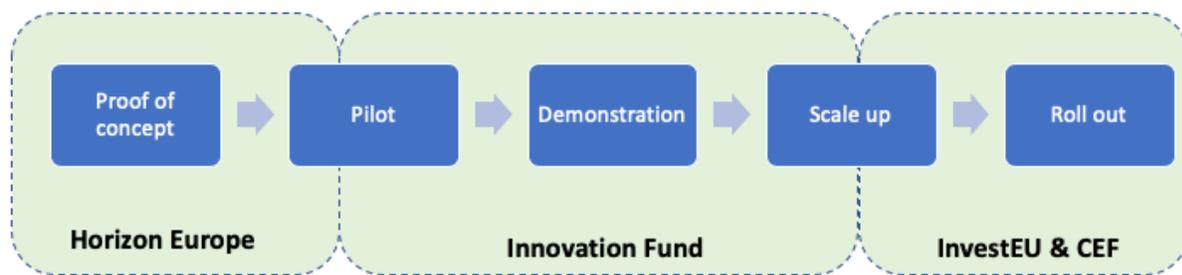


Funding Scaling Checklist

This is a list of recommendations for what to consider when either planning a demonstration project or when planning the next step towards the end of a demonstration project. The recommendations are all based on the notion that in order to create impact, a new concept needs to be implemented on a large scale and this takes funding. There is little chance of acquiring funding using only technical data, especially when it comes to loans, which is why information on other aspects must be gathered early in the process.

These recommendations are based on previous experience, research, the Climate KIC Enablers of Change framework, and guidelines from funding agencies such as the European Investment Bank.



Funding

Applying for a grant is arduous work, where you need to understand the requirements of the funding agencies. However, in order to receive funding all the way to large-scale implementation you need to consider what these organisations need to know and include activities for information gathering early in the project planning process. Otherwise you will risk not receiving funding for the next step, as well as a much more costly information gathering process.

- Have you checked which funding agencies (both grants and loans) you can approach in order to fund the scaling of your demonstration project, and the conditions that they have for funding?
- Have you made a long-term plan for all the steps needed to fund scaling and replication?
- Have you looked into funding options within all partner organisations, to make sure that they have the processes and economy in place to go all the way?

Politics and Policy

The success of scaling and replication of a particular concept is related to how well such an activity fits into the present policy regarding these kinds of solutions. Therefore, it is important to check the current policy, but also to check in with the relevant politicians to gain insight into possible upcoming changes.

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- Have you checked how the demonstration project fits into the overall framework for the city and region?
- Have you talked to the person in charge of the overall framework for the city and region, to make sure the scaling of your demonstration project fits into the implementation and development of the framework?
- Do you have political backup for your solution?
- To what extent do the participating cities have a strategy for innovation capacity building, to make sure they can handle innovative solutions on a large scale?
- Do the participating cities have connections with other cities that can be involved early on as a path towards replication?

Team and Competence

A scaling project is different from a demonstration project in terms of what competence and what kinds of team players are needed. In order to create a demonstration project where new ideas are tested, you need researchers and innovators. When working with scaling and replication, you need people who are good at focusing on efficiency and standardisations.

- Have you considered which partner organisations (as well as individuals) would be valuable to include in the next step after the demonstration project, and how to include them as early as in the demonstration project? Some examples of forms of involvement are membership in a reference group, participation in a workshop or simply receiving information from the project.
- Have you looked into developing intellectual capital in terms of manuals, checklists, instructional videos and other training material in order to compensate for the competences or individuals that will not be available in the next step after the demonstration project?

Regulations

Regulations change over time, but often you can get a heads-up about changes if you talk to the right people.

- Have you checked the present regulations relevant for your solutions, and talked to people involved in the development of the regulations on a regional/national/international level?
- Have you engaged with experts on relevant regulations?

Risk Management

Investors, especially those providing loans, will most likely include a risk analysis and mitigation plan in their requirements. It is important to include a broad range of different types of risks; such as market, regulation, user acceptance, business models, technical risks, materials and so on. It is also important to back up estimates and plans with information.

- Have you included work on risk assessment and mitigation planning?
- Do you plan to use a risk management method/tool?
- Have you engaged a variety of experts for this activity, including risk management?
- Have you included cyber security in your risk assessment?

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Community Acceptance and User involvement

In order for services to be sound from a business perspective, it is important that end-users are willing to use it. Some new solutions are very different from what the community is used to, which is why it is important to carry out activities addressing acceptance of solutions.

- Have you included an investigation into community acceptance?
- Have you developed a strategy or plan for user involvement?
- Have you included community acceptance in your risk assessment?
- Are there experiences from other countries or technologies that you can use?
- Have you engaged experts in user involvement?
- Have you looked into other ongoing citizen engagement activities in the areas you plan to focus on?

Business Models

A key element for acquiring funding for scaling and replication is to present a viable business model for all actors included in the value chain who are needed to create the desired impact. It is also important to involve the stakeholders that have the largest business interest in making the demonstrator a success, as early as possible. In addition, it is important to provide a detailed prognosis of the return-in-investment backed up by information.

- Have you looked into different versions of business models and chains of models for the actors involved both in developing the next solutions and maintaining it?
- Have you looked into ROI?
- Have you looked into how different partners in the solution can share the risk?
- Have you looked into the local ownership model for the solutions, in order to check incitements for making changes? For example, investments make sense if you own an apartment but not if you rent it.
- Have you checked how procurement regulations may affect the business model?
- Have you looked into how the business model(s) may need to vary in different countries, due to regulations or the different actors in the value chain?
- Do you have a prognosis for the demographic development and how it will impact the business model in terms of users and community acceptance?
- Have you engaged experts in business model development?

Technology

When applying for funding for a demonstration project, you are often required to include the latest trends and technologies in order for your application to be accepted. However, when taking the step from demonstration to something that should work 24/7, and that can be scaled and replicated elsewhere, you need to consider how the solution can be modified so that it is easy to run and maintain.

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- Have you looked into how the technology set-up in the demonstration project can be streamlined into using standard components that are easy to scale, maintain and purchase?
- Have you looked into how the technology can be modified to make it possible for others than top experts/researchers to run it?
- Have you engaged experts in standardisation?
- Have you looked into the management and ownership of data, including interoperability?
- Have you looked into how your solutions fits into other systems and systems of systems?

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