



**ENGINEERING
THE NEW NORMAL**

OUR POST-COVID VIEW ON AUGMENTED CITY



An Appendix to *Engineering The New Normal*.

WHAT ARE WE DISCUSSING?

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WHAT HAPPENED

A smart city can no longer be an idea for the future. It is a project that must be implemented here and now. Without delay. This is what the Covid-19 pandemic has demonstrated, laying bare the dire need to digitise Italy's Authorities and Municipalities, something which can no longer be put off. As has happened in other sectors – for example in the industrial world – during Phase 1, only the cities whose Digital Transformation had already been under way before the emergency **managed to withstand the shocks of a pandemic felt across the board**: both by Public Administrations, which overnight had to adopt a Smart Working model that would allow their employees to work safely from home and to offer digital “counters” to guarantee essential services, and by citizens, who were forced to use the internet to obtain services they once received by leaving their house.

Most of the time, however, it meant running for cover, which should not be considered a goal, but a starting point. Because while it is true that technology has helped small and large municipalities to guarantee the provision of a wide range of services, from administrative to transport and waste management, during next months it must become even more clear that **those that were previously emergency measures, must become structural reforms** involving the entire urban fabric, from offices to museums. Technology must be transformed into process innovation and the reorganisation of economic resources. This is how the transition from Smart City to Augmented City takes place, so that it becomes a city capable of guaranteeing all citizens-users equal access to services and therefore the right to fully experience the city itself.



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OUR VISION OF THE MARKET



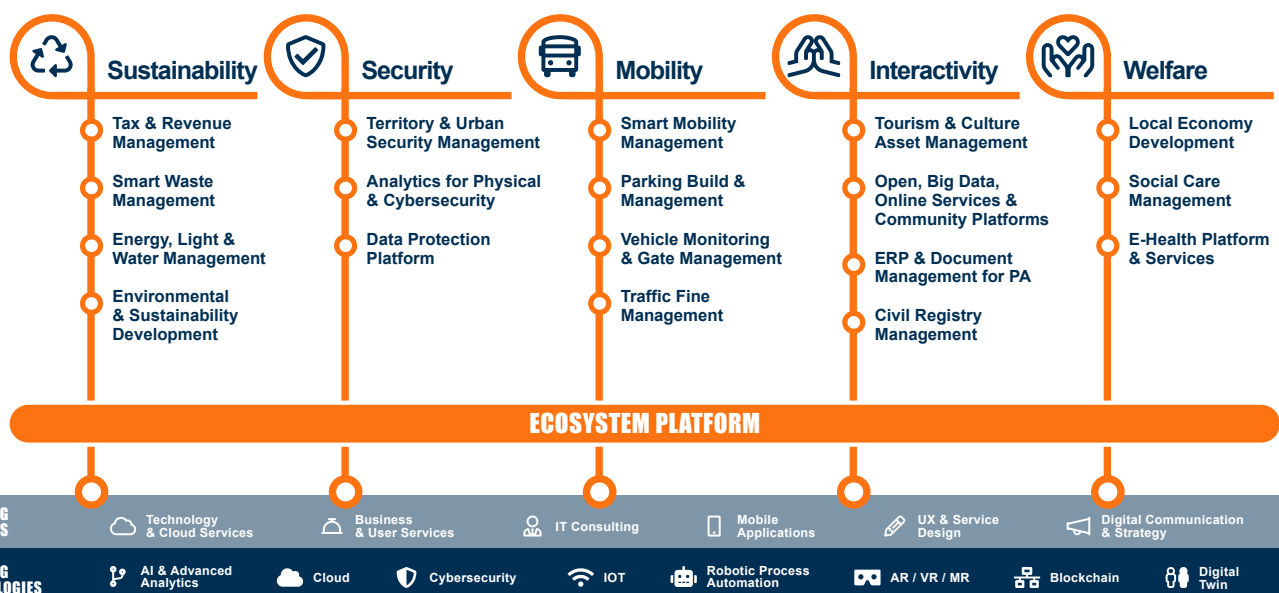
The key words for achieving a digital renaissance of cities, with people at the very centre, are: **simplification, innovation and data**. New technologies such as the Cloud, AI, IoT and Cybersecurity must become the pillars for transforming urban contexts into digital ecosystems, where data becomes a fundamental tool for optimising and improving mobility, safety, welfare, waste collection. And doing all this in such a way that all these services also become resilient to crises such as the recent Covid emergency. **The efficient use of data also means using platforms that share and integrate information from different sources**. This is to optimise the provision of social, health and welfare services for example, to facilitate distance teaching, to optimise public lighting services or to ensure that museums and monuments are always accessible, albeit virtually.

