



**KTH EXECUTIVE
SCHOOL**

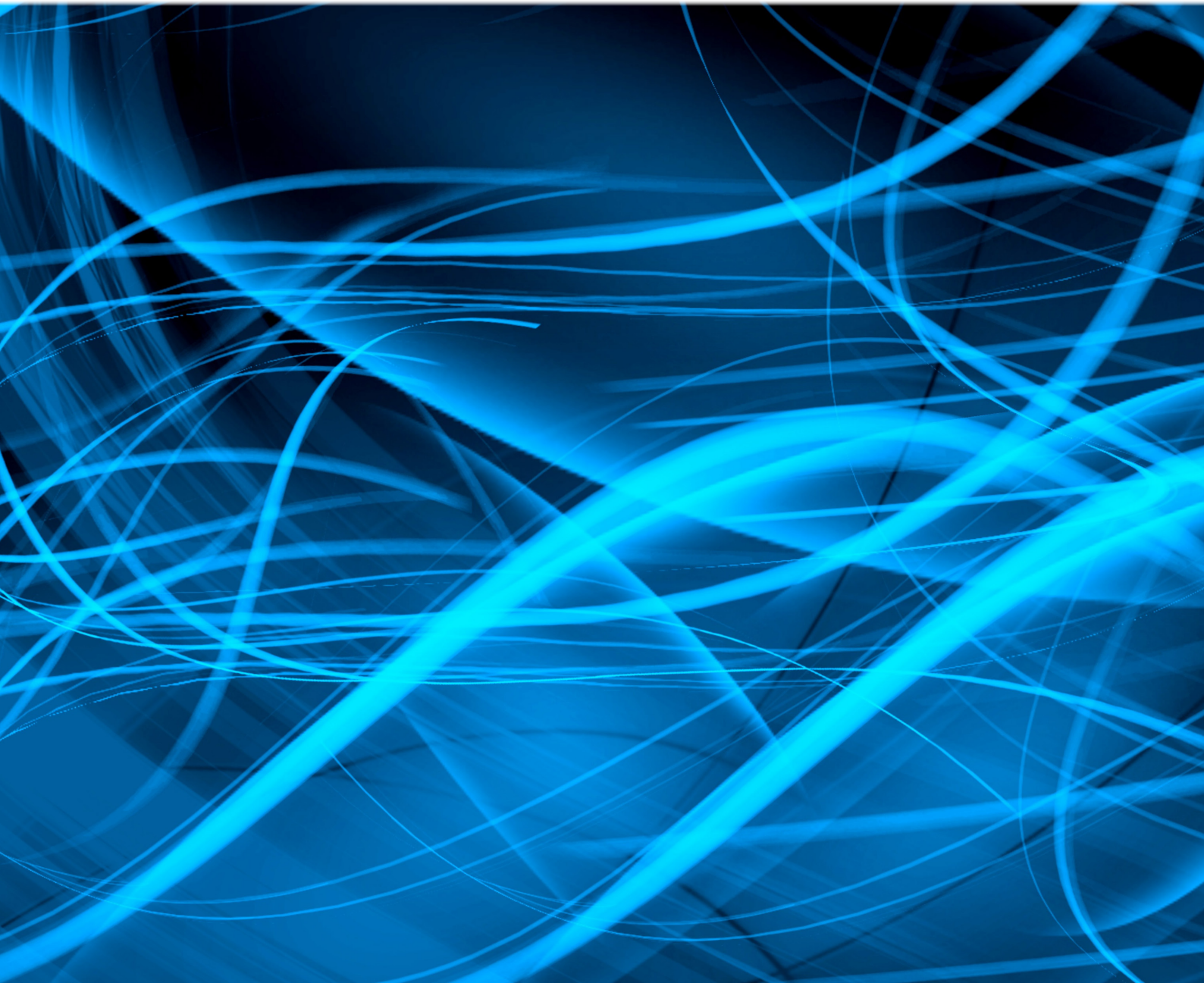


Co-funded by the
European Union



STRATEGIC CHALLENGE GROUP ON

ELECTRO URBAN MOBILITY



Why have we approached you?

As cities and urban systems need to become more sustainable, the mobility structures for people and goods are changing and need to keep on doing so at increasing pace. A part from sustainability requirements, other main drivers obviously are electrification, digitalisation, e-commerce and telecommuting.

This on-going change affects the roles and responsibilities for developing the required infrastructure and the services needed and opens the field for alert actors to shape new markets.

