



WP4 Report

4.3. The Challenge Programme.



Table of contents

1. The Open Innovation Programme
2. The cooperative hackathon
 - 2.1. The EUTOPIA Open Innovation Challenge Hackathon hosted by the University of Gothenburg
 - 2.2. The hackathon. Students, facilitators and partners
 - 2.3. The hackathon. Tools and materials
 - 2.4. The hackathon. Results
3. The Eutopian Innovation Conference
 - 3.1. The EUIC briefings
 - 3.2. The EUIC. The venue and results

1. The Open Innovation Programme

The EUTOPIA alliance jointly launched a set of place-based challenges with a global scope to be solved by students, supported by a co-creation environment.

The original idea was that students, in multidisciplinary teams and from their home universities, worked on the challenges posed. Once the ideas to solve the challenges had been raised, a selection process would have been made of the best ideas to take to the Hackathon and, from there, to the grand finale.

An ad hoc awarding committee was to be set up bringing together both universities and stakeholders to assess the work done and presented by finalist teams themselves. In this way, the alliance would recognise the best approach to the launched challenges and work closely with the stakeholders to study and plan for an eventual implementation of the pilot solutions solutions.

However, for pandemic reasons, it has been very difficult to set the teams and engage students. Therefore, instead of having a competition, we have set a cooperative Hackathon and Conference open to all students that had participated and engaged with the programme until the end.

In order to engage students, each member of the Eutopia Alliance has approached its students differently. Some universities have worked the Challenge Programme in already existing courses (for example the Project Management for Engineers, at UPF), some others have created ad-hoc courses to engage students (for example Glocal Challenges, at UPF) and, finally, some others have worked the Open Innovation Programme as an extracurricular activity.

The working group in charge of carrying out all the activities proposed in WP4 has always taken this task as a pilot test. This is why a common methodology to carry out the activities has not been set, on the contrary, we have taken advantage of the diversity of approaches to the OIP to collect all the learnings.

Learnings from the pilot

1. Programme was set **too long in the period**. It has been very difficult to engaging students in such a long program. A programme longer than an academic year is not an option in the future.
2. Engagement works **better face-to-face** than virtually. It is difficult to maintain the students' interest when almost all the activity has had to be done virtual. There has been screen fatigue and this has led to the abandonment of some students.
3. Those universities that have made an approach to the OIP based on **extracurricular activities** have been the ones that have had the most difficulty in maintaining the interest and engagement of students.
4. **Associate (and other) partners engagement** in the OIP. The partners' engagement in the OIP is fundamental, but for this reason it is necessary to define very clearly what is their role, what do we expect from them and what benefits they can get from this collaboration.

5. **Partners' synergies.** It is also necessary to identify what synergies there may be between the partners of the different universities. The different nature of the partners as well as their relationship with each of the members of Alliance has also made it difficult to establish a true PoP as it was imagined in the original idea.

Despite the aforementioned, the activity has been carried out. Part of the success has been the communication and dissemination that has been done among the students. Below is presented, by way of example, the presentation made to the students and partners of Pompeu Fabra University to explain the OIP, the methodology used, the calendar, the expected results, the role of students and partners and the lessons learned.

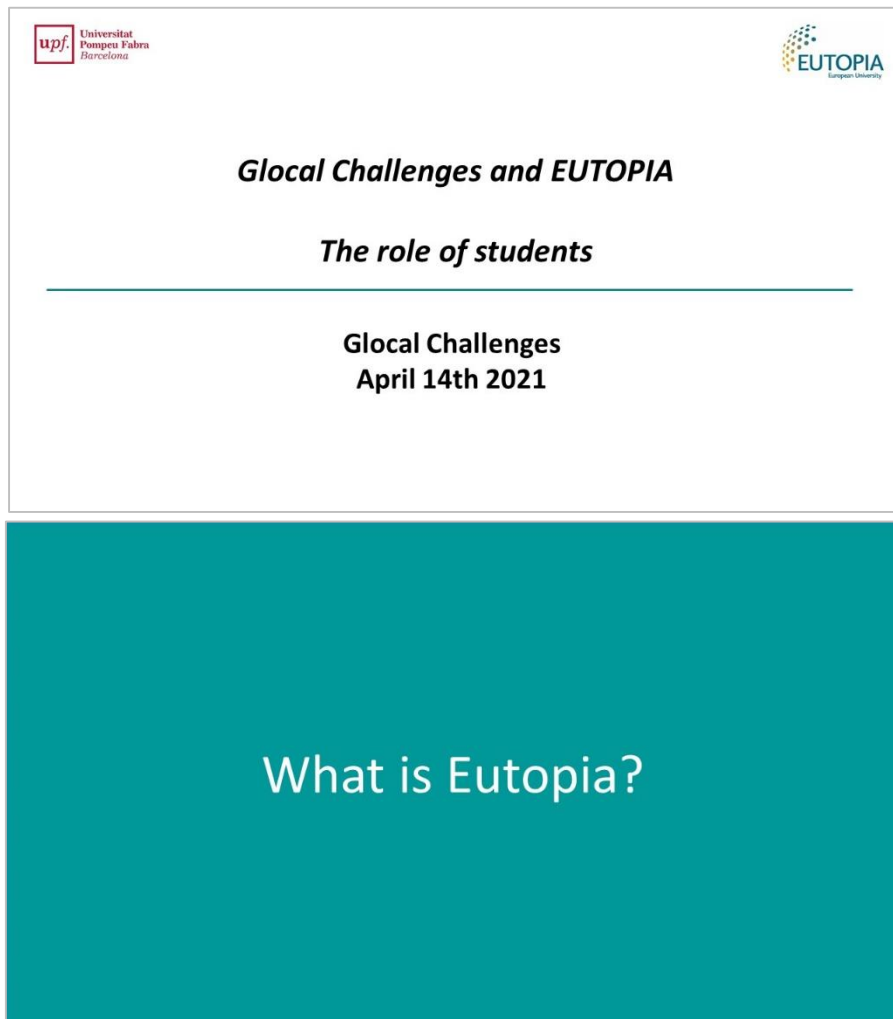






Figure 1. *Glocal Challenges. Student Engagement Session. (2 of 16)*


EUTOPIA is a




challenge-led




student centered









place-based





inclusive alliance



entrepreneurial and change focused universities

- ✓ 6 universities
- ✓ 3 year (pilot) project
- ✓ Organized in 7 working packages
- ✓ With a long term vision

WORKING PACKAGES

1. A governance structure and strategy for managing a European University alliance
2. A common Learning Community
3. A common set of Knowledge Creation Communities
4. **A place-making capacity, policy and practice**
5. An inclusion and balanced societies policy and practice
6. A grounded and global internationalisation
7. A sustainability and dissemination policy and practice

What is *place-making*?

Figure 2. Glocal Challenges. Student Engagement Session. (5 of 16)



Figure 3. Glocal Challenges. Student Engagement Session. (8 of 16)

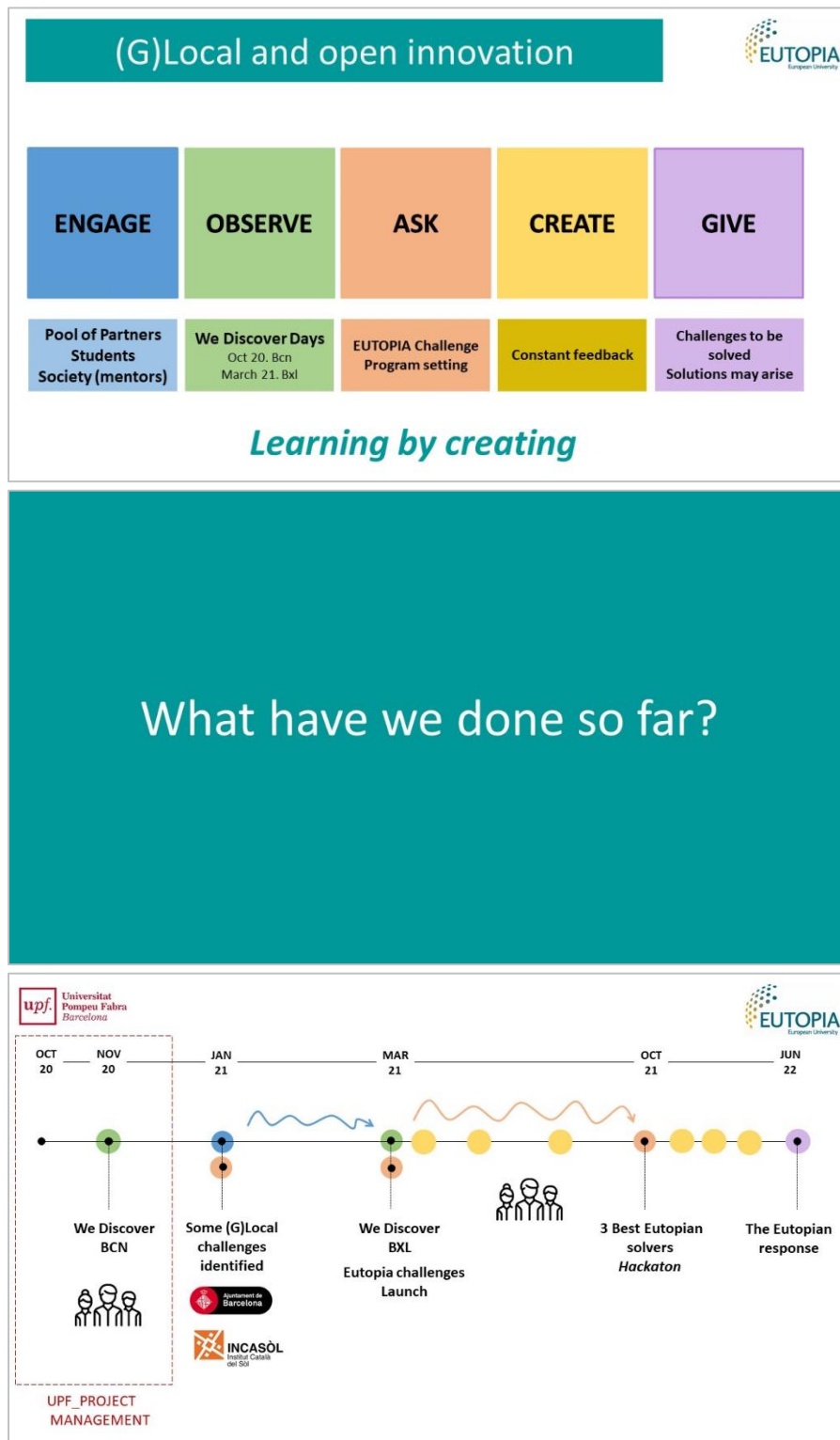


Figure 4. Glocal Challenges. Student Engagement Session. (11 of 16)