All this, however, does not only mean grafting technology into an existing structure, it means rethinking the organisations and processes themselves. For public employees to work from home, it is not enough to provide them with a computer. They must be enabled (including through training) to use tools which make it possible to carry out, remotely, the same activities as in the office. Moreover, offering online services to citizens also means guaranteeing their privacy. Facilitating social relations means ensuring security and social distancing.

Moreover, **processes cannot be reorganised without also reorganising the corresponding economic resources**. For this very reason, private individuals should be considered as valid stakeholders of the Public Administration, systematically using the tools offered by the Procurement Code such as Public-Private Partnerships and project financing.

PORTFOLIO MAP

Augmented City



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OUR POSITIONING AND SOLUTIONS



Next months will provide cities with the opportunity to transform their digital experience, in order to manage the health emergency within the context of the new daily reality. **Municipia, an Engineering Group company** which has already been working alongside Municipalities to support them in their digital transformation, dedicates resources, tools and developments designed ad hoc in order to guarantee employee safety during this important path towards recovery and, above all, the punctual and rapid provision of services to citizens who, even more than before, must find a reliable and efficient point of reference in their Local Administration.

It is precisely with this clear mission towards citizens that Municipia is working alongside Municipalities to define with them a new identity for the city: technological, resilient and inclusive. Which is how Municipia defines an “augmented city”

First Steps in a Post Covid World





Protect Productivity

**Ensuring operational continuity
by innovating the way we work and collaborate**

The challenge

As the Covid emergency has shown, it is now necessary – and can no longer be put off – for technological innovation, Change Management programmes and the use of data to redesign the workplace and the way we work and collaborate, supporting those specific activities that require judgement, creativity and decision-making ability.

Our offer

Digital Workplace and remote collaboration tools, both readily available on the market (**Microsoft Office 365**) and proprietary products developed by us (**LiveBox**) through the adoption of secure, open source technologies, to enable innovative and effective working solutions, thanks to worker-oriented technologies and organisational models.

Change Management programmes to support the New Normal of the working world, through strategies and tools that help to organise, stimulate and monitor the efficiency and productivity of the individual employee, and to ensure that the right levels of training and assistance are available.

Smart Proximity: our integrated platform, which monitors and predicts the risk behaviour of staff in the workplace, providing operators who exceed safety distances with real-time warning messages: the platform can be adapted both in an office context, and in off-site structures operating in the field (power plants, refineries, etc.)





Increase Resource
Availability

Increasing the availability of the organisation's physical and technological resources

The challenge

We need to simplify and expand the tools used to support the dialogue between citizens and Authorities, offering more ways to communicate through the digitalisation of systems and the redesign of operational processes.

Our offer

Digital Contact Centre: a Cloud-based solution, the platform enables the Authority's employees to work in Smart Working mode; the solution does not require the Authority to acquire specific equipment and citizens can choose their preferred way to interact (phone, fax, web e-mail, chat, messaging app, social media), so as to be routed to the operator, who can provide them with the best support available.

Virtual Desktop: Municipia has implemented a simple, quick solution to enable Authorities to guarantee their employees a secure virtual desktop, which can be used from their homes or from any place where internet access is available.

Sharing documents: Municipia's platform allows each document, stored in the Cloud, to have a controlled life cycle, both because the solution keeps track of the users who perform operations on the specific document, and because all the versions of the document are maintained, thus making it possible to track each one of them. This allows the entire municipal organisation to share the Authority's documentary assets, in accordance with reliable, secure and easily configurable access, classification and storage policies.





Manage Complexity

Intercepting and managing citizens' needs, by making Welfare Management more efficient

The challenge

In order to take quick and fair action, the Authority must acquire a social needs' knowledge system, since efficient management leads to the availability of resources to devote to those who need them the most.

Our offer

The virtual services counter and the social services portfolio: a set of tools and services to help govern local welfare policies: the computerised management of the social services portfolio and the procedures for requesting, granting and providing services. A centralised database containing all the various information on services and interventions, including the INPS (Italian public retirement system), SIUSS (Italian social benefits system) and ISEE (Italian equivalent financial situation index) databases.