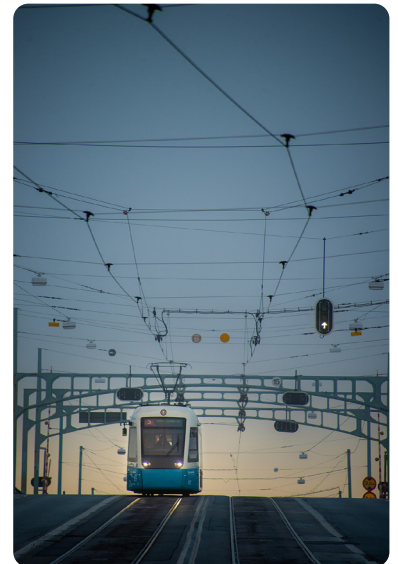
We believe that the organisation you represent and the position you hold have a key part to play in this transformation that calls for truly transformative solutions.

Why do we do this?

Today, the vast sustainability – and climate change challenges are unquestionable and at KTH Executive School we want to contribute to deal with them. One of the areas where many of our industrial partners can support the much-needed development is urban mobility.

In order to gradually solve the complex problems connected to new mobility structures, stakeholders representing cities and legislation as well as private entities from different sectors such as energy, retail and automotive need to cooperate.

Therefore, we want to provide an arena where these different kind of stakeholders can meet in a setting that allows everyone to get to know each other, understand each other's different perspectives and allow these perspectives to collide and develop. To provide a route to cooperation.



How do we do this?

At KTH Executive School, we have a unique and proven process for enhancing progress on complex problems in a group of 10-15 stakeholders. We call this process the Strategic Challenge Group.

Until now we have applied this process on themes where the stakeholders in the group have represented the same kind of actors, having the same angle on the problem. The themes have been connected to the ongoing industry transformation and the participants have represented industrial multinationals. We have had groups on for instance how to capitalise on the business opportunities that arise and how to keep up the innovation pace.



In this pilot group we will address the theme of Electro Urban Mobility, by what we mean new mobility structures where electrification is a key enabler. This is as already described a multi-stakeholder arena. Since this is new turf for us, we are happy to have the support of EIT Urban Mobility. This entity is an initiative of the European Institute of Innovation and Technology that is a body of the European Union. Their aim is to become the largest European initiative transforming urban mobility.



We also have the support of Bable, an offspring from the excellent German research institute Fraunhofer with the aim to help getting great sustainability improvement ideas from the best innovators implemented in cities and companies.

What to expect?

Hypothetically, the group will contain representatives from three cities and three commercial entities, in total 10-15 persons. All participants will hold positions that enables decision-making and action. Confidentiality is an imperative.

As a participant, you commit to three full-day work sessions during a 12-month period, the first one estimated to late fall 2022. The dates will be set when all participants are on-board to ensure calendar fit. Each session is devoted to one actual complex challenge, problem or dilemma that the representatives from one of the participating cities are facing within the area of urban mobility. The session will be held in that particular city.



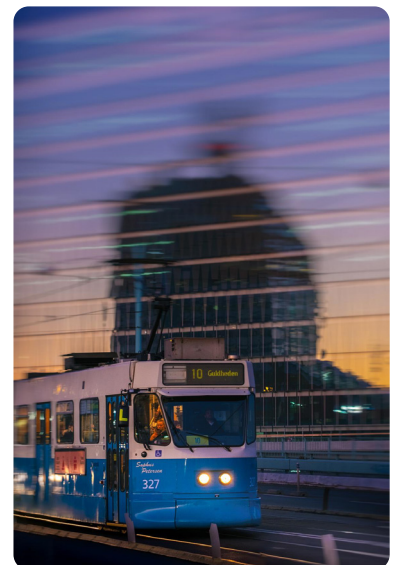
- Detangling is an essential part of the process, but fully utilizing all of the participants' experience to create explicit action plans is what makes these groups unique.
- Relevant cutting-edge academic research will be infused into the process at each session.
- The process is based on the scientific model of Action Learning, as well as on the art of placing Fundamental Questions.
- The KTH Executive School facilitator has experience from C-level within large industrial multinationals.
- The fee is 5.500€ per participating entity, two participants from each entity are preferred.

On the theme

During the preparations for setting up this pilot group, we have explored three possible angles of the area of electro urban mobility:

- **Infrastructure** - how to scale infrastructure in urban areas?
- **MaaS** - how to integrate new, shared mobility concepts in urban areas and transport systems?
- **Delivery Services** - how to implement the future of urban sustainable distribution systems efficiently?

