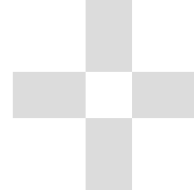
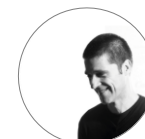


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Eukene
Barranetxea



Xabier
Gorritxategi



Peter
Rathje



Henrik
Bielefeldt



SmartEnCity Network Webinar
March 31, 2017

Empower your city transition
– Citizen Engagement learnings from European
municipalities

Eukene Barranetxea & Xabier Gorritxategi
ACEDE H-Enea Living Lab

Peter Rathje & Henrik Bielefeldt
ProjectZero

TOWARDS SMART ZERO CO₂ CITIES ACROSS EUROPE
VITORIA-GASTEIZ + TARTU + SØNDERBORG



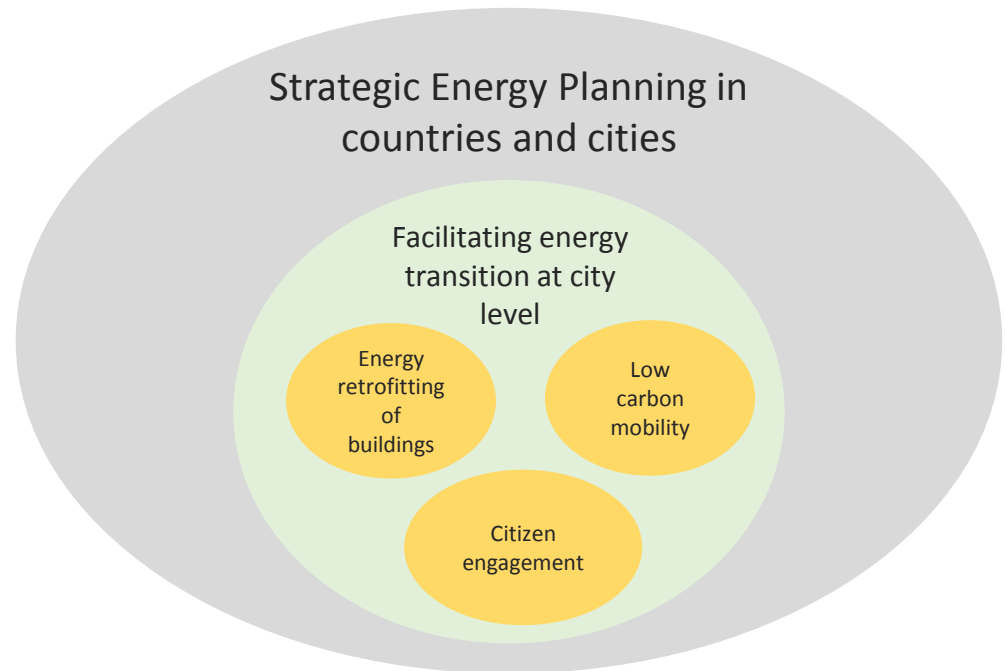
This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 691883

- Project funded under the **European Union's Horizon 2020** research and innovation programme
- Under the coordination of Fundación TECNALIA Research & Innovation, **35 partners from 6 countries**
- To develop **strategies that can be replicated** throughout Europe in order to reduce energy demand and maximise renewable energy supply
- To develop a **systemic approach for transforming European cities** into sustainable, smart and resource-efficient urban environments in Europe
- **SmartEnCity Network** is being developed for European cities