The social needs' knowledge system: cross referencing the municipal and national databases, the solution produces complete lists of all the extensive, punctual information needed to optimise resources and to provide timely responses.

Welfare Management: by cross referencing several sources, both on the Public Administration side and, where available, on the private social sector side, the system provides a clear view of families across the territory. Through a navigable dashboard, the solution makes it possible to:

- respond to government policies relating to social support
- analyse social phenomena down to the detail of the individual citizen or family unit
- provide future government monitoring systems with a reliable and complete database capable of increasing the effectiveness of the system
- monitor the evolution of social phenomena.



Protect Business

Guaranteeing the security of information systems and data

The challenge

To enable their digitalisation, Municipalities need to guarantee the security of their systems and platforms in order to protect the services offered to citizens and their data.

Our offer

We enable the Cybersecurity of Authorities, both through staff training, raising employees' awareness of the potential cyber vulnerabilities to which the organisation is exposed, and from an IT perspective.

Thanks to **Cybertech, an Engineering Group company**, we ensure a comprehensive security of business processes, offering a profound understanding of the methodologies and security management policies required to deal with cyber threats and to manage vulnerabilities.



Improving the delivery of services to citizens through an acceleration of Digital Transformation

The challenge

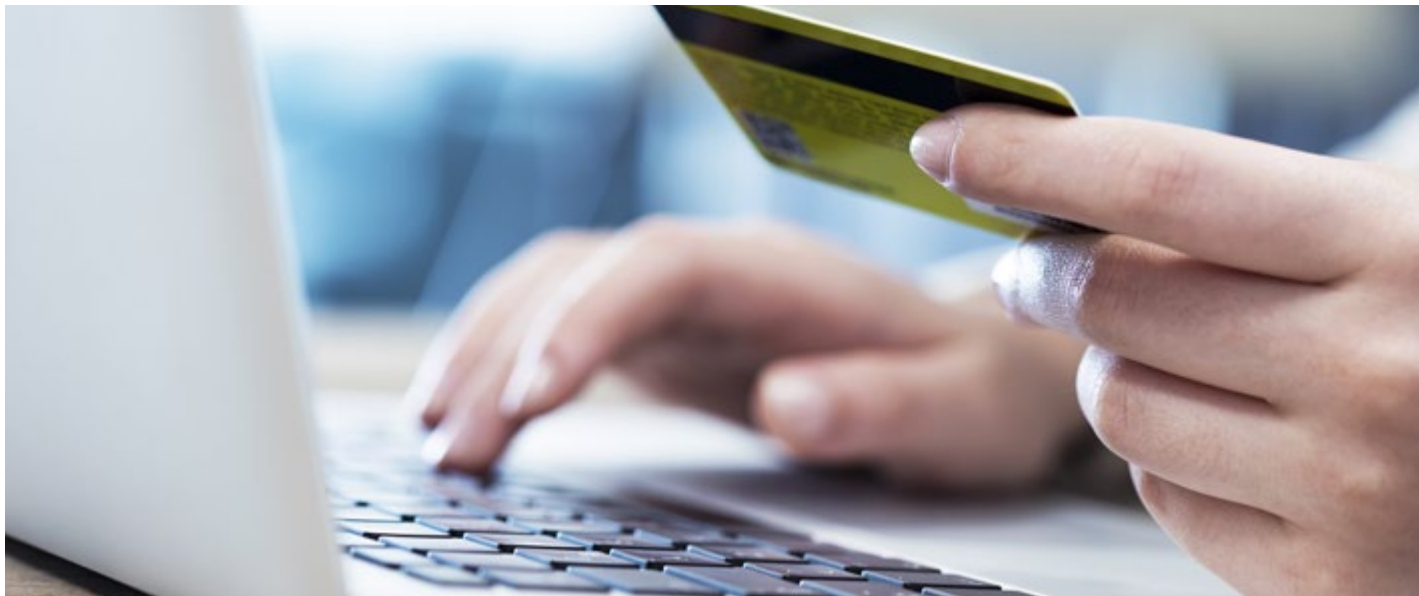
In this difficult period, it is necessary to exploit the full potential of digitalisation, in order to provide citizens with simple and immediate tools for requesting vouchers and subsidies.

Our offer

Each Municipality has its own regulations in force for the distribution of the subsidy. Municipia provides the web space, which can be connected to the municipal website through a simple link, as well as the Cloud infrastructure for the provision of the solution based on a SaaS architecture. Moreover, thanks to the data analysis capability, Municipia supports Municipalities in the necessary checks that must be carried out to assure citizens that the resources are assigned to those who really need help.