These angles all contain strategic trade-offs and call for transformative solutions. The hypothesis has been to choose one of them, but this pilot group could also span all three. These angles are described in the appendix.



Voices from other groups utilizing the Strategic Challenge Group process



"Why should anyone have to find solutions to their strategic problems on their own when you can get this kind of help?"

Mia Bökmark

Group Marketing Director, SKF, participated in a group on the theme Business Development in Global Markets in 2020

"The sessions in this group are fantastic. To participate gives energy and nourishment to carry on with one's challenges. My fellow participants are all incredible, and the academic input maintains a high standard."

Lars Dahlén

Director R&D, Scania Buses and Coaches, participant in a group on the theme Innovation Horizons II 2018-2022

"It has been very useful to participate. The group has been fantastic and of adequate size. We have worked on real cases and have had very good academic lectures. Flawless and truly valuable!"

Magnus Carlström

SVP Human Resources, Gränges AB, participant in a group on the theme Enabling Transformation through Executive HR 2019-2022

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APPENDIX - The angles of the theme

1. Infrastructure - how to scale in urban areas?

In order to accelerate the transformation process where electric mobility is believed to be a key enabler, the need to invest further is immense. However, there is no clarity in what infrastructure to prioritize and who takes which role when it needs to be scaled.

For instance, cities build, own and operate charging stations and at the same time private sector entities invest and have plans to scale. To make informed decisions and develop robust roadmaps are prerequisite to become successful within this ecosystem.

Core issue

How can risks in electro mobility transformation be addressed in order to overcome obstacles and increase transformation pace as well attract a broad range of investments?



Challenges

- What role can and shall we as a city or a corporation take to support the scaling of electrification infrastructure?
- Can we support actions that increase the willingness to invest in early stages?
- How to evaluate infrastructure investments short and long term?
- What to regulate and what to commercialize?
- What are key areas of concern that are actionable in order to reduce challenges in assessing the future market conditions of for example electric vehicle uptake?
- How should we involve users and other stakeholder in the process?
- How should sustainability gains and costs be evaluated for instance in comparison with costs of capital?
- What does it take to become a trustworthy leading actor of change?

APPENDIX - The angles of the theme

2. MaaS – Mobility as a Service

The future of shared mobility as a service for people is in the intersection of technological, economic, and behavioural shifts – aligned to urban mobility and transportation plans. Successful deployment and scaling of initial projects and tests need political prioritization as well as actors that act on market driven opportunities. The design and development of mobility as a service thus requires effective collaboration between both public and private actors with focus on future solutions and future offerings, with an understanding and acceptance of sustainable, profitable business models. A key element is the role of data as well as sharing data in order to scale.

Core issue

What is needed to provide smooth mobility and support a sustainable behaviour?

What are drivers and supporting solutions in different deployment phases?



Challenges

- How do we get a public buy-in so MaaS solutions are embraced?
- What do commuters value enough to change their habits?
- How can different solutions be integrated (and what should be integrated) - congestion taxes, parking fees, public transport, timetables, ticketing, pricing etc.?
- How can MaaS be used to develop new urban mobility structures?
- Data; ownership, quality, reliability, frequency, accessibility and tracing habits (who can use the knowledge for what)?
- Maas platform; from deployment (financing, structure, legal structures) to value creation for users (individual needs in real time, nudging, wallet)?

APPENDIX - The angles of the theme

3. Urban Delivery Services

Complex market transformations do not have clear cause and effect structure and therefore strategic dilemmas need to be addressed open minded. Stakeholders need to adapt new business models, networks and structures to develop sustainable solutions in cooperation with others in order to both reduce risk and provide better impact. The transformation to new sustainable concepts for goods have the potential to increase the utilisation of resources in a more sustainable way, but it will also lead to reallocation of resources and strategic reprioritization.

Core issue

How can future urban delivery systems be a driver for change where actors develop their offerings based on needs?



Challenges

- Can we have a profitable solution even if we lose or change our relationship with the customer?
- How will data be used and can we trust actors to share platforms and data?
- How do we value future values in a win-win-win MaaS solution in relation to the incumbent business model? Can we run the parallel?
- How can we find the right skills linked to large-scale production and global rollout? How can we balance different needs of cities vs industry?
- How can we secure a market pull that meet societal needs, business needs and citizen needs?
- What role can be taken and how should we “govern” transformation among many stakeholders?