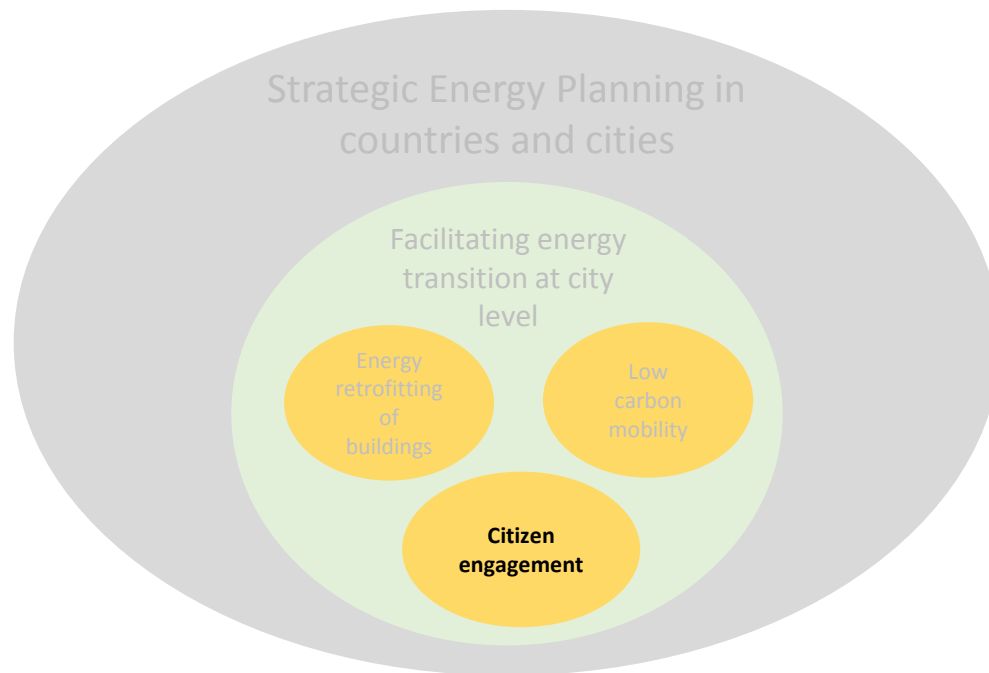


- These webinars are for city planners, policy-makers, private companies, government, researchers etc.
- They are being carried out to share the knowledge of the SmartEnCity partners and attract members to the network
- All webinars available online at www.smartencity.eu

1. Strategic Energy Planning in countries and cities
2. Facilitating energy transition at city level
3. Empower your city transition – Citizen Engagement
4. Energy retrofitting of buildings
5. Low carbon mobility



1. Strategic Energy Planning in countries and cities
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You can already re-watch webinar 1 and 2:

1 Strategic Energy Planning in countries and cities

2 Facilitating energy transition at city level

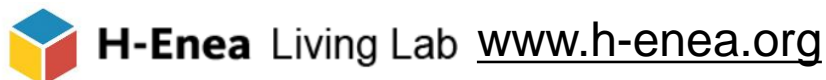
online at

www.smartencity.eu

→ Publications → webinars

- ✦ Introduction to presenters and topic
- ✦ Part 1: Citizen Engagement in generic perspective: CES Model
- ✦ Part 2: Vitoria-Gasteiz – Citizen Engagement strategy & learnings
- ✦ Part 3: Sonderborg – Citizen Engagement strategy & learnings
- ✦ Questions and next webinars

Introduction to presenters and topic



**Eukene
Barranetxea**

- + Part of team at H-Enea Living Lab working with Citizen Engagement and innovation
- + Coordinator of Citizen Engagement learnings across Lighthouse Cities in SmartEnCity
- + Bsc. in Sociology and Msc. in Intrapreneurship and Innovation



**Xabier
Gorritxategi**

- + Creator and coordinator of H-Enea Living Lab
- + Involved in setting up Citizen Engagement activities in Vitoria-Gasteiz
- + Bsc. in Physics and Msc. in Intrapreneurship and Innovation



Bright Green Business

ProjectZero www.projectzero.dk



**Peter
Rathje**

- + CEO at ProjectZero
- + General responsible of ProjectZero's Citizen Engagement actions in Sonderborg
- + Background as manager of various small and medium sized businesses



**Henrik
Bielefeldt**

- + Citizen Engagement manager at ProjectZero
- + Part of ProjectZero's Citizen Engagement actions in Sonderborg e.g. to lower building energy use
- + Background in employee engagement and customer understanding from different industries

Questions?

If you have questions please write them in the “Question box” and we will try to answer at the end of the webinar

You can also email questions afterwards to sss@planenergi.dk

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Part 1: Citizen Engagement in generic perspective: CES Model

Eukene Barrenetxea
ACEDE & H-Enea Living Lab, 2017-03-31

TOWARDS SMART ZERO CO₂ CITIES ACROSS EUROPE
VITORIA-GASTEIZ + TARTU + SØNDERBORG



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WHY CITIZEN ENGAGEMENT?

- ✦ **Citizen Engagement or society participation is seen** as a necessary driver to make **solutions** come into place, as it will inevitably target the **policy** level that can make things happen.
- ✦ The World is full of technical **solutions** e.g. district heating for your energy system or biking for your mobility system. Solutions will not come into place, until you start addressing the **policy** level and until you create a movement in your society – **society participation**.

WHY CITIZEN ENGAGEMENT?

- ✦ Is the fundamental purpose to **enable better decision making** and improve democratic process through ownership, legitimacy, transparency and trust.
- ✦ There are **many versions and schools** on Citizen Engagement and it can take many forms. Citizen Engagement is highly influenced by many factors as culture, society, structure, etc.

TODAYS PRESENTATION OF CITIZEN ENGAGEMENT

PART 1: Citizen Engagement Generic perspective CES MODEL

- ✦ Today we present one specific approach to citizen engagement.
- ✦ Developed on experiences from the **Lighthouse Cities** and other examples in the World.
- ✦ Action-oriented – focus on how to apply citizen engagement in practice.