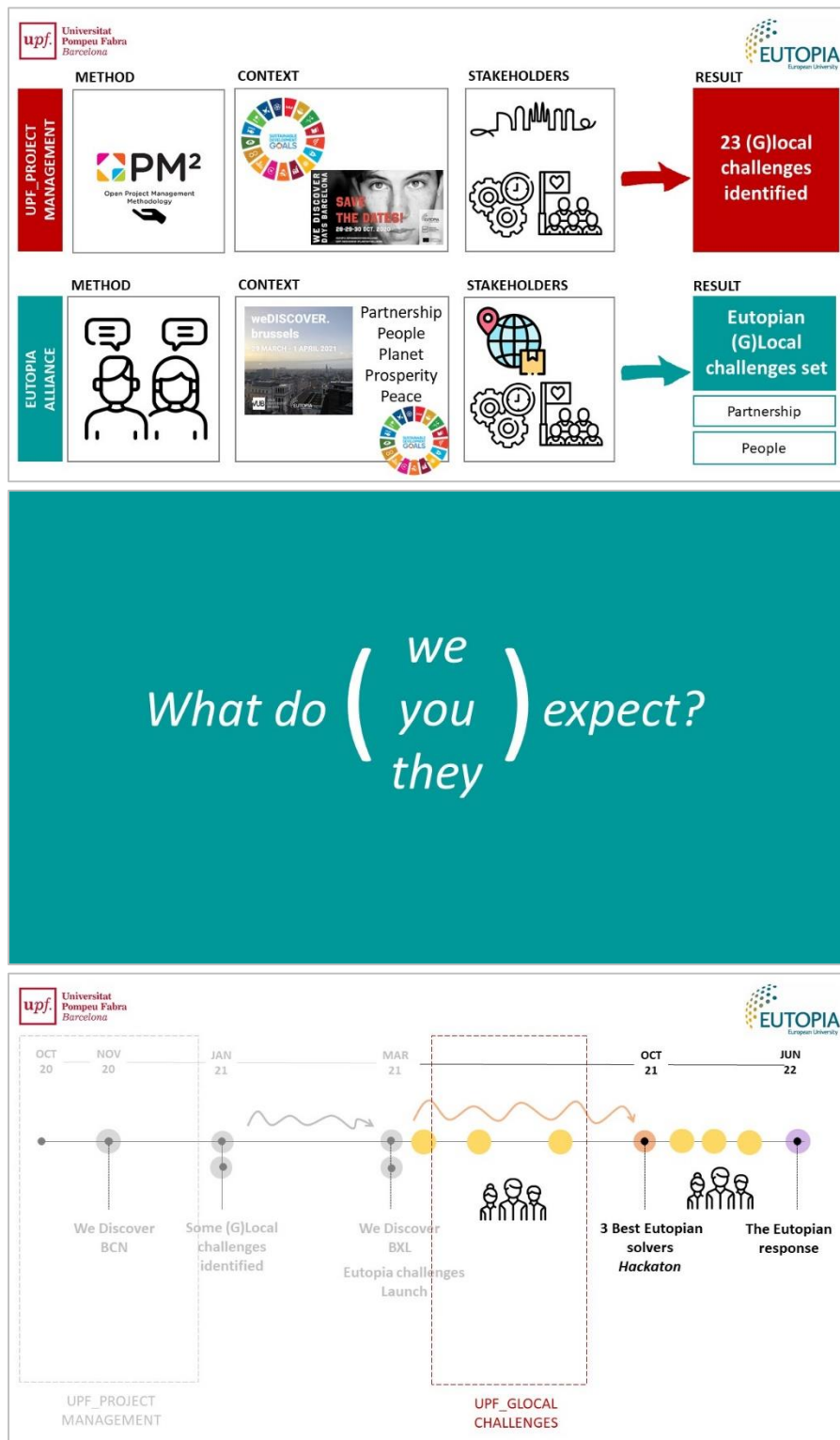


Figure 5. Glocal Challenges. Student Engagement Session. (14 of 16)

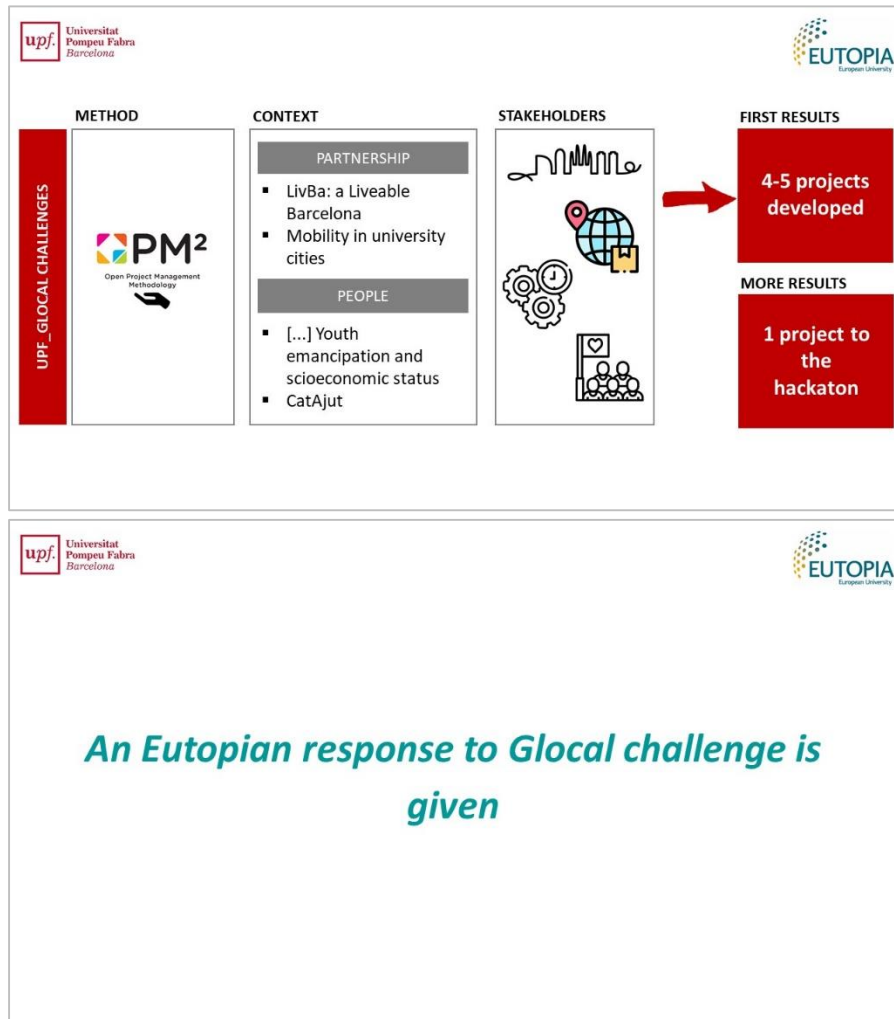


Figure 6. Glocal Challenges. Student Engagement Session.(2 of 16)

Group (in order of appearance)	Challenge Project	Students	May 26th 2021	JUNE 14th 2021
1	Liveable	Sorry, didn't get all of your names (Núria Allué, Javier Moreno, Júlia (?) et alt.)	<p>Sorry, I didn't get your names.</p> <ul style="list-style-type: none"> - Very well explained. You have explained your timeline and how and why you got there. Very good and it makes it more understandable. -Very good, and needed, legal analysis of the possibilities. It is true that it would be interesting to know how common are the legal aspects among European countries. But at least you got the Spanish analysis. - You need to explain better, at the beginning of your presentations, which is the challenge that you are going to assess and which is the final project-product. - Javier, you need to talk a little bit slower...sometimes it was difficult to follow you, maybe it's because you were not with the rest and I couldn't see you. - Congratulations, the presentations made it easy to follow. - Looking forward to hearing sprint 2 	<p>POSITIVE FEEDBACK</p> <ul style="list-style-type: none"> - Very nice presentations and good "marketing" and branding. - I like the idea of <i>Social Advancement in the 21st century</i> - Good approach to the "Why young" - Good on stakeholders <p>NEEDED IMPROVEMENTS</p> <ul style="list-style-type: none"> - Lack of references to the SDGs on the presentations, but ok as a whole. Functions and organization (Governance) Functions of the projects: - Benefits of coliving: be careful because it is not as cool as it seems and might be a tricky question - At least in the presentation you need to be a little bit more clear on what you are going to do (what is your project about)
2	Emancipation and affordable housing	Jordina Camps, Nil Codina, Carlota Garcia, Laia Hoyos, Gabriel Ivins, Sara Polo	<ul style="list-style-type: none"> - Even that it took a while to know what was your proposal, at the end, very well explained. - Interesting the fact that you said that you are tackling two issues at the same time: youth emancipations through labour opportunities and affordable housing. - You can tell that you're a multidisciplinary team, and the "GNMI touch" can be seen. Maybe you have spent too much time on the "marketing" at the beginning, but it's ok. It's something that you might eventually need. -You should at least explore some European entrepreneurial environments since are closer to us (both cultural and geographically). - I like the idea of an Eutopic Campus - Looking forward to hearing about the <i>admission requirements</i>. This is going to be a big issue since it is often what makes public policies difficult to implement. It is ok if your project doesn't reach the whole population, no public policy can, so, you might want to focus on some group but you have to explain very clearly why you focused on that group. - Even you didn't have a presentation, you have the summary and next steps very clear, so keep on working. Congrats! 	<ul style="list-style-type: none"> - Congratulations. Very good presentation, very well assessed the scope of the projects, the issues to be tackled. - Very well aligned with SDGs and Eutopia objectives <p>ISSUES TO THINK ABOUT</p> <ul style="list-style-type: none"> - Regarding Investment and Funding of the project, very well done investment. Remember to take a look at Next Generation EU Funds which might be a source of funding -Think whether the objective public should be students or young people in general. - You might want to think about Alumni instead of students. It would work to engage them in the project and the university - Remember to talk a little bit slower
3	Reachable access to public benefits (CATAJUT)	Sorry, didn't get all of your names (Meritxell La Haba, et alt.)	<ul style="list-style-type: none"> - You need to explain better what are you going to do and how. - It would help to have at least a small summary at the beginning so it would help to follow the presentation - However, you have defended pretty well the decisions you have taken (why use the TS instead of the ID, for example) - Interesting that you have enlarged the scope of users of the app, taking into account those who might need it more - You need to think about the language issues, which can complicate the app, but, at the same time, make it more accessible to all groups (this doesn't mean it needs to be in English, but need to think who is the final user and their possible circumstances) - Keep on working, very well done, only but would be to have a small summary at the beginning of the presentations that makes it easier for the audience to follow you. 	<p>GOOD IMPROVEMENTS</p> <ul style="list-style-type: none"> - Improved the scope of services that were originally contemplated. THIS IS A GOOD IMPROVEMENT - Different language approach is also a GOOD IMPROVEMENT <p>NEEDED IMPROVEMENTS</p> <ul style="list-style-type: none"> - Attention that you don't explain, at least in the presentation, which is the challenge that you are trying to solve and its relation to the SDGs or the Eutopia values/objectives - Pay also attention who is the final user and who has the competences on the issue you are trying to solve. Social Services (Ajuntament e Barcelona) is a key actor/stakeholder and it does not seem that the app has any utility for them. You should explore what is the job of a Social worker or a Social Educator in order to improve the functionalities of your app. This is the real added value of the app from my point of view. - Need a little bit of research on legislations/competences at national level at least in order to know who are the key actors and what role do they play - Need to mention what is the scope (how many people could benefit from it, how many people use social services, how many people are under the poverty threshold).

Figure 7. Glocal Challenges Programme at UPF. Example of feedback to students

2. The cooperative hackathon

As already mentioned above, one of the activities planned in the framework of WP4 was the celebration of a hackathon among the best teams that had participated in the OIP.

Given the difficulties in securing student engagement and the multiple cancellations that the pandemic has forced us to make, it was decided that instead of holding a competitive hackathon, a cooperative hackathon would be held in a virtual format.

Below you will find an explanation on how the hackathon was organized, what materials were given to the students, and what the results were.

2.1. The EUTOPIA Open Innovation Challenge Hackathon hosted by the University of Gothenburg.

The theme of the hackathon was public procurements and the coordination of the distribution of goods. Every year over 250 000 government agencies procure for over 2 trillion Euros. This gives governments an enormous opportunity to pull and incentivize market actors to innovate and offer more sustainable products and services.

Students worked together with their teams alongside procurers on a topic related to coordinated distribution of goods. Currently, most government agencies procure goods on an ad hoc basis which contributes to unnecessary CO2 emissions, congestion and doesn't take social aspects into consideration. Students analyzed a sub-topic that was related to the theme by applying the three pillars of sustainability: social, ecological, and economical.

One of the underlying ideas of the topic presented for the event was that the University of Gothenburg could, through its procurement office, gain insights on how this challenge may be solved and envision an ideal scenario, that experience can be used in the forthcoming work of procurement and hopefully spread to other agencies all over Europe.

In total six teams, one from each EUTOPIA partner were to work topics listed below (one per team) and provide procurers and stakeholders new insights and inspiration that could be taken into consideration when moving forward with procuring goods. At the end, there were only five teams since the VUB team merged with the UPF team due to lack of students willing to participate.