By digitalising the entire process of sending, receiving and processing requests for food vouchers, the citizen can request them and the Municipality can manage the entire procedure in a semi-automated way, including the qualification/ranking process:

- online multi-platform for applications and requests
- qualification/ranking of requests
- PDF production of food vouchers with a barcode, including support to send the vouchers by e-mail
- “Check voucher” and “Spend voucher” services aimed at checking the voucher number and the relevant annulment, by the commercial operation, of the voucher when the latter has been spent.





Digitally Present

Increasing the possibilities of a virtual dialogue between Authorities and citizens and securing the physical meeting points

The challenge

To create increasingly connected communities, so that Authorities and citizens can communicate based on a multi-channel and remote approach. At the same time, it is necessary to create the right conditions to ensure compliance with the required social distancing rules in the environments where operators and users meet, controlling and monitoring the number of people who access and stay in certain spaces.

Our offer

The virtual services counter: we have implemented a new digitalisation model of the municipal branches, in order to provide an online channel for making requests and receiving answers, focussing on people and their needs.

Thanks to this approach, we are able to ensure:

- a single access point for operators and administrators
- a single place (physical and virtual) where users can find all the information they need
- the integration of the users' data files (taxpayer, social services...) in which all data and documents, applications and answers are stored
- a way of communicating with the different sectors, based on a multi-channel approach

People counting: the platform makes it possible to monitor, and eventually to restrict, access to a specific environment. By installing sensors covering the access points to the environment to be monitored, or to cover specific areas of the environment, it is possible to:

- monitor in real time the number of people present in that environment or who are part of it
- dynamically inhibit/authorise access through traffic lights, signs with variable messages or bars.

Smart Proximity: our integrated platform, which monitors and predicts the risk behaviour of staff in the workplace, providing operators who exceed safety distances with real-time warning messages: the platform can be adapted both in an office context, and in off-site structures operating in the field (power plants, refineries, etc.)

Safe Eye: our solution, based on Artificial Intelligence, which makes it possible to monitor and manage social distancing between people in public places or within delimited spaces (offices for example) by analysing videos and images



Evolve the processes of digitalisation and interaction between Authorities and the citizen

The challenge

Digitisation and leading edge technologies must ensure that bureaucracy no longer becomes a barrier between the needs of citizens and the provision of services by the Authorities.

Our offer

Application management: A Cloud-based solution, the platform makes it possible to centralise and standardise the process of filling out and sending any type of application aimed at citizens; the solution also allows the citizen to be directed, through the protocol system, towards the specific service offered within the municipal information system. The platform therefore helps eliminate the fragmentation of systems and facilitates a process of digitalisation and interaction between the Authorities and the citizen.

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BUILDING THE NEW NORMAL



There's no doubt the world has changed. New values, new rhythms, new models. Everyone is wondering how to rebuild and what direction to take. It is a time when the answer has to be found by asking the right questions. Questioning the status quo. The rules of the game have changed and perhaps the game itself will change. How to combine the definition of core values to generate ideas, how to learn from other markets, or how to capitalise quickly on technological developments.

New Normal will speed up the use of data to create value: these recent months have shown the power of data transversality and how, around them, we can create quickly services and virtuous ecosystems.

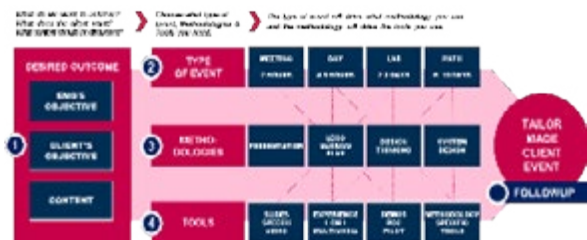
The walls between one vertical and the other will increasingly be mental barriers, we must then give life to new partnerships, designing and creating digital ecosystems based on technologies transversal and enabled by vertical services. These are the most important challenges to face. And we at Engineering have the strategic vision and operational capacity to accompany our customers in this challenging journey. Every day, we experiment and measure the potential for change of the new enabling technologies coming out on the innovation scene. But we also know how to do this gradually and strategically, in order **to ensure the harmonious and sustainable evolution** of the complex system of skills, processes, infrastructures and services of the organisational context in which we operate.