CES MODEL: Citizen Engagement Generic perspective

- ✦ **How each City designs and implements its strategy depends on many different aspects.** A full year action research process has been designed and implemented. As result, 9 fundamental Areas have been defined as Key elements that interconnected, play a fundamental role in engaging citizens



WHO



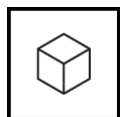
WHY



TO WHOM



WITH WHOM



WHAT



WHAT



FEEDBACK



WHERE



HOW



WHO are the decision makers for the strategies and implementations and how these implementations are being done

- ✦ Each City has a different governance culture. Governance can be different depending on the City. Some questions can help to identify this aspect.
 - ✦ Which is the list of Stakeholders that is defining the Citizen Engagement process for the activities your are planning in in your City?
 - ✦ Who validates the strategy? How do they make decisions?
 - ✦ How is the District where your are working organized? How are the decisions made?





As example, this area can be divided into more specific subcategories.

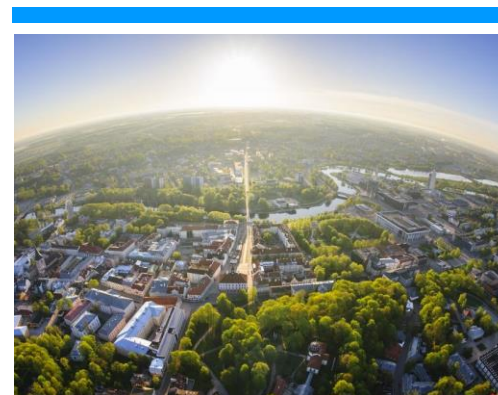
- ✦ **Promoter Group or Steering Committee:** Guarantee a smooth and efficient development of the projects value proposals.
- ✦ **Motor Group:** Communication and Citizen Engagement Committee. To promote and guarantee the Community involvement and citizen engagement
- ✦ **Neighbourhood Node:** Structured organizations connected to neighbourhood.





Which is/are the purposes of the Citizen Engagement Strategy in your City?

- ✦ In the SmartEnCity project, the purpose WHY can be divided in two subcategories.
 - ✦ Educational programs and activities to reduce the CO₂ emissions.
 - ✦ Activities including the citizen/user perspective in the development of low carbon economy products and services.





TO WHOM are we delivering the activities. Identify and classify which groups and segments is the activity targeting.

- ✦ As example in the District Renovation and Refurbishing proposal you can classify as follows:
 - ✦ **Citizens** are a target audience that need to be informed about the project. Communication area.
 - ✦ **District area:** interaction spaces from different citizens of the District.
 - ✦ **Neighbourhood Associations, House Associations and Community of property owners**
 - ✦ **House Owners and House Locators**





TO WHOM Segments and target groups

✦ Strategies vary also depending:

- ✦ The **demographic structure** of the District intervention area specially when the aim is introducing smart technologies.
- ✦ **Socioeconomic characteristics**
- ✦ **District area decision making units** and processes. Neighbourhood Organizational System should be clear to understand the decision making processes



WITH WHOM are we designing and implementing the inclusion of the citizens into the process?

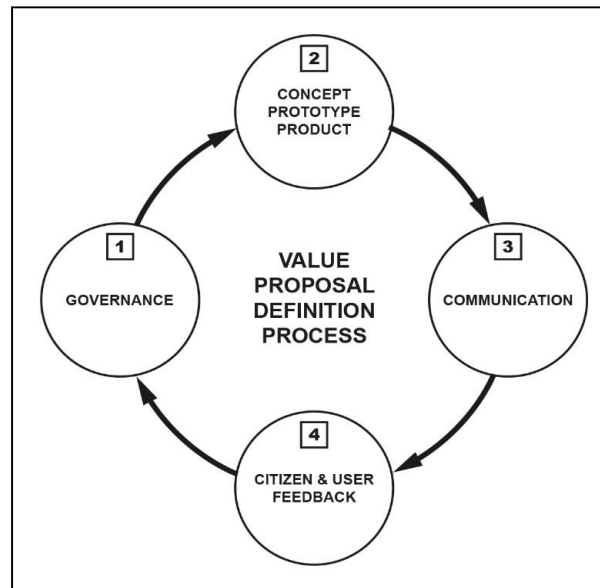
- ✦ **Some Cities** will have **more clear organizational channels** and methods to engage people to create transition **towards smart zero carbon cities** around certain value proposals and educational aspects. **Others will have to start nearly from scratch.**
- ✦ Actors can be formal actors that are accomplishing a formally designed function. There are also Actors that can play an important role in the engagement processes not having a formal assigned role but feeling motivated with the project activity and mission.





WHAT benefits people by attending to a educative program or purchasing a particular product or service from a vendor?

- ✦ When the information strategy works in the right direction the result can be that the citizens and different target groups increase their positive perception of the project proposals, the recommended steps are:





WHAT

Communication: Activities, Materials and Channels

Communication (WHAT) activities, materials and channels. There two aspects in this Area:

- ✦ One more related with **on line and media communication channels** for the Citizen Target Audience.
- ✦ The offline face to face activities, related to community development. Activities **like public or private meetings, workshops, surveys.**





Reshaping Value Proposition (FEEDBACK) and setting the desired results.

