement (PCP) or Public Procurement of Innovative solutions (PPI)

EAFIP methodology step-by-step



www.eafip.eu

Further Needs Assessment



Prioritize

Prioritize the needs of the preliminary assessment.



Question

From the most pressing need – formulate **a main question** to work from:

Example:
 “How to increase and ensure the safety of our bus drivers during late night drives?”



Contextualize

Contextualize the needs identification into the real working environment defining short **scenarios** (use-cases)



Analyse

Analyse from a **functional perspective**

(what do you want the solution to do?)



Involve

Involve **end-users**
 For instance, through an end-user workshop and/or by creating a User Observatory Group (UOG)



Take off and start your ride

- **Tender documents development & publication**
 - *Concise, coherent & clear*
 - *Don't over-specify, but still be future-proof*
 - *Forward-think about implementation (use-cases)*
- **Tender evaluation & awarding**
In assessment of proposals: single provider vs consortium
- **Project start and phases**
- Don't forget **communication**



Don't forget about communication

- In the **preparation phase**

Do research – how to reach the right market?

- Internally
- With the market (*announce – create awareness, get the market involved, get input*)

- Upon **publication**

- Announce and reach out to the market
- Create noise and awareness:
get the market to respond

- **During and after the project**

- Communicate progress and successes
(internally and externally)



*...commitment,involvement,pride,
....brand-awareness,image,*

Stay on track

- **Monitoring**
- **Risk management**
- **Comply with law and regulations**
 - Procurement law
 - Privacy law (GDPR)
- Don't be afraid to **ask directions and get experts on board**

E.g. project management, technical, legal, communications
TIP: check guidance documents online – e.g. the EAFIP-Toolkit
(www.eafip.eu - European Assistance for Innovation Procurement)
- Think ahead about **commercial exploitation** of the developed solution



Monitoring

Arrange an adequate **monitoring strategy** to monitor the project progress

For instance:

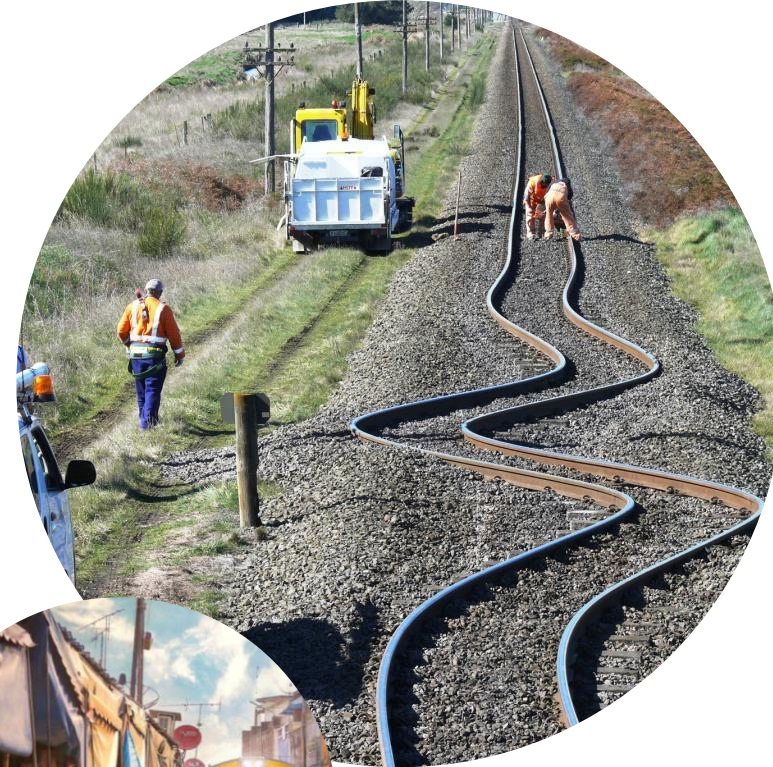
- Set up a management **structure** and a technical management committee for the R&D and testing phase (*User Observatory Group to monitor from a broader perspective*)
- Make a **planning** with regular review and phase evaluation meetings
- Appoint main **supervisors** for each contractor
- Plan face-to-face **meetings** with the contractors after each phase to increase (smooth) collaboration



Risk management

Avoid possible problems and hurdles along the way

- Think of possible **risks** and hurdles the project could encounter, create an **overview** and formulate **mitigation measures** *upfront*, and evaluate and check for new risks regularly *during the project*
- **Safeguard confidentiality** (especially for security solutions)
- Create a **fair level playing field** for all contractors that are developing and testing a solution



To conclude.....

*Don't miss out on
all the benefits and
opportunities
innovation procurement
brings*

Start your journey and...





Enjoy the ride

Enjoy the views

Take in all you see and learn

But most importantly

enjoy the destination!





Thank you for your attention!



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