It is with this strategic ecosystem-based approach that today, we can partner with our stakeholders to build a New Normal that follows the paradigms of Digital Transformation: a path that starts with the restoration of specific business values and continues up to the recognition and involvement of the various networks of relationships and transactions that define the internal organisational system and that relate to it externally. Directly (customers, suppliers, partners, etc.) and indirectly (physical, social, economic, environmental, technological, cultural/educational system, etc.).

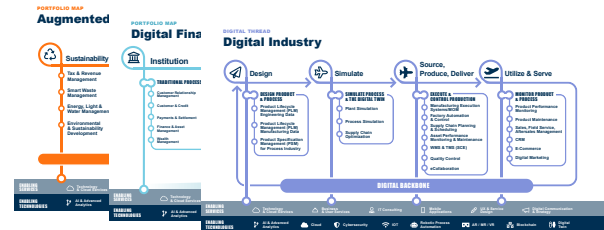
An intervention – the one we have adopted – that invests in innovation and not in technology: because first and foremost it focusses on the ability of the organisational body to react to the crisis, to face and resolve all the pre-existing rigidities on the supply and demand side, to then proceed to build, based on unexpressed potential and on the new value proposition, its very own specific and solid construction of the new New Normal business model.



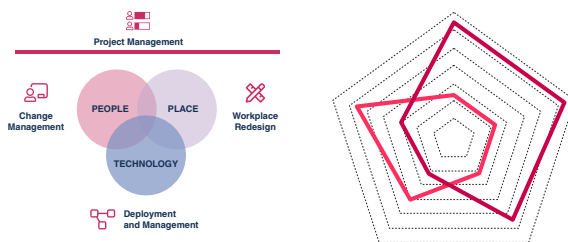
CO-DESIGN FRAMEWORK



MULTI INDUSTRY EXPERIENCE



CHANGE MANAGEMENT & MATURITY ASSESSMENT



ECOSYSTEM VIEW



Our toolbox consists of:

- **A Co-design Framework**, for the generation of ideas focussed on the innovation and transformation of the business model and for the joint design of prototypes of "ecosystem"-based solutions and platforms;
- **Change Management and Maturity Assessment processes**, to assess the strengths and areas for improvement of the organisational system and its positioning with respect to the business context in which it operates;
- **A Multi-Industrial Experience**, for sharing the experience, skills, processes and solutions that our Group has matured in the specific business chains and which become transversal when they intersect and can enhance or condition the customer's new innovation model;
- **An Ecosystem View**, designed to offer integrated and coherent services models that enable "user-centred" views (e.g. Digital Citizenship, Mobility).

There is no perfect solution for overcoming this crisis and building the so-called New Normal. But there is that sought-after ability to imagine, to create and to develop the open "peer production" solution based on a collaborative, synergistic and iterative approach: always able to give the best answers to the new innovation questions.

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ENGINEERING

Engineering is one of the main players in the field of Digital Transformation of public and private companies and organizations, offering an innovative offer targeted at the main market segments. Together with its subsidiaries, the Engineering Group is committed to pushing the envelope as regards the application of emerging technologies. It also works in the area of system implementation and integration and on redefining processes in order to promote innovation for the benefit of businesses and Public Administrations.

With around 12,000 professionals in 65 locations spread across Italy, Belgium, Germany, Norway, Republic of Serbia, Spain, Sweden, Switzerland, Argentina, Brazil and the USA, Engineering manages projects in over 20 countries, supporting customers in the business areas where digitalization is having the biggest impact. Its products and services cover all strategic sectors, including Digital Finance, Smart Government & E-Health, Augmented Cities, Digital Industry, Smart Energy & Utilities, Digital Media & Communication. The group aims to help change the way in which the world lives and works, by combining technological infrastructures organized in a single hybrid multicloud, the capability to interpret new business models and specialist competences in all next-generation technologies: AI & Advanced Analytics, Cybersecurity, RPA, Digital Twin, IoT, Blockchain. With significant investments in R&D, Engineering plays a leading role in research, by coordinating national and international projects thanks to its team of 450 researchers and data scientists and a network of academic partners and universities throughout Europe. One of the group's key strategic assets is its carefully considered staff training policy. Engineering, since 1999, has had its own dedicated multidisciplinary training academy, the "Enrico Della Valle" School of IT & Management. With 300 certified trainers and hundreds of courses, the School has delivered more than 19,000 days of technical, methodological and process training during the last year.

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