- + When engaging citizens they want to see the results of their engagement. Feedback culture should be introduced in the Value Proposition development processes. Citizen feedback is key in these processes.
- + The challenge is defining the citizen role in these feedback processes. Citizens need to understand the impact of their participation. Understandable Messages and Contents are necessary.



Real and virtual the space and spaces where the interaction with the citizens happen.

- ✦ **Physical spaces:** Office, Civic Centres Neighbourhood, Libraries, House Association rooms, the homes where the Smart meters are being installed
- ✦ **Online spaces:** new or existing Web Pages, Social Networks
- ✦ **A Mixture:** places where the project can be Connected Physically and Digitally with (demo building, smart meters, platforms and webs).





Is in this Area where all the Key points converge into one strategy.

- ✦ The City background, how the strategy is governed, the kind of Key Actors that are collaborating in the process (formal or informal) and the kind of service product or education proposal that needs to be addressed to the Citizens, **these all factors, determine the final result of the strategy that will be designed.**
- ✦ **Each City will have a different background** on implementing educational programs related to emission reductions and also different experiences to generate conditions to introduce innovative low carbon emission product and services.



- ✦ **The type of service or product makes also a difference in the strategy.** Refurbishing value proposals differ from the Mobility value proposals. The higher is the investment per citizen the longer it takes to engage people.
- ✦ Citizen engagement processes that include low carbon emission **service product offers** are generally **innovative**. This means that citizen **educational aspects** need to be **incorporated** in the process (making people aware of the situation and engaging them in programs for behavioural changes).



- ✦ People will need information to be **involved in a meaningful way**, specially when there are not much familiar success cases you can show, something that frequently happens in innovation projects.
- ✦ A fragmented story is like a film with a bad script, in the sense you can not reproduce “what happened” to someone else. The fragmentation experience can be avoided **creating a story**. The citizens can at the same time be observers or protagonists of the story.

THANK YOU

“There is no unique receipt for Citizen Engagement Strategies. The design must be adapted to each reality. The CES Model is an open frame that helps you to start and develop a process that is divided in Key Areas that work independently and interdependently. Your initial conditions are the basis from which you can go forward”

The next slide shows the CES Model Canvas application in the Vitoria-Gasteiz case which will be described in the second part of this Webinar.



WHO
Governance

PROMOTER GROUP

Coronación Steering Committee (CSC)

To guarantee a smooth and efficient development of the project.



Visesa



Tecnalia (ACCIONA)



Vitoria-Gasteiz City Council (CEA)



Mondragon (ETIC, LKS, MTEL, MU, FED)



Giroa Veolia



Acede (H-Enea)

MOTOR GROUP

Communication and Citizen Engagement Committee (CCPC)

To promote and guarantee the Community involvement and citizen engagement



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Acede (H-Enea)



WHY

Purpose

Vitoria-Gasteiz advocates transforming the city into environmental issues and promoting the transition from the European Green City to the CO2 neutral city.

In addition, Vitoria-Gasteiz aims to renovate various neighborhoods of the city. For this, the district of Coronación is a first pilot:

- Reduce the energy demand of the neighborhood and the use of renewable energy in substitution of fossil fuels.
- Improve housing habitability and improve comfort.
- Save on heating and domestic hot water (DHW).
- Integrate the engagement of neighbors in the definition of the project.
- Sustainable urban mobility



WITH WHOM

Key Actors and Roles
Formal and Informal Leadership

FORMAL LEADERSHIP

Interlocutors:



Ensanche21: Refurbishment Agency



Visesa: Technical team

Associations:

- Some associations and institutions located in the neighbourhood help in the dissemination of the SmartEnCity project.

INFORMAL LEADERSHIP

Lead User Program:

- First with 15 families
- After with followers.



HOW

Citizen Engagement Strategies definition and Best Practices collection

GRADUAL INVOLVEMENT

The process consists on increasing the level of impact of the citizens in the proposal. As you know we started with the **Information Strategy**, followed with a **Consultation** for the District Renovation and now are pivoting to the **Involve** phase.

Due to the lack of a House Associations, new alliances with new key agents and lead user capturing and attracting strategy are needed. The idea is to make interviews with all the community property of owners (108) and detect the potential lead users.

1. Make a dissemination of the SmartEnCity project based on big events where the neighbourhood is invited through with the help of the existing association network and public services.
2. New alliance with new key agents from the Vitoria City Council, Ensanche21 Refurbish Agency. This agent can help in the pre-commercial process. This consists on contacting the Pilot Area focused residents with most of the information of the Value Proposal. This give the possibility to contrast and validate some parts of the proposal with them.
3. Attract a small number of lead users, 15 people. The 15 people will take part in a program. Once the program is finished successfully, they will be able to capture and attract more interested people.
4. Spread the experience of the 15 lead users to other people of the target group which will be named "followers".