The themes, one per team, that will were assigned prior to the hackathon were:

Environment

Competition

Economy

Road safety

Work environment

E-commerce

2.2. The hackathon. Students, facilitators and partners

- **HOW**

The hackathon process was divided into three main segments using design thinking principles:

- Problem framing
- Idea development
- Prototype / presentation of an ideal world

- **WHO PARTICIPATED**

The main participants at the Hackathon were the students. However, a group of facilitators from University of Gothenburg and UPF worked together with the students guiding them through the process during the three days that the hacathon lasted.

Also colleagues from the University of Gothenburg Procurement office and external institutions were invited to the sessions to explain what were their challenges so students could understand the scope of the topic addressed.

- **PREPARATION**

Students received a dossier of background information and an introduction to their specific theme prior to the event.

Each team worked locally, but facilitation and interviews were done using Zoom and Miro Boards.

- **SCHEDULE of the VENUE**

Wednesday February 23 rd	Thursday, February 24 th	Friday, February 25 th
09 – 10 Introduction. 11 – 12 Reading. 12 - 13 Lunch. 13 - 14 Interview procurer. 14 - 15 Stakeholder interview.	9 - 10 Reflection on the 23 rd 10 - 11 Interview with stakeholder. 11 - 12 Summarize findings. 13 - 14 Brainstorming ideas. 14 - 16 Ideal scenario building & presentation.	9 - 10 Complete ideal scenario/presentation. 11 - 13 Presentations. 13 - 14 Lunch. 14 - 15 Closing discussion.

2.3. The hackathon. Tools and materials

The Hackathon was held virtually and the tools used were Zoom and Miro Board, a design thinking tool. Instructions were given on how to use the tools before the venue.

1. *Introduction video on how to use Miro:* <https://youtu.be/pULLAEmhSho?t=276>
2. *Template to try out Miro using this board:* [HACKATHON Testing Board, Online Whiteboard for Visual Collaboration \(miro.com\)](#)

Figure 1. The cooperative Hackathon. Tools given to students

Each team received some initial materials to work with prior to the interviews with procurers and partners.



Welcome to the EUTOPIA Hackathon!

Mission:
Your mission is to collaborate, brainstorm, generate ideas and solve questions you have and with your collaborators and gain a deeper understanding of the complexity of the distribution of goods, your subtheme and generate ideas, reflections and create an inviting ideal case to face the world of goods like the world's most sustainable distributor of goods.

In this regard, being open to who you can connect to is key. Doing so yourself.

You will produce a general social scenario with a mood board, using Lego.

When working with your teams, you have to reflect on the 3 things using the three aspects of sustainability when a meeting, coming up with ideas and constructing your presentation:

- Social: what social aspects should be incorporated within your specific area?
- Economic: what economic aspects are most relevant for the customer?
- Ecological: what ecological aspects are most relevant and should be incorporated?
- Other aspects:
 - Innovation: what kind of indicators are relevant to track success in your field scenario?
 - Which counts as successful impact?

BACKGROUND

Every year, governments in Sweden procure for 80 billion Euros a year and within the European Union over 20000 agencies procure for over 2 billion euros per year. This presents both an enormous potential of green procurement as a pathway for the green transition and a more sustainable future, both ecological, social and economic.

One aspect of procurement is the distribution of goods. Government agencies purchase large amounts of products that are transported from suppliers to wherever made the purchase. The supplier's vehicles contribute to air pollution, CO₂ emissions, and congestion in city centers and around sensitive locations such as schools and preschools. It is within the interest of the public that these transports are done as efficiently and environmentally friendly and socially responsible as possible.

By a better coordination of the distribution of goods, government agencies can reduce the number of deliveries, the number of kilometers driven and thus their emissions. In addition, coordination provides more benefit, including increased competition, reduced competition and increased road safety. It also reduces environmental requirements for the vehicles and reduces the number. There is an opportunity to further reduce the transport distance and thus the emissions.

Act by engaging in the challenge of coordination of the distribution of goods there is also an opportunity to further think about sustainable social aspects that can greatly contribute to a more sustainable society.

More to it, if the University of Gothenburg is successful in implementing a better coordination of the distribution of goods, the same experiences and approaches could be exported to other universities and government agencies within the European Union.

The current state of the University of Gothenburg

The University of Gothenburg consists of 8 faculties, 36 departments, 6 500 employees, 53 500 students and procures for some 150 000 000 SEK a year. Typical products related to medical research and life science, such as lab equipment, protective clothing, gloves, face masks, caps, rubbering alcohol, detergents and similar such as tables, chairs, electronics etc.

Each faculty and department currently procure goods as needed and the products and each supplier usually handle their own transport independent from each other.

Your subtheme is Circular Economy & Social responsibility of coordination of distribution of goods.

The urgency of sustainable development and the complexity of its related challenges increases the need for innovative solutions. When a wide range of stakeholders, public, private, non-profit and citizens collaborate to find new solutions. However, at the same time as there is an urgency there is also great challenges connected with finding these actors together in a field.

For many this subtheme is especially relevant when the matter of public procurement. On one hand it has enormous potential to act as an immense pull-factor for more sustainable practices. On the other hand, a complex area surrounded by rules, regulations, and political matters.

The circular economy (CE) is defined as a global economic model to minimize the consumption of finite resources, which focuses on the intelligent design of materials, products and systems. It also supports repairing treatment between technical and biological materials to maximize the design for reuse, to return to the biological matter in value through innovative access fields. Transitioning from the linear to a CE notably requires a fine-tuning that refines the negative impacts of the linear economy, but also a whole system approach that builds upon a number of guiding principles. These principles allow tolerance to be built into the CE system, ensuring the long-term generation of economic opportunities and at the same time offering social and environmental benefits.

CE principles have been elaborated by several researchers in various manners and from various viewpoints. Principles in theory can support the understanding of a concept; however, principles alone are often insufficient to support the practicality of that concept.

The CE is a concept that has a wide coverage area: economy, ecology, social, technology aspects, etc. Within these areas, there are many activities that flow from raw materials to mining, a mineral and various. Each flow disassembles the flow of material (biological/technical). The flow also consists of some processes such as collection, maintenance, redistribution or recycling. All of the processes are done to support regeneration and restorative dimensions that can systematically support the balanced the system. The concept also has the general purpose of contributing to global economic opportunity, the understanding of a concept is needed to be able to implement the concept within the real system. By fine-tuning a concept it is possible to track the adopting and adapting processes of the concept will be made easier - the principle is defined as a fundamental truth that can avoid the lack of this concept.

All the practices of the European Union tend to work on the elimination of the negative impact on the environment according to the terms presented in COM (2018) Communication from the Commission to the European Parliament, the European Economic and Social Committee and the Committee of the Regions: Closing the Loop - An EU Action Plan for the Circular Economy. Also for environmentally conscious customers eco-friendly products and services become more valuable (COM, 2018).

Ecological aspects in the corporate social responsibility concept. The pressure from ecological demands combined with economic demands has resulted in a conflict between ecology and economic. A number of the ecology demands related to issues such as:

- responsible use of natural resources;
- protection for quality of water, soil and air;
- improving the quality of life;
- controlling production of waste; it to be reconciled with the economic demands, which include:
 - the ability to compete on the market;
 - productivity;
 - the high the customer's satisfaction;
 - good business news;
 - economic growth;
 - sharing the benefits of innovation with suppliers and customers.

The idea of circular economy is concept which is considered as "the answer to the global economic crisis and environmental problems". The circular economy is the opposite of the typical linear economic model, which involves a certain life cycle of a product. The typical ecological life cycle of a product displays three basic phases: • pre-production • production • post-production.

In the circular economy, the most important is to create a already social product. This idea changes the typical attitude to the product "end of their life" because a product coming to its "end of their life" gets "new life" in a new form. The main objective of the concept is to minimize the negative impact of the economy on the environment. This is done by the fact that products are not consumed or recycled. Therefore, the production of new resources and the use of new resources are avoided.

But to the "circular economy" is a properly, sustainable way it is necessary to focus on the main aspects of circular logistics, i.e.

- finding ways of an economical motivation to adopt green logistics;
- using packages with proven material composition (made of certified biodegradable materials);
- using packages that can become a biological or technical element to be used after the first use by a customer (like the flowers in the Transport business);
- identifying the maximum amount of parts, packages and goods which could be recycled in the closed-loop supply chain;
- selecting the way (process and form) of goods reuse;
- selecting the stakeholders involved in the process.

Multi-stakeholder collaborations

Multi-stakeholder collaborations are necessary when creating the environment of the future in not only when buyers, suppliers and different service providers, stakeholders, social aspects in small business, workers at factories and other social aspects that one must want to have a positive impact on (like being employees for e.g.). Such collaborations are complex in nature and requires creative solutions, time and documentation of impact.

You should take this into consideration.

Regarding public procurement, there are a few basic principles of public procurement:

There are five basic principles that permeate the entire procurement law, which is common within the European Union. You should require further details on the various aspects of procurement processes in your interview. The five principles are:

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

Good luck!

The University of Gothenburg is a member of the European University Alliance (EUA). Together with the other higher education institutions, there is shared vision of creating a strong alliance with the movement for students, researchers, teachers, and other staff.

Find more about EUTOPIA here: eutopia.eu

The complexity of products, services, and processes in the shared supply chain (traditionally) increases on the business models of the CE. Therefore, business models require the supply chain to function and handle the tensions in an agile manner and, in the long term, shift from a closed-loop to an open-loop capable of a continuous transformation.

More to it in a broader sense, there is need to not focus on the social and cultural aspects that need or should be incorporated when applying a circular economic perspective on the distribution of goods. How can these social aspects be incorporated? What forms of incentives can be applied to motivate suppliers and different vendors to apply circular economy within the framework of coordinated distribution of goods that also benefits the bottom of the pyramid?

Highly logistics firms are under pressure to achieve social sustainability in their supply chains. However, how to measure and identify critical success factors (CSFs) in supply chain management within the traditional business model is still a pending to be of great difficulty.

In the supply chain and operations (logistics), social sustainability refers to the product and process aspects that impact the people involved in the supply chain. It is referred to as the human side of achieving sustainability objectives in supply chain systems so as to increase competitive advantage. In response to globalization, supply chain systems have international reach and have made developing countries integral part of the total system.

Fast studies exist in the literature on social sustainability in the supply chain of developing countries, most of which concentrate on social sustainability measures and practices without considering the CSFs of innovations for social sustainability in the logistics sector. However, how pressures from customers, sustainability culture, government, and external stakeholders act as primary constraints of the firm in determining the extent to which firm consider the adoption of supply chain social sustainability in developing countries.

Embedding CE values exemplify CSFs to social sustainability with a holistic system thinking and optimization of change right from the very beginning of the supply chain can greatly strengthen strategic decisions when forging new processes for coordinated distribution of goods. Optimization of change is thus an important value that is capable of coping with dynamic problems in a system or industry. In this way, all of the various of a and CSFs can support the modernization of logistics and good distribution and provide a sustainable solution with a overall innovation business along with greater social responsibility.