WHAT

Value Proposition

PRODUCT SERVICE SYSTEM

Products:

- **House energy refurbishment:** Includes insulation, new low energy windows and doors, installation of ventilation systems with heat recovery, among other measures which will significantly drop the energy demand of buildings.
- **District Heating:** As part of the intervention the neighbours must change from individual heating systems to the district heating system.

Price:

- The proposed cost is 21.000 EUR on average. The final price for owners, after discounting the grants, is 9.600 EUR on average.

Payback:

- Payback period is about 30 years. Recovering the investment from the savings on the operation and taxes on the buildings.

EDUCATION

Energy reduction program:

- The 15 lead user education program during 2017. Educational aspects related to renewal energy use, energy saving and life quality increase.



WHAT

Communication: Activities, Materials and Channels

CONITNUUM PRESENCE

Events:

- SmartEnCity Informative event (350 assistants)
- District renovation information (175 assistants)

Exhibitions:

- District renovation exhibition & consultation.
- House refurbishing options exhibition.

Leaflets: General information, boards...

Meetings: 108 Community property of owners.



WHERE

Spaces: Real and Virtual

REAL

Spaces: Europa Palace (350), District Civic Centre (200), Association house (40), Citizen Office (20)

Demo building: Not yet

Smart meters: 500-600 will be installed

VIRTUAL

Web: Vitoria-Gasteiz: www.vitoria-gasteiz.org

Platform: Not yet



FEEDBACK

Reshaping Value Proposition

UNDERSTABLE MESSAGES

- Realize questions about the project and solve some of the doubts in events.
- Propose ideas or post complaints about District Renovation proposals.
- The owners could express doubts about the building retrofitting project and resolve some doubts.
- They could know more concrete features about building retrofitting and ask relevant questions.



WHOM

Segments and Target Group

NEIGHBOURHOOD ORGANIZATIONAL SYSTEM



CHARACTERISTICS OF THE TARGET GROUP

Owners:

- In the case of Vitoria, the refurbishing will be offered to private owners. The owners are the ones that are making the investment for the refurbish.
- Total amount of community property of owners in the intervention zone is 108 communities. Each community property of owners is composed from 4 to 12 apartments. The total of dwellings is 1305.
- In 48 of the community property of owners the population is older than 65 years old. Regarding relation in between community property of owners and foreign nationality people, 6 communities have more than 55% and 22 have in between 30 and 55%.

Contact

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<https://www.linkedin.com/groups/8519824>

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Vitoria-Gasteiz Citizen Engagement strategy & learnings

Xabier Gorritxategi
H-Enea Living Lab, 2017-03-31

TOWARDS SMART ZERO CO₂ CITIES ACROSS EUROPE
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- ✦ Vitoria-Gasteiz advocates transforming the city into environmental issues and promoting the transition from the European Green City to a CO2 neutral city.
- ✦ In addition, Vitoria-Gasteiz aims to renovate various neighbourhoods of the city. For this, the district of Coronation is a first pilot:





PROMOTER GROUP

- ✦ At the beginning of the process, the Steering Committee took a proactive role to ignite and guarantee a smooth and efficient development of the project. Meanwhile a Communication and Citizen Engagement Committee was activated. This Committee was created to promote and guarantee the community involvement and citizen engagement.





MOTOR GROUP

- ✦ Due to the change of the process needs, the motor group is the Communication and Citizen Engagement Committee. This group has changed its role and members. The strategy has evolved from a citizen information phase to a citizen involving and engaging phase.
- ✦ The plan during the year 2017 in the refurbish area will be governed by the actual Citizen Communication Engagement Committee.





TO WHOM Segments and target groups

- ✦ In the case of Vitoria, the refurbishing will be offered to private owners. The owners are the ones that are making the investment for the refurbish.
- ✦ Total amount of community of property owners in the intervention zone is 108 communities. Each community of property owners is composed from 4 to 12 apartments. The total of dwellings is 1305.
- ✦ In 48 of the 108 communities of property owners the average aging of owners is older than 65 years old.





WITH WHOM Key Actors and Roles Formal and Informal Leadership

- ✦ These are the collaborators that make the engaging process easier. There is no house association that can work as node to socialize the project. Different alliances are made during the SmartEnCity engagement process. H-ENEA Living Lab has been and is the dynamiser and advisor in these interaction processes.
- ✦ First, neighbourhood associations and district located public services.





WITH WHOM

Key Actors and Roles Formal and Informal Leadership

- ✦ Secondly, City council Refurbish agency.