Figure 2. The cooperative Hackathon. Materials for students. Circular Economy in Logistics


 <p>Welcome to the EUTOPIA Hackathon!</p> <p>Mission:</p> <p>You are to collaborate, interview the procurer on procurement procedures and other questions you find and with your stakeholders and gain a deeper understanding of the complexity of the procurement of goods, how solutions are generated, solutions to create an inspiring idea on how to work together with your stakeholders in a good way.</p> <p>With regard, self-reflection is the goal you are expected to be able to challenge your ideas.</p> <p>You will work in a group. This idea is meant to be a model for you to use.</p> <p>You will work with your teams, you have to reflect on the challenge using the three aspects of social ability of an enterprise, coming up with ideas and constructing a presentation:</p> <ul style="list-style-type: none"> • Social: what social aspects should be incorporated with your case? (cost) • Economic: what economic aspects should be incorporated? • Ecological: what ecological aspects are important and should be incorporated? • Other aspects: <ul style="list-style-type: none"> - Monitoring: what kind of metrics are important to track for your idea/strategy? - What occurs at a national level? <p>BACKGROUND:</p> <p>Every year, the public sector purchases large amounts of products that are transported from suppliers on short notice to the public. The supply chain is complex, with many different actors, and also complex in terms of city center and various, various locations such as schools or preschools. It is within the interest of the public sector that these transactions are as efficient and innovative as possible.</p> <p>By controlling parts of the flow of transport and reducing emissions, for example, central urban government agencies can reduce the carbon footprint. But other challenges arise from these emissions. In addition, environmental agencies have benefits, including increased competition, reduced congestion and increased road safety. If you also can overcome requirements for the vehicles and</p>	<p>optimize the routes, there is an opportunity to further reduce the transport distance and thus the emissions.</p> <p>Background for UGOT:</p> <p>Colibri: university consists of 8 faculties, 38 departments, 6 500 employees, 33 500 students and processes for some 150 0000 DOK a year. Mainly products related to medical research and life science, such as lab equipment, precision drilling, gloves, face masks, tools, consumables, reagents and inferior such as tables, chairs, electronics etc.</p> <p>Each faculty and department, currently procure goods as needed and the products and each supplier usually handle their own transport independent from each other. This</p> <p>Major challenge:</p> <p>The urgency of sustainable development and the complexity of the related challenges increases the need for cooperative solutions where a wide range of stakeholders, public, private, non-profit and citizens collaborate to find new solutions. However, at the same time as there is an urgency there is also a challenge in finding suitable solutions, these when taken together to be both</p> <p>For many this is unknown territory, especially when the results of public procurement. On one hand it has extensive potential to act as an incentive push factor for more sustainable innovations, if it can offer a more complete and successful by the rules, regulations, and public authorities.</p> <p>Your mission is multi-stakeholder collaboration, Public-Private Partnership</p> <p>A major challenge is that, whilst there are European and national policy documents, the majority of procurers are slow to participate in regional agreements, where the resources are limited and the needs many. There is also a wide gap in knowledge between expert groups at the national and European level and policy makers at a local level.</p> <p>In Sweden, for example, the members of the city and regional parliaments meet on their spare time, addressing a myriad of issues and details, have limited time and capacity to gain expert knowledge within the field of public procurement in general and the implementation of innovative initiatives within sustainable challenges. This is true as well for heads and leading government agencies in general. Consequently, it might be challenging to develop and implement the necessary procedures for innovation in procurement to take place. Given the complexity of multi-stakeholder engagements it is not enough in a few hours perspective that it is a process that is separate from policy makers but that they are building the process themselves. And this is true for addressing the coordination of goods distribution.</p> <p>However, through the co-existence of various government agencies, such as public health departments, regional government and environmental agencies they spend a significant amount of time and energy implementing programs that are designed to address the problem of coordination and improve public health. Many of the most difficult environmental health problems, such as good conductor management, chemical exposure, emergency preparedness, cross-agency boundaries, and areas of expertise, therefore, government agencies must collaborate to comprehensively address these and other issues. But inter-agency collaboration does not guarantee successful problem solving unless it can provide an</p>
<p>opportunity for organizations to reach beyond their means and achieve complex public policy goals. Despite this promise, inter-agency collaboration is also viewed by some with a considerable amount of skepticism.</p> <p>Very complex policy problems, such as expert prevention, disaster preparedness, and food safety, cannot be addressed by a single agency. Science, economic cooperation, and a strategic perspective to continue spending on redundant and overlapping programs, services, and systems. Third, collaboration across agencies across the federal government is complex, simply, and improve policy making and implementation. Collaboration has the potential to:</p> <ul style="list-style-type: none"> • Save money • Increase government for citizens and business • Make public management more productive <p>Inter-agency collaboration is a sustainable IT, and try IT, managers operate strategically utilize their institutional arrangements and leverage new forms of inter-agency collaboration. Collaboration can be used to address a variety of issues. Managers may have well-developed relationships, but effective team management, team-building skills, and those used by managers today, and also to work across institutional boundaries to develop effective professional relationships and effective working groups. Skills needed by effective managers include active listening, fairness, and respect—qualities that produce trust in a cross-agency collaborative initiative. In cross-agency teams, managers build informal relationships outside regular structures.</p> <p>In addition to effective managers and effective teams, cross-agency collaborative initiatives need flexible organizational processes that include a focus on strategy, operations, systems, and their management. Effective organizational processes demand an organizational skill set that emphasizes vision and clarity in setting goals, designing systems, building an incentives, attracting resources, and forming an organization that transcends agency boundaries.</p> <p>Public managers effective at cross-agency collaboration need to use both their relationship skills and organizational process strategies, working within their institutional constraints, but at the same time the pathways to overcome these constraints to secure ongoing and sustained efforts to those efforts while not leaving politics, laws or the rules, that is not enough for a manager to build professional skills of persuasion or negotiation. For is it enough for a manager to focus exclusively on organizational processes such as performance and measurement.</p> <p>Observations drawn from various alliances show that formalization is successful without partnership tends to decrease over time, but this is not the case for government alliances—yet another example of the need to embed private business practices carefully in the institutional environment of government. Feedback on goals and objectives, milestones, and deliverables is required so that partners understand their role, delineation, and the timeline and pace of the initiative.</p> <p>Adequate budget and staff are vital to inter-agency collaboration. Doing the initial stages of a collaborative, start and budget, successful (free press) considerable challenges to agencies, and managers as they try to regularize resource flows and develop equitable shared arrangements. For example, when the United States Congress passed the C-Commerce Act of 2002, they allocated</p>	<p>substantial funding for government initiatives to build cross-agency capacity. But much of the funding was never appropriated, and in cases of cross-agency projects considerable resources were not appropriated to find and share funding across various bodies. Managers with experience working across complex cases the importance of knowledge, a shared budget with norms of equity to ensure sustainability. Ensure sufficient resources to carry out goals. If budgetary resources are constrained, develop an equitable formula for a shared budget or an equitable fee-for-service structure that reflects actual costs.</p> <p>Effective communication channels are critical for prospective inter-agency partners. Communication is not simply a means to build group cohesiveness and identity, it is a vital tool of coordination, particularly when network groups are building new capacity and lack established operating routines and coordination. In addition, establishing a culture of open communication helps to ensure that promising ideas, emerging problems, and rising project risks are clear. Many discussions in an inter-agency alliance often are unreported and unreported views can be overlooked to produce unfavorable outcomes.</p> <p>Challenges of cooperation between two or more partners, negotiable coordination, which can sometimes be a hollow task. The coordination between negotiable entities, e.g. those and non-things, can be better predicted and controlled to better to negotiate with universities from non-profit public sector entities, it is more difficult to manage, owing to the different working styles of the parties concerned. Agency in their struggle to find their own type of problems while working together with activities. Asked to solve inter-agency problems which they generally had a particular type of problem.</p> <p>Last of effectiveness (50 per cent); Trouble finding the right partners (38 per cent); Lack of financial resources (27 per cent); Coordination challenges (26 per cent); and Communication problems, including "time constraints" (24 per cent).</p> <p>Collaborative relationship among government agencies are essential to different that collaborative relationships between governmental and non-governmental actors. To understand inter-agency collaboration, it is important to understand the several organizational environments. For example, government organizations may be able to use traditional tools, such as performance evaluation, to foster effective inter-agency working relationships.</p> <p>It is clear that there are a number of complex challenges involved in developing cross-agency collaboration and cooperation. Within the context of coordinated cooperation of goods, we can see that there needs to be on one hand cross-agency collaboration, but at the same time, public-private partnerships, coordination which, research suggests, are different in nature.</p>
<p>Policy makers should not and to not define what or which products that should be produced, at the same time they should be incorporated within the process. How do we ensure that they can one hand stay up to date, but on the other hand are not hunk up?</p> <p>What are the important factors to create the necessary preconditions for procurers and government agencies to engage in innovation in procurement? How can these partnerships be built and still adhere to the basic principles of public procurement? In what way are the actors prepared to engage in new initiatives and in what conditions?</p> <p>Multi-stakeholder collaborations:</p> <p>Multi-stakeholder collaborations are necessary when creating the common good of the future as it not only affects buyers, suppliers and delivery services but also indirect stakeholders, social aspects as truck drivers, workers at factories and other potential social aspects that one might want to have a positive impact on (long term on players for e.g.). Such collaborations can comply in return and requires creative solutions, incentives and documentation of impact.</p> <p>You should take this into consideration.</p> <p>Regarding public procurement, there are a few basic principles of public procurement:</p> <p>There are five basic principles that permeate the entire procurement law, which is common within the European union. You should engage further details on the various aspects of procurement processes in your research. The five principles are:</p> <ul style="list-style-type: none"> • non-discrimination • equal treatment • proportionality • transparency • mutual recognition <p>Good luck!</p> <p>The University of Gothenburg is a member of the European University alliance EUTOPIA. Together with nine other higher education institutions, there is a shared vision of creating a strong alliance with free movement for students, researchers, teachers, and other staff.</p> <p>Read more about EUTOPIA here: www.euto pia.eu</p>	<p>Multi-stakeholder collaborations:</p> <p>Multi-stakeholder collaborations are necessary when creating the common good of the future as it not only affects buyers, suppliers and delivery services but also indirect stakeholders, social aspects as truck drivers, workers at factories and other potential social aspects that one might want to have a positive impact on (long term on players for e.g.). Such collaborations can comply in return and requires creative solutions, incentives and documentation of impact.</p> <p>You should take this into consideration.</p> <p>Regarding public procurement, there are a few basic principles of public procurement:</p> <p>There are five basic principles that permeate the entire procurement law, which is common within the European union. You should engage further details on the various aspects of procurement processes in your research. The five principles are:</p> <ul style="list-style-type: none"> • non-discrimination • equal treatment • proportionality • transparency • mutual recognition <p>Good luck!</p> <p>The University of Gothenburg is a member of the European University alliance EUTOPIA. Together with nine other higher education institutions, there is a shared vision of creating a strong alliance with free movement for students, researchers, teachers, and other staff.</p> <p>Read more about EUTOPIA here: www.euto pia.eu</p>

Figure 3. The cooperative Hackathon. Materials for students. Public-Private Partnership



Welcome to the EUTOPIA Hackathon

Motives

You are asked to collaborate, interview the procuree on procurement procedures and other questions you have and with your stakeholder and gain a deeper understanding of the complexities of the transportation of goods, your subtheme and generate ideas, solutions and create an inspiring, final scenario for the world that looks like with more sustainable goods' goods.

In this regard, being obvious is the goal for you are expected to be bold, or not, it's your idea.

You will create and present this idea scenario with a mood board, see slide 10.

When working with your theme, you have to reflect on the challenge along the three aspects of sustainability when making, working on with ideas and constructing your presentation:

- **Economic:** what economic aspects are important and possible to realize?
- **Ecological:** what ecological aspects are important and possible to realize?
- **Other aspects:**
 - Moreover, what kind of indicators are relevant to keep track of your final scenario?
 - What can't be successful impact?

BACKGROUND:

Every year, government agencies in Sweden spend ca. 60 billion Euros a year and within the European Union over 25000 agencies procure for over a billion euros per year. This amounts to an enormous scale of leveraging programs as a pathway for the green transition and a more sustainable, i.e., technological, social and economic.

One aspect in procurement is the distribution of goods. Government agencies purchase large amounts of goods. As are transported from suppliers to other areas make the purchase. The supplier's vehicle contributes to air pollution, CO2 emissions, and congestion in the centers and around various locations such as shops and airports. It is to reduce the impact of the public, CO2 emissions are one of the most and environmentally friendly and socially responsible as possible.

By a better coordination of the distribution of goods, government agencies can reduce the number of deliveries, the number of kilometers driven and thus their emissions. In addition, coordination provides more benefits, including increased competition, reduced congestion and increased road safety. It is also an environmental requirement for the authorities and operators to reduce the number, there is an opportunity to further reduce the transport distance and thus the emissions.

And by engaging in the challenge of coordination of the distribution of goods there is also an opportunity to further think about sustainable social aspects that can greatly contribute to a more sustainable society.

More so if, if the University of Gothenburg is successful in implementing a better coordination of the distribution of goods, the same measures and approaches could be used for other agencies and government agencies within the European union.

The current state of the University of Gothenburg

The University of Gothenburg consists of 8 faculties, 30 departments, 6500 employees, 55 000 students and produces for some 35000000 Euro per year. Mainly products related to health care and the industry, such as lab equipment, pharmaceuticals, clothing, shoes, face masks, toys, rubbering, clothing, designers and furniture such as tables, chairs, construction etc.

Each faculty and department currently procure goods as needed and the products and each supplier usually handle their own transport independent from each other.

Your subtheme is Sustainable Business Models:

The urgency of sustainable development and the complexity of the global challenges increases the need for cooperative solutions across a wide range of stakeholders, public, private, non-profit and citizens collaborate to find new solutions. However, at the same time as there is an urgency there is also a great challenge in finding such solutions with these actors together in order to.

Normally this is achieved through, especially with the role of public government. However, this has not been achieved to act as an incentive for more sustainable innovations, it is on the other hand, a complex one surrounded by rules, regulations, and political interests.

Although public sector provides 10% of the funding and also provides the sustainable development, only a few of them have included such objectives in their needs or vision statements. And very few have designed their business model to be green and environmentally friendly.

Internal resources efficiency, effectiveness, and utilization

The most common activities to increase effectiveness and efficiency of internal logistical processes are needed to be more transparent and reduce energy usage. The global combination of existing modes to meet the same tasks demand with the right cost at the right time with the lowest impact on the environment is something, LSP emphasize. Their current activities and aims are to take advantage of several modes of transportation in their computers and to continuously improve the efficiency of each mode. However, due to the domain, drivers of cost and time to time, however.

road-based solutions were the environment, for many miles. However, vehicle energy use is mostly provided (i.e., electric to its EU 0.50 units). Another current activity mentioned by LSP is to increase the utilization of internal resources and reduce emissions. Higher internal resource utilization was suggested to increase fuel usage, fuel efficiency, as well as economic benefits. On the other hand, several LSPs have started to be energy and non-efficient by acting more responsibly with, and in, their internal tasks resources such as terminals, hubs, distribution centers, warehouses, and offices.

Several LSPs have started programs to make the behavior of stakeholders more environmentally/sustainable. Common examples are: educating all staff about ethical and environmental operations, like the Go Green and Go Tech programs started by DHL. Training of staff and the use of driving in road and air transportation, too, saving in air transportation, and green loss off and approach in air transportation. Responsible sourcing/procurement in order to select suppliers to ensure that they fulfil social and environmental requirements, in an interview with DHL, it stated: "What we do is that we make a risk assessment on each supplier and if we find that there is a risk connected to that supplier, we work more with the supplier and we have other options that there is not a risk or responsible behavior".

Another identified challenge is to balance the flow of goods and resources to the network. Imbalances in goods flow are mostly due to restrictions in the system, such as delivery at an exact time as well as daily, and weekly flows, fuel and terminal space and delivery operations. Geographic position may also lead to local imbalances in goods and resource flows. Network imbalances occur (1) as an result of resource utilization, which may be higher emissions and more negative environmental impacts. The scenario becomes more when it comes to network imbalances in distribution centers, distribution centers, and how to look on at least to imbalances in high transportation networks. It also involves the LSP stated: "You look at global commerce - it is very new to us that we have to be locally focused ... but we should have in mind that we can't have even some form of extreme poverty, to be developed so that very heavy commerce with some countries".

A further implication of these sustainable topics will not emerge without collaboration between a wide range of stakeholders. The sustainability strategies and challenges of one stakeholder both influence, and are influenced by, those of the others. Service buyers (such as cargo owners, shippers) have a great influence on the sustainability strategies of LSPs by committing resources and setting demands, environmentally and socially responsible services, and the calculation, measurement, and assessment of CO2 emissions and carbon footprints across supply chains. It is also the challenges identified with the efficiency and collaboration among cargo owners and shippers.

It is clear that there are numerous challenges and opportunities for logistics companies to take part in the green transition. For the most part, the focus is on the environmental aspects of logistics. However, it is also to be noted that within the framework of sustainable development, one needs to apply a holistic approach applying at minimum, the three pillars of sustainability. There is a large gap in the social implications and impacts of the transportation of goods, and how that can be combined with the ecological and environmental aspects in creating incentives and processes that encourages and ensures sustainable business models for LSPs, and how government agencies can contribute to the development of these, while still adhering to the basic principles of public procurement (see below).

Multi-stakeholder collaborations

Multi-stakeholder collaborations are necessary when creating the e-commerce of the future as it not only affects buyers, suppliers and delivery services but also indirect stakeholders, social aspects as truck drivers, workers at factories and other societal issues. But one might want to have a positive impact on (1) cargo owners/employees for ex.). Such collaborations are complex in nature and requires creative solutions, incentives and documentation of impact.

You should take this into consideration.

Regarding public procurement, there are a few basic principles of public procurement

There are five basic principles that permeate the entire procurement law, which is common within the European Union. You should require further details on the various aspects of procurement processes in your interview. The five principles are:

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

Good luck!

The University of Gothenburg is a member of the European University alliance EUTOPIA. Together with other higher education institutions, there is a shared vision of creating a strong alliance with free movement for students, researchers, teachers, and other staff.

Read more about EUTOPIA here: <https://eupia.eu/eupia>

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Figure 4. The cooperative Hackathon. Materials for students. Sustainable Business Models



 <p>Welcome to the EUTOPIA Hackathon!</p> <p>Master:</p> <p>You are asked to collaborate, interview the program on assessment procedures and other questions you have and with your stakeholder and gain a deeper understanding of the complexities of the transportation of goods, your solutions and generate ideas, solutions and create an inspiring, final report for the world ready to look like a more sustainable distribution of goods.</p> <p>In this regard, being visionary is the goal! You are expected to be bold, creative, and innovative.</p> <p>You will create and present this ideal scenario with a word board, or a video.</p> <p>When working with your theme, you have to reflect on the challenge along the three aspects of sustainability when making contact with others and conducting your presentation:</p> <ul style="list-style-type: none"> • General: what social aspects could be interpreted within your quest area? • Environmental: what environmental aspects must be incorporated? • Practical: what logistical aspects are important and must be incorporated? <p>• Other aspects:</p> <ul style="list-style-type: none"> > Meaning: what kind of indicators are relevant to keep track in your ideal scenario? > What can be a successful impact? <p>BACKGROUND:</p> <p>Every year, government agencies in Sweden spend on for 60 billion Euros a year and within the European Union over 250,000 tonnes of goods are transported for over 2 billion euros per year. This presents both an enormous amount of transporting goods and an opportunity for the green transition and a more sustainable way, to the ecological, social and economic.</p> <p>One aspect in procurement is the distribution of goods. Government agencies purchase large amounts of products that are transported from suppliers to other areas in the country. The suppliers are not always able to act as a solution. CO₂ emissions and congestion in the centers are around major locations such as schools and hospitals. It is in the interest of the public, but it is a transport that is done in an environmentally friendly and socially responsible way.</p>	<p>By a better coordination of the distribution of goods, government agencies can reduce the number of deliveries, the number of kilometers driven and thus their emissions. In addition, coordination provides more benefits, including increased competition, reduced congestion and increased cost-effectiveness. If you also get an endorsement of responsibility for the vehicles and equipment for the vehicles, there is an opportunity to further reduce the transport volume and thus the emissions.</p> <p>And by getting in the challenge of coordination of the distribution of goods there is also an opportunity to find a solution that is sustainable and more socially responsible to more sustainable systems.</p> <p>More to it, if the University of Gothenburg is successful in implementing a better coordination of the distribution of goods, the same experiences and approaches could be shared with other universities and government agencies so that the transport volume.</p> <p>The current state of the University of Gothenburg</p> <p>The University of Gothenburg consists of 8 faculties, 36 departments, 6,500 employees, 55,500 students and processes for some 150,000 EUR a year. Main products related to multi-research and life science, such as lab equipment, production clothing, gloves, face masks, tips, clothing, alcohol, detergents and laboratory safety, chairs, electronics.</p> <p>Each faculty and department currently purchase goods as needed and the products are not transported usually together but rather independent from each other.</p> <p>The urgency of sustainable development and the complexity of the related challenges increase the need for cooperative solutions across a wide range of stakeholders, public, private, non-profit and citizens, collaborate to find new solutions. However, at the same time, as there is an agency there is also great challenges connected with having these actors together and work.</p> <p>Normally this is mission-critical, especially when the scale of public procurement, it is now hard to find a common ground to act as a common goal factor for more sustainable innovations, it is on the other hand, a complex one surrounded by costs, regulations, and political conditions.</p> <p>There are in order to coordinate the coordinated distribution of goods.</p> <p>Your subtheme is Sustainable e-commerce.</p> <p>There is an increasing trend in e-commerce marketing in several ways, established as more people are using for online shopping. This is because of the range of products on the same platform, the transparency of prices and the ability to compare, discounts, and cashback offers provided by the e-commerce companies. Being able to purchase into cities and rural areas of individuals adds to the growth of e-commerce. However, the current volume of CO₂ emissions from personal transport, particularly from online shopping, even for groceries and other basic household needs. Due to this, there is a significant growth of logistics companies, and the expected investment in it is expected to be USD 15.5 billion within the forthcoming 10 years. Logistics companies' main is expected to be about 10-15 percent in a very short period.</p>
<p>An increasing trend in e-commerce marketing, implies us to prefer online services instead of offline, for example, hardware manufacturers, companies sell their products to retailers by using e-commerce platforms. The hardware transportation services and e-commerce choices to attract the customers to move from offline to online marketing. Customers receive the products/deliveries from the suppliers within a growing time.</p> <p>The logistic service providers (LSPs) attempt to increase their e-commerce platform and handle their transportation service from the suppliers to the customers. Due to the green environment, the governments are focusing to reduce the effect of addressing the goods coming from heavy duty vehicles.</p> <p>The truck vehicle industry (TVI) puts attention on finding the shortest route that helps find the minimum time routes for the order delivery. Generally, the overall cost and time have a direct relation with the traveling distance. The logistic service providers (LSPs) face new challenges in improving road safety concerns for drivers on driving time and road congestion. These challenges can be tackled by introducing some policies in favor of driver safety and road traffic. Policies may be responsible for tackling the difficulty level of driving off-road routes and enhancing the transport systems regarding driver safety concerns. Sustainability has become an essential factor for the logistic companies as well for implementation of a sustainable supply chain in practices in B2B e-commerce environment. Therefore, it is imperative to implement sustainability in practice by LSPs among the supply chain performance. Moreover, there is a distinct dilemma in the sustainable B2B e-commerce logistics network design with driver safety concerns when trying to achieve minimum order delivery times alongside the complexity of order processing, packaging, handling, and shipping times. One also has to consider the vehicle maintenance time due to accidents, damages, and other problems that arise when vehicles are driven at high speed.</p> <p>Integrating synchronization information sharing among the suppliers and the logistic service providers can cause fast pickup from the suppliers' warehouses. Pickup and delivery for an order batch cause tremendous loss in revenue and capacity of vehicles of the suppliers and the retailers respectively.</p> <p>A common way B2B e-commerce delivery, which means that activities associated with an order placed to deliver multiple products through the number of vehicles. First, E-commerce receives information related to retailers and suppliers. The retailers transmit the order from the supplier through the e-commerce platform. The e-commerce coordinates with the suppliers regarding the availability of the products and provides the information of deliveries to retailers. The proper information sharing through an e-commerce platform causes the smooth functioning of each design.</p> <p>Four main areas in E-commerce logistics operations have an environmental impact: transportation planning and management, warehousing, packaging, and distribution network design. While research has made some of indicators used to assess the environmental implications of e-commerce have been identified, namely energy use, greenhouse gases generated, and traffic volume.</p> <p>The university of Gothenburg currently follows a digital path for part where companies will create that are able to make purchases in the area of office supplies, food, transportation of goods and other services. However, they cannot purchase not bulk medical supplies, advanced laboratory machines etc. The current available sustainability information of the products in the portal is either for trade or "green". No further information is given or details of what that means.</p>	<p>Another aspect is that the purchase portal on one hand collects/reviews information from retailers on what goods and services they provide, but also pulls data from other e-commerce platforms, and as well establishes a chain of integrated e-commerce platforms.</p> <p>There is a responsibility to regard the amount of E-commerce in relationship to the coordination of distributed goods, both in terms of the user experience (i.e. also sustainability, requirements). We are confident that by using the three pillars of sustainability as a central focus new insights can be generated to create better purchase portals and processes with better customer and logistics. How can social aspects be incorporated within an e-commerce platform? How can the University of Gothenburg coordinate a social commerce platform for itself and for the case of the region or influence other platforms that integrate with such as a 3rd party connector and smart phone reliability and events sustainability standards?</p> <p>It is not a precedent to have a common goal influence and secure the suppliers not to only meet current standards, but, theoretically, also future innovative sustainable solutions.</p> <p>Multi-stakeholder collaboration:</p> <p>Multi-stakeholder collaboration is necessary when creating the e-commerce of the future as not only of the buyers, suppliers and delivery services but also of the stakeholders, such as aspects of their actions, workers at factories and other potential social aspects that one might want to have a positive impact on (long term on planets for e.g.). Such collaborations are complex in nature and requires creative solutions, trust and a deep understanding of issues.</p> <p>You should take this into consideration.</p> <p>Regarding public procurement, there are a few basic principles of public procurement</p> <p>There are five basic principles that govern public procurement law, which is common within the European Union. You should require further details on the various aspects of procurement processes in your bid document. The five principles are:</p> <ul style="list-style-type: none"> • Non-discrimination • Equal treatment • Transparency • Mutual recognition <p>Good luck!</p>

Figure 5. The cooperative Hackathon. Materials for students. Sustainable E-commerce



WELCOME TO THE EUTOPIA HACKATHON

Mission:

You as teams to collaborate, interview, the program, use assessment procedures and other activities you know and build your stakeholder and gain a deeper understanding of the complexities of the transportation of goods, your stakeholders and generate ideas, solutions and create an inspiring final scenario from the world model to the city with your own sustainable ideas of goods.

In this report, being shown is the goal you are expected to be held, or in your ideas.

You will create and present this ideal scenario with a novel model, using Miro.

When working with your theme, you have to reflect on the challenge using the three strands of sustainability when thinking, coming up with ideas and constructing your presentation:

- Social: what social aspects should be incorporated into your specific area?
- Environmental: what environmental aspects your scenario should be incorporated?
- Ecological: what ecological aspects are important and should be incorporated?
- Other aspects:
 - o Meaning: what kind of indicators are relevant to keep track in your final scenario?
 - o What exists as successful impact?

BACKGROUND:

Every year, government agencies in Sweden spend on the 40 billion Euros a year and within the European Union over 200 000 tonnes of goods for over 1 billion people per year. This represents both an enormous scale of freight procurement as a pathway for the green transition and a more sustainable way to reach a circular social and economic.

One crucial procurement is the distribution of goods. Government agencies purchase large amounts of goods that are transported from suppliers to where they are needed. The purchase is a vehicle available for a particular CO2 emissions and together it also creates an annual emissions footprint such as schools and preschools. It is within the interest of the public that these transports are done in an efficient and environmentally friendly and socially responsible as possible.

By a better coordination of the distribution of goods, government agencies can reduce the number of deliveries, the number of kilometers driven and thus their emissions. In addition, coordination provides more benefits, including increased competition, reduced congestion and increased road safety. If you also take environmental requirements for vehicles and optimize the routes, there is an opportunity to further reduce the transport distance and thus the emissions.

And by ensuring in the challenge of coordination of the distribution of goods there is also an opportunity to further think about sustainable social aspects. But one greatly contribute to a more sustainable society.

Here to all, if the University of Gothenburg is successful in implementing a better coordination of the distribution of goods, the same experience and approaches could be used and to other agencies and government agencies within the European Union.

The current state of the University of Gothenburg:

The University of Gothenburg consists of 6 faculties, 30 departments, 8 530 employees, 55 000 students and produces for some 700 000 SEK a year. Many projects related to multi-stakeholder and EUTOPIA, such as lab equipment, joint office building, power, fire alarms, help, obtaining alcohol, detouring and testing such as tables, chairs, construction, etc.

Each faculty and department currently procure goods as needed and the products and each supplier usually handle their own transport independent from each other.

Your subtheme is Societal Sustainable Logistics:

The urgency of sustainable development and the complexity of its related challenges increases the need for cooperative solutions where a wide range of stakeholders, public, private, non-profit and citizens collaborate to find new solutions. However, at the same time as there is an urgency there is also great challenges connected with finding these actors together and acting.

Increasingly, this unknown territory, especially within the realm of public procurement, cross-handled has enormous potential to act as a new, just factor for more sustainable innovations, if on the other hand, it can be supported by rules, regulations, and political actions.

Sustainable urban logistics pertains to many central political, social, economic, environmental and particularly in urban areas, into a serious problem because of the number of vehicles and the growing severity of pollution.

Such environmental issues are becoming increasingly urgent as new, detailed knowledge on the human impacts of the various, the importance of urban logistics as a key, stable of the economy is being reinforced. Accordingly, it is legitimate to ask how best to mediate between sometimes contradictory issues such as maintaining or developing a job delivery services while reducing road traffic in cities. On a much larger scale, urban logistics is an essential part of the current capitalist economic regime based on the increased division of production chains and multiplication of flows of goods and information. This system has, of course, a stable environmental and socio-economic impacts.

The central issue to reducing the impact of urban freight transport. In this context, it shows some opportunities to reorganize. These by positioning them on urban distribution centres. These spaces reduce the flows entering the city and then continue their redistribution to the final recipients. At the final distribution level, consideration is given to setting up shared delivery zones for businesses and individuals. Although many publications have focused on this subject, not all research results are and hardly reach the final recipient. This reflects the difficulty of understanding and grasping geographically and functionally fragmented scenarios a smart regulatory system.

At the urban and suburban scales, the social and territorial inequalities created or perpetuated by the rural urban logistics need to be addressed. For example, low-income and low-paid workers often take on the most difficult logistical tasks, such as delivering or handling, the working conditions are the first to take advantage of these services. Similarly, the logistics activities that create the most nuisance, such as large warehouses, transport terminals or consolidation centers, are found more often in poor neighbourhoods. They need cheaper land, necessary to set up large storage areas, less suitable and with fewer organized populations to dislocate their environmental impact, particularly the transit traffic generated.

These problems raise the question of the role of public policies, in terms of transport of course, but also in terms of the economy, urban planning, the environment and social issues.

How is the relationship between private and public actors? How are the new logistics services envisaged? Who are the winners and losers of the project? What choices are made in terms of territorial development? How are the choices made by the authorities at all levels of power, including local, regional and global in the deployment of the economy. The development of logistics has deep social and political causes and consequences.

At the urban scale, when the environmental impact of urban logistics is considered, the question tends to require only into the scale of the service, space or technology. Environmental impacts on the entire urban space or impacts that are induced by these services, are usually overlooked.

The scenarios, for example, the consumption of space, energy and resources generated by the development of new logistics services due to packaging, increased goods flows and returns, and the need for space or space. There is also the question of the energy production required for these services. For example, what about the production of electricity for electric vehicles? What is the environmental impact?

- What choices should be made between economic efficiency and reducing nuisance?
- What are the consequences of the development of new logistics services on economic activities and working conditions in urban areas?
- How?
- What impact has the de-localisation of sites and the disappearance of jobs to make way for commercial activities and housing, between logistics activities and their consumers?

Multi-stakeholder collaborations:

Multi-stakeholder collaborations are necessary when exploring the eco-economy of the future as it not only affects buyers, suppliers and delivery services but also indirect stakeholders, social aspects as truck drivers, workers in factories and other societal aspects. But one might want to have a positive impact on these are employees for e.g.). Such collaborations are complex in nature and requires team work, incentives and dissemination of interest.

You should take this into consideration.

Regulating public procurement, there are a few basic principles of public procurement:

There are few basic principles that permeate the entire procurement law, which is common within the European Union. You should inquire further details on the various aspects of procurement processes in your interviews. The five principles are:

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

Good luck!

The University of Gothenburg is a member of the European University alliance EUTOPIA. Together with nine other higher education institutions, there is a shared vision of creating a strong alliance with three dimensions for students, researchers, teachers, and other staff.

Read more about EUTOPIA here: <https://euto.org>

Multi-stakeholder collaborations:

Multi-stakeholder collaborations are necessary when exploring the eco-economy of the future as it not only affects buyers, suppliers and delivery services but also indirect stakeholders, social aspects as truck drivers, workers in factories and other societal aspects. But one might want to have a positive impact on these are employees for e.g.). Such collaborations are complex in nature and requires team work, incentives and dissemination of interest.

You should take this into consideration.

Regulating public procurement, there are a few basic principles of public procurement:

There are few basic principles that permeate the entire procurement law, which is common within the European Union. You should inquire further details on the various aspects of procurement processes in your interviews. The five principles are:

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

Good luck!

The University of Gothenburg is a member of the European University alliance EUTOPIA. Together with nine other higher education institutions, there is a shared vision of creating a strong alliance with three dimensions for students, researchers, teachers, and other staff.

Read more about EUTOPIA here: <https://euto.org>

Figure 6. The cooperative Hackathon. Materials for students. Sustainable Logistics

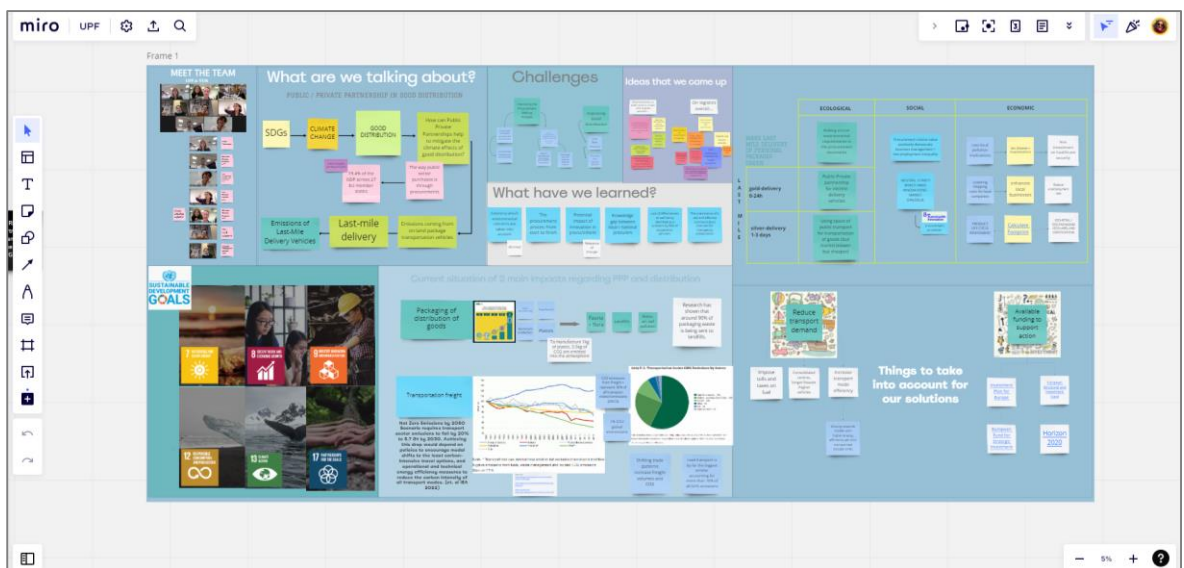
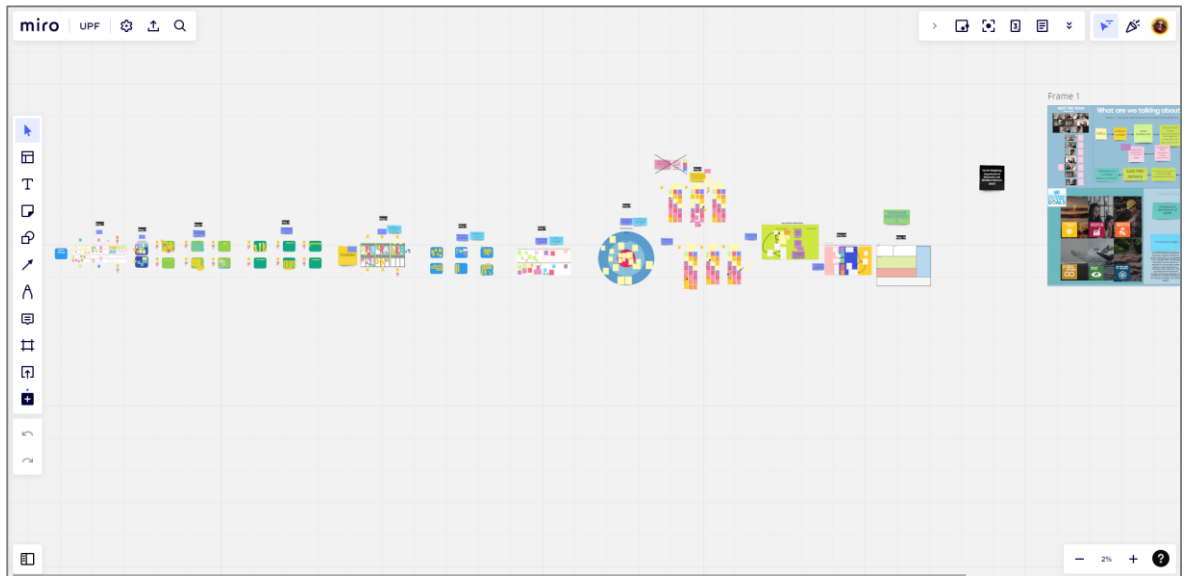