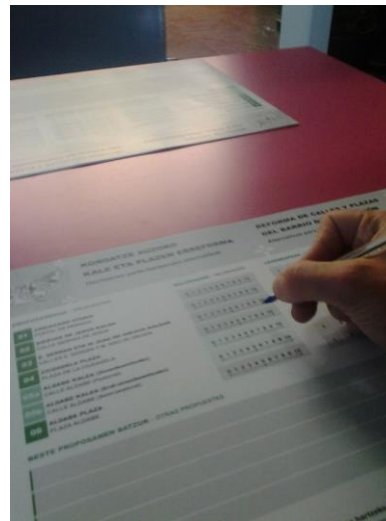
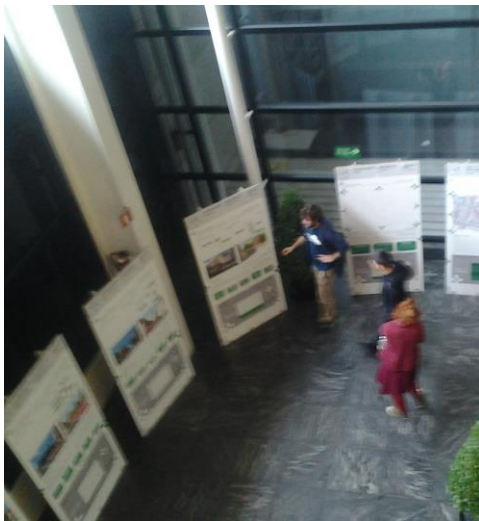
1. Make a dissemination of the SmartEnCity project based on big events where the neighbourhood is invited with the collaboration of the existing district association network and public services. *Status done.*





HOW Citizen Engagement Strategies definition

2. Meetings with the 108 community of property owners, 1305 dwellings in total (the objective is that 750 owners should sign the refurbishment contract). Create an alliance with the Vitoria Gasteiz Refurbish Agency and locate the engagement process in their office, which is very near the Pilot Area. Share information of the value proposal even some points are already to define (for example new district heating monthly service costs). **Status done**





3. Identify and capture lead users, 15 people. The 15 people will take part in a program. A more defined value proposal related to product and service will be shared and contrasted and educational aspect related to energy savings and life quality increase will be worked out. Once the program is finished successfully, they will be able to capture and attract more interested people. **Status under development.**
4. Spread the experience of the 15 lead users to other people of the target group which will be named “followers”. **Status to do.**



PRODUCT SERVICE SYSTEM

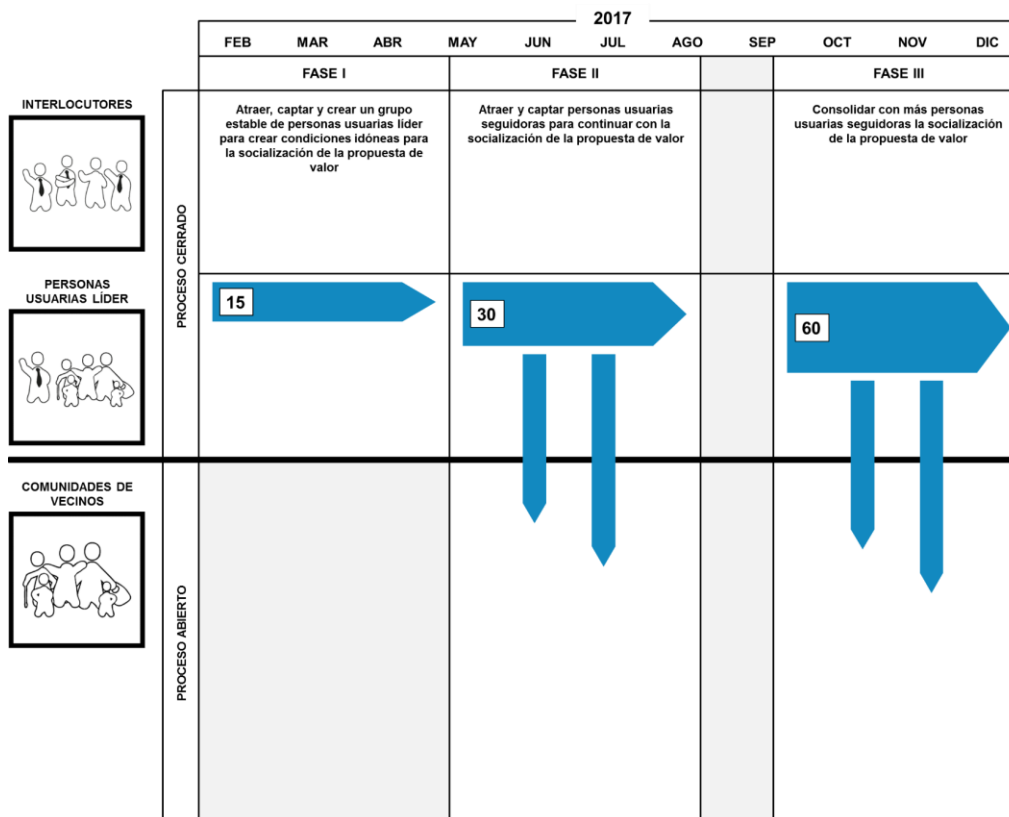
- ✚ **House energy refurbishment:** Includes insulation, new low energy windows and doors, installation of ventilation systems with heat recovery, among other measures which will significantly drop the energy demand of buildings.
- ✚ **District Heating:** As part of the intervention the neighbours must change from individual heating systems to a biomass district heating system.
- ✚ **Price:** The proposed cost is 21.000 EUR on average. The final price for owners, after discounting the grants, is 9.600 EUR on average.
- ✚ **Payback:** Payback period is about 30 years. Recovering the investment from the savings on the operation and taxes on the buildings.