Figure 8. Students work, reflections, insights and results. University Pompeu Fabra and Vrije University Brussels Team. Public-Private Partnership

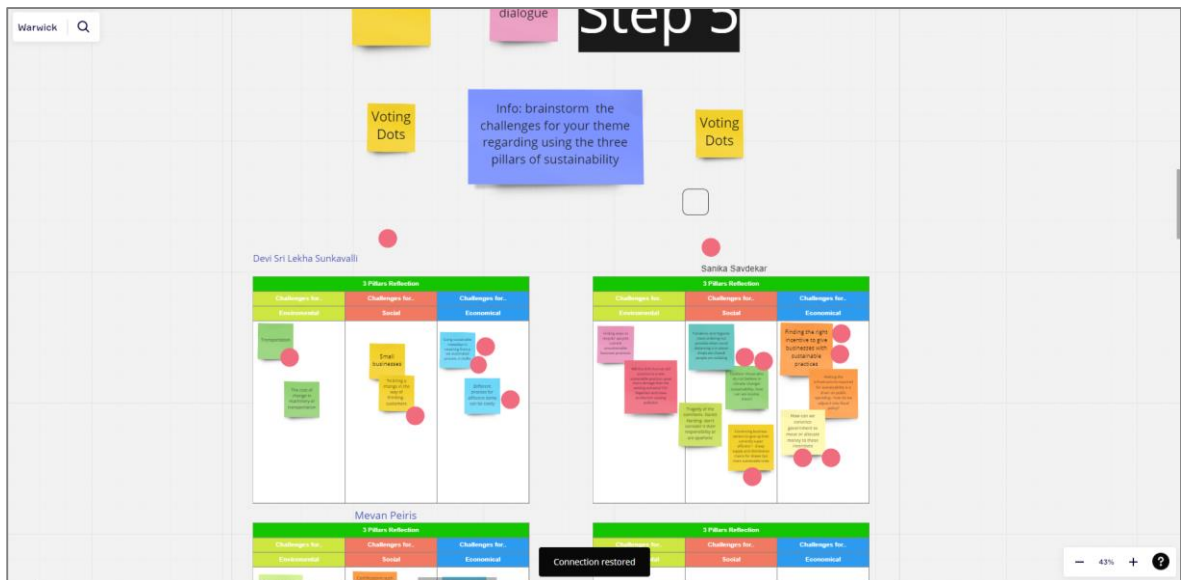
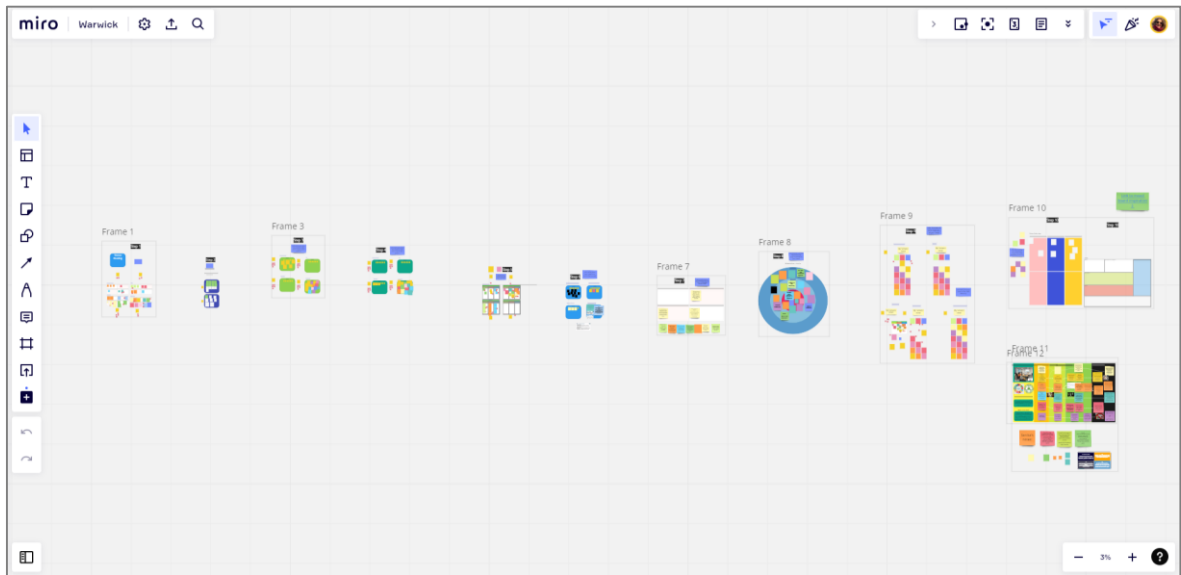


Figure 9. Students work, reflections, insights and results. University of Warwick Team. Sustainable Business Models

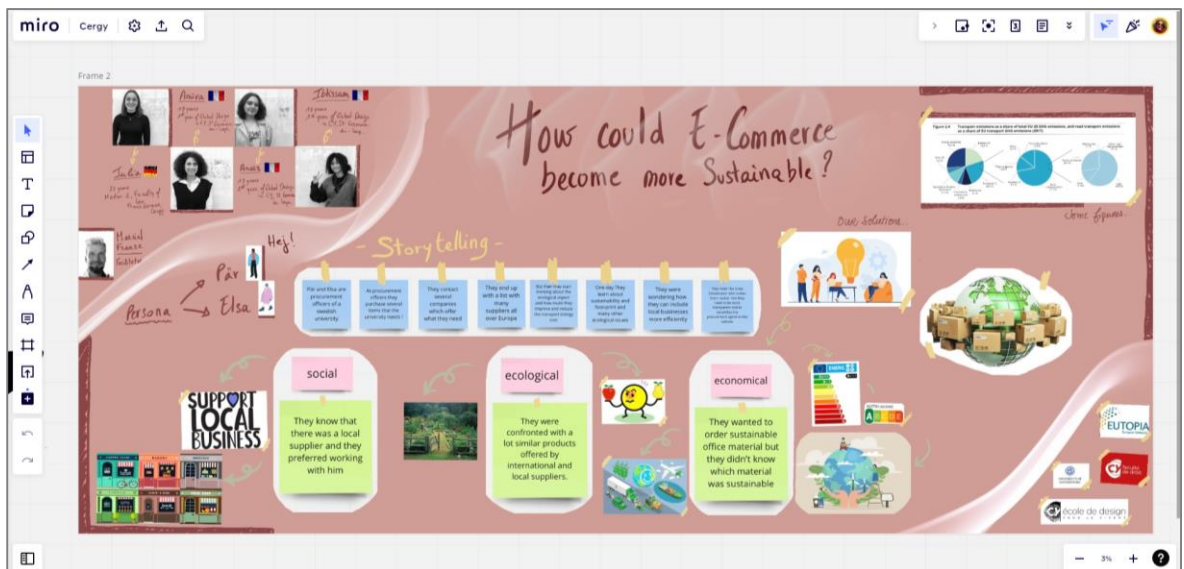
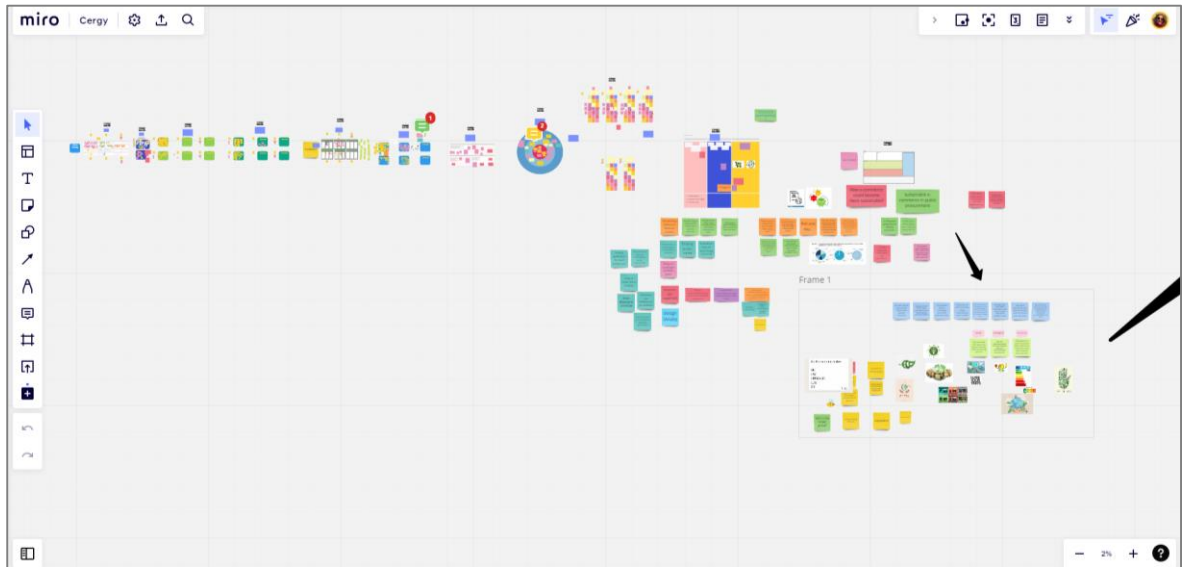


Figure 10. Students work, reflections, insights and results. Cergy University Team. Sustainable E-commerce

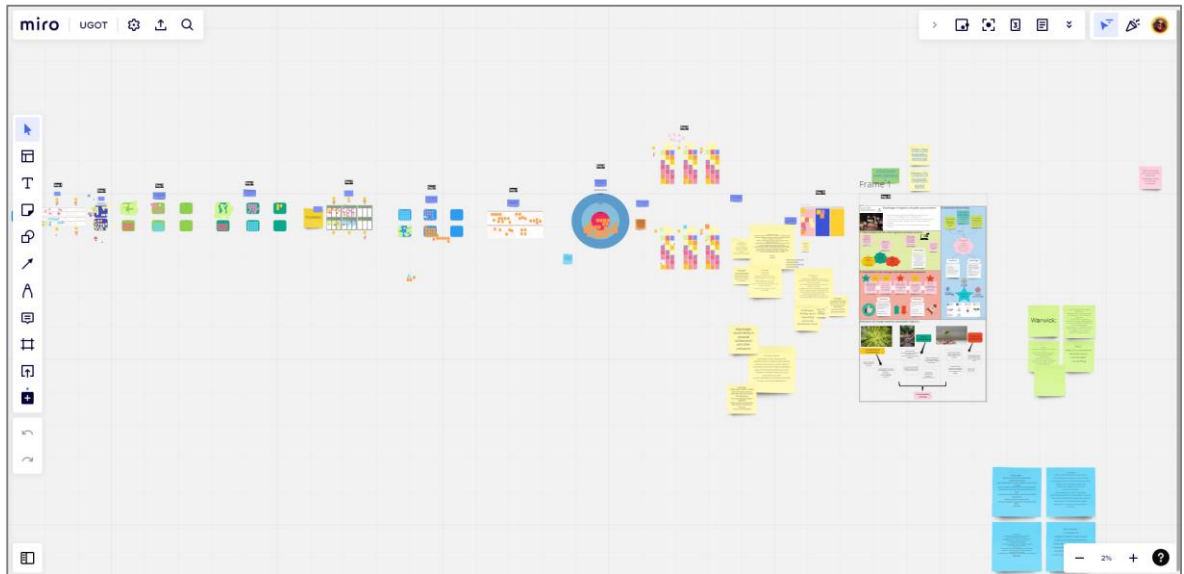


Figure 11. Students work, reflections, insights and results. University of Gothenburg Team. Sustainable Logistics

You can find the Dissemination on the UPF-VUB Team participation at the Hackathon [here](#)

3. The Eutopia Innovation Conference (EUIC)

3.1. The EUIC briefings

We are proposing a EUTOPIA Innovation Conference (EUIC) on 06-08 July 2022, combining the interests and goals of 2050-WPs 3 and 4, as well as TRAIN and SIF. This would be a 2.5-day event bringing together a number of Research & Innovation activities across the alliance, involving students, staff, and external stakeholders.