EDUCATION PROGRAM

- ✦ 15 lead user education program during 2017. Educational aspects related to renewal energy use, energy saving and life quality increase.





✦ Events:

- ✦ SmartEnCity Informative event (350 assistants)
- ✦ District renovation information (175 assistants).

✦ Exhibitions:

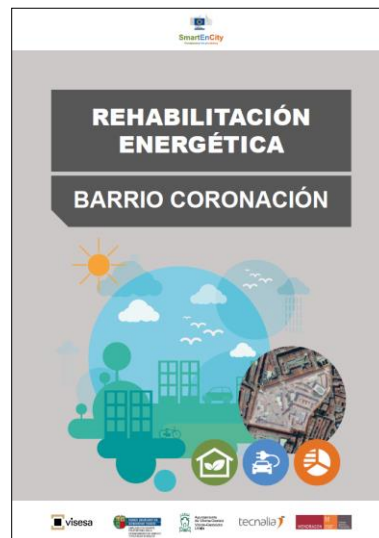
- ✦ District renovation exhibition & consultation.
- ✦ House refurbishing options exhibition.

✦ Leaflets:

- ✦ General information, boards...

✦ Meetings:

- ✦ 108 Community property of owners.





REAL

- ✦ Europa Palace (350), District Civic Centre (200), Association house (40), Citizen Office (20)



- ✦ Demo building: Not yet
- ✦ Smart meters: 500-600 will be installed

VIRTUAL

- ✦ Web: Vitoria-Gasteiz: www.vitoria-gasteiz.org
- ✦ Platform: Not yet





UNDERSTANDABLE MESSAGES

- ✦ Making questions about the project and solving some of the doubts in events, exhibitions and meetings.
- ✦ Propose ideas or receive citizen feedbacks about District Renovation proposals.
- ✦ Owners could express doubts about the building retrofitting project proposals and spaces are created to co-create solutions.
- ✦ Offering more concrete features about building retrofitting proposal and opening spaces for questions and suggestions.

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<https://www.linkedin.com/groups/8519824>

- + Introduction to presenters and topic
- + Part 1: Citizen Engagement in generic perspective: CES Model
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- + **Part 3: Sonderborg – Citizen Engagement strategy & learnings**
- + Questions and next webinars

smart+ en. ci+y



Citizen engagement & participation

Peter Rathje & Henrik Bielefeldt
ProjectZero Sonderborg
31. March 2017

TOWARDS SMART ZERO CO₂ CITIES ACROSS EUROPE
VITORIA-GASTEIZ + TARTU + SØNDERBORG



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 691883

ProjectZero is an enabler
for Sønderborg to become a
ZEROcarbon community by 2029,
based on sustainable growth
and creating new **Green jobs**

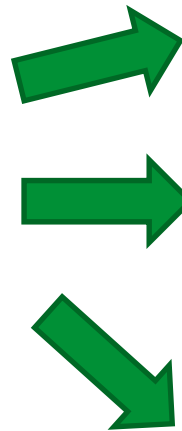
20 years ahead of a fossil free Denmark

Our approach is holistic
and include Public Private Partnership,
technology, solutions, business, **participation**
... and a new thinking!



Our participation journey started with the ZERO+ house, and now the ZEROmindset have taken over!

The ZERO+ house



- new homes
- new municipal buildings
- new schools
- companies going ZERO+
- shops going ZERO+
- schools going ZERO+
- families going ZERO+
- sports going ZERO+
- urban development going ZERO+

Frank Gehry



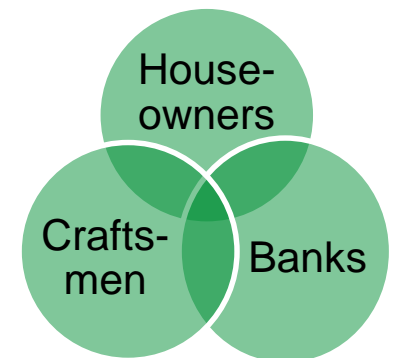
The Gehry harbour project



The ZEROhome program

Engaging 18.600 owners of private homes

- ❖ House construction, thermostats, insulation, installations, green district heating, heat pumps, appliances, mindset, ..
- ❖ Concept – a 360 degree engagement strategy
 - ❖ **easy, safe and economic viable for owners**
 - ❖ strengthen craftsmanship competencies
 - ❖ secure financial support
 - ❖ lean processing across sectors
- ❖ Impact
 - ❖ 1.800 homes visited by Charlie catalyzing the process
 - ❖ 65% have initiated retrofit with average €21.000 generating €20 mio in craftsmen sales
 - ❖ Energy savings up to 45% per household
 - ❖ We assume that more than 3.500 homeowners have now started their energy renovation journey



Changing society thinking and mindset

Creating 16.000 young smart ambassadors

University

High Schools

Elementary &
Mid school

Kindergarten



- ✦ **Create a shared vision**
 - ✦ What is the challenge ?
- ✦ **Create a visible role model**
- ✦ **Establish a milestone plan**
 - ✦ How to get to 5, 10, 25, 250, full scale
 - ✦ Plan – Do – Check - Act
- ✦ **Enlighten the issue – challenges and solutions**
- ✦ **Make it easy for citizens to participate**
 - ✦ Be ambitious (but start with LED-light)
 - ✦ A step by step-approach
- ✦ **Secure support from other stakeholders**
- ✦ **Communicate the role model, new best practice examples – make the project visible !**
 - ✦ Praise the people doing the job !!

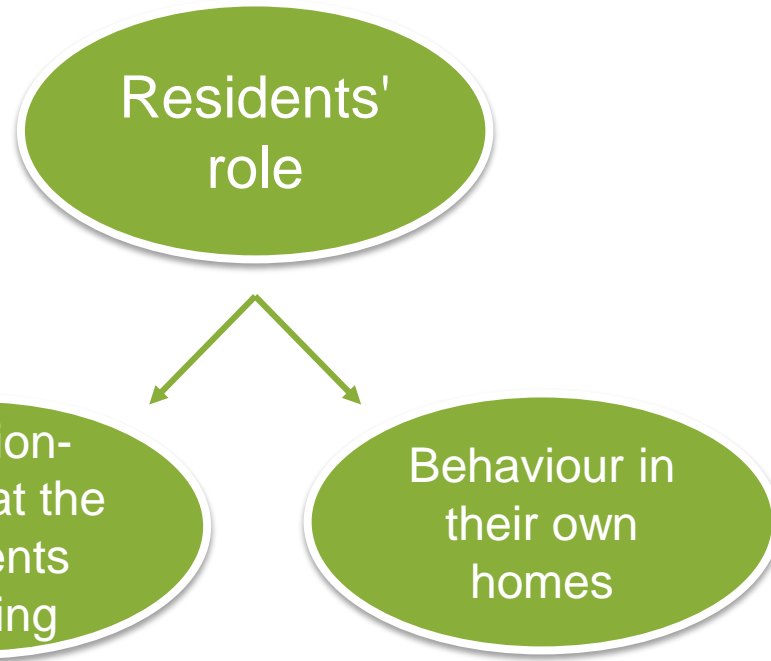


- ✦ The challenge:
 - ✦ Retrofitting house association buildings with residents participation
 - ✦ Improve citizen engagement
 - ✦ in saving energy and
 - ✦ building energy retrofit

Why - Whom - How



Goals with citizen engagement in Housing associations



Whom Citizen engagement

Resident



Residents'
meeting



Department board



Formal leadership

Informal leadership

Organization Board
(elected by the board of representatives)



Administration

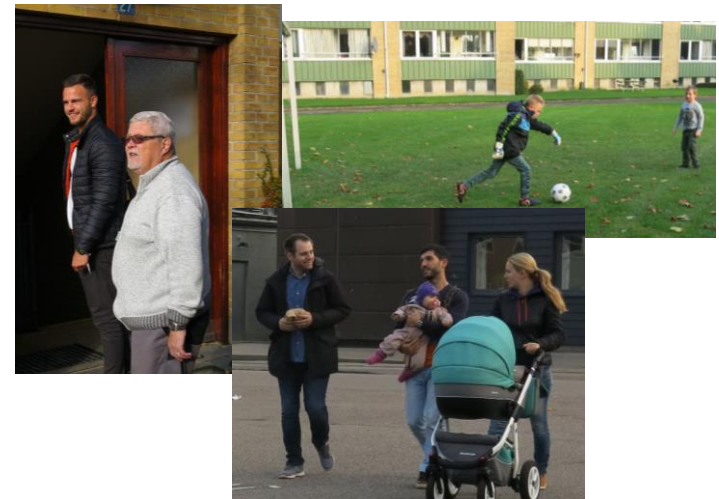