We think that running an event like this could be mutually beneficial to these different EUTOPIA projects, and help them to fulfil some of the goals they're working towards. For instance, TRAIN is looking to foster more interaction with students, researchers, and external stakeholders; 2050-WP3 wants to organise more researcher-mobility activities; and 2050-WP4 may be able to secure more student engagement with a wide-ranging event of this kind. It could also help us to use some of the under-spent budget across these projects.

This is just an initial proposal: the next step is to develop the schedule below by giving a more concrete sense of what each event would involve, and which students, staff, and external stakeholders we would invite.

The dates suggested here seem to be the most viable ones for an event like this, but it will be a busy time on the Warwick campus due to graduation ceremonies and preparations for the Commonwealth Games.

The following was intended as a starting-point for thinking about what components we might include in a 2.5-day event. As such, it is probably too complex and ambitious, but hopefully will prompt discussion so that we can agree on a draft schedule and share this more broadly.

Some key goals here are:

- To help fulfil the objectives of 2050-WP3/4, TRAIN, and SIF (e.g. by facilitating some light-touch researcher mobility, holding workshops on the themes of TRAIN deliverables, and running a student-centred place-making event)
- To create a series of sessions that will be rewarding for a relatively small number of participants: around 40-50 people in total
- To ensure that all participants – students, staff, and external stakeholders – can get something out of all the sessions (i.e. no parallel sessions, except for the mobility workshops at the end)
- To focus more on relationship-building and discussion than on presentations (though with keynote speakers to provide a breather between the intensive workshops)
- To kick-start conversations and highlight future opportunities

3.2. The EUIC. The venue and results

DESCRIPTION of the VENUE: This was a hybrid event, with around 50 participants attending physically (on the University of Warwick campus) and more joining us online.

EUIC 2022 focused on the theme of ‘European Universities and Sustainable Development’, and involved a mix of presentations and workshops, with a strong emphasis on interdisciplinary dialogue and collaboration. Participants from a range of innovative projects presented and reflected upon their work, exploring key questions facing the EUTOPIA Alliance:

- How can European universities and their students address local and global challenges?
- How can we promote innovation skills and an innovation mindset throughout Higher Education?
- How can research be utilised to achieve greater impact in society?

Below, each session is briefly summarised, including the presenters’ names (and contact details, in the case of staff).

We encourage further discussion of this event, and of the issues raised during the workshops, in the [EUIC Discord Server](#).

PROGRAMME:

Day 1: 06 July

09:30-10:00 Introduction: Innovation in EUTOPIA (Hybrid)

The following colleagues gave brief presentations:

- Nigel Driffield (Nigel.Driffield@wbs.ac.uk), Professor of International Business at Warwick Business School and Deputy Pro-Vice Chancellor for Regional Engagement, introduced the concept of place-making and explained the importance of involving students in these discussions.
- Elena Korosteleva (elena.korosteleva@warwick.ac.uk), Director of the Institute for Global Sustainable Development, and Stephanie Whitehead (S.Whitehead@warwick.ac.uk), Programme and Evaluation Manager at the IGSD, gave an overview of work on sustainable development (with both a regional and an international scope) at Warwick.
- India Holme (india.holme@warwick.ac.uk), Research and Impact Development Manager in Research & Impact Services, presented recent initiatives to build engagement between Warwick and the local region, especially Coventry. She also shared the following links after the session: [Coventry City of Culture 2021](#), [Artist-Researcher Collaborations](#), [Coventry Creates](#), [Coventry Creates Videos and Mosaic](#) (watch the two 3-minute videos), [Artist-Researcher Collaborations: Lessons and Challenges](#), [Case Studies For Change](#), [Getting Creative with Sustainability](#) (updates coming soon), [Research Projects](#), [Care, Caring and Carers - Communicating University research through artistic expression](#), [How can we communicate University research through artistic expression?](#)
- Camilla Pettersson (camilla.pettersson@gu.se), Team Leader for Innovation and Utilisation in the Grants and Innovation Office, University of Gothenburg, presented the broader

spectrum of Research & Innovation projects within the EUTOPIA Alliance, again underlining the importance of students and education-focused work in relation to these.

10:00-12:00 Student Showcase on Sustainable Development (Hybrid)

The six student teams presented their responses to the question, ‘How can universities and their students engage with local and global challenges?’ The names of the team members who attended the conference (in person or online) are given below, along with a brief summary of the topics they explored.

Note that other students contributed to some of the projects mentioned but were unable to attend.

- VUB (Rayan El Outa, Naomi Geyskens, Yanissa Lacaeyse, Omar Othman, and Frauke Billiet): collaboration with EUTOPIA Knowledge Bazaar; making scientific research more accessible to stakeholders from a wider range of cultural backgrounds; need to address the ‘digital divide’.
- CY (Paul-Adrien Viala, Amira Khellil, Julia Nina Féron): EUTOPIA Open Innovation Challenge project on ‘Urban signage in Cergy’; history, culture, infrastructure of Cergy; collaboration with CY Campus International; student-led project to make Cergy more accessible and inclusive.
- Gothenburg (Daniela Sauer, Judith Sorel Ngou, Antara Islam): student engagement with Gothenburg Centre for Sustainable Development (GMV); university initiatives to address all three pillars of Sustainable Development; focus on SDG 4, ‘Quality Education’; highlight Gothenburg’s Summer School for Sustainability as example of best practice.
- Ljubljana (Amadej Petan, Miha Robnik Kračun, Tara Sergeja Kadunc, Urška Rozman, Tadej Uršič): how universities and students impact socioeconomic conditions in peripheral/non-urban host regions; challenging perspectives from the ‘centres’ of knowledge; case-study on small town of Vipava; relation between knowledge produced in universities, the market, and a ‘globalised society’.
- UPF (Gabriel Ivins, Laia Hoyos de la Cuesta, Nil Codina Martínez, Carlota García Roperó, Sara Polo Morcillo): EUTOPIA Open Innovation Challenge project on affordable housing; proposal for ‘Eutopic Campus’, a co-living space for students, by students; pilot in UPF, campuses developed in each EUTOPIA partner; innovation/entrepreneurship hub as laboratory for new ideas.
- Warwick (Mevan Peiris, Devi Sri Lekha Sunkavalli): group discussion on the ‘grant mentality’ in universities’ approach to innovation; importance of business model to ensure meaningful (and sustainable) outputs; need to balance experimentation with awareness of the waste entailed by failure; experiences on MSc Innovation & Entrepreneurship in WMG.

13:00-16:00 Workshop 1: European Universities and Sustainable Development (Hybrid)

A collaborative workshop to explore how universities and their students might address sustainable development challenges. Participants worked in pairs and groups using a light-touch Design Thinking process. The workshop focused specifically on the topic of energy consumption, in the contexts of Campus, Curriculum, and Community.

This workshop was facilitated by:

- Bo Kelestyn (Bo.Kelestyn@wbs.ac.uk), Associate Professor in Warwick Business School
- Lory Barile (Lory.Barile@warwick.ac.uk), Associate Professor in Economics
- Nikita Asnani (Nikita.Asnani@warwick.ac.uk), MSc Humanitarian Engineering and Sustainability

Day 2: 07 July

09:15-10:00 Guest speaker reflections (Hybrid)

Lory Barile presented a recent project, the Warwick Sustainability Challenge, after which there was a group discussion of the issues raised on the previous day.

10:30-12:00 Guided Tour: Sustainability on Campus

David Chapman (D.M.Chapman@warwick.ac.uk) from Warwick's Sustainability Team guided attendees around campus, discussing how buildings and facilities are constructed and run with sustainability in mind.

13:00-15:00 Workshop 2: Mainstreaming Innovation in Universities (Hybrid)

A collaborative workshop to explore how innovation and entrepreneurship can be promoted more broadly in Higher Education, especially through the lens of sustainable development. Participants worked in pairs and groups using a light-touch Design Thinking process. This session was facilitated by Nikita Asnani.

Day 3: 08 July

09:30-12:00 Change-making and Virtual Reality

Dr. Robert O'Toole (Robert.O-Toole@warwick.ac.uk) led a session on how we can take a 'designerly' approach to bringing about change. Participants formed groups and used Oculus VR headsets in the Faculty of Arts Building, to explore how technology can be used to support the Design Thinking process (with a focus on the perception of migrant communities in the UK). At the end of the session, the group reflected on the conference as a whole, and discussed what EUTOPIA could do in the future to support student innovation.

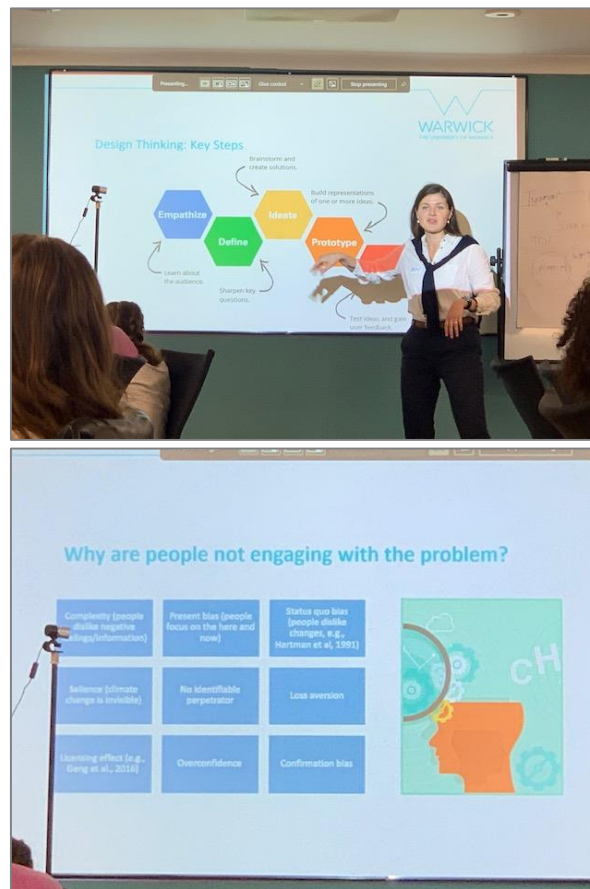


Figure 1. Design Thinking Session and Sustainable Development Goals



Figure 2. Sustainable Campus Tour



Figure 3. Change making and virtual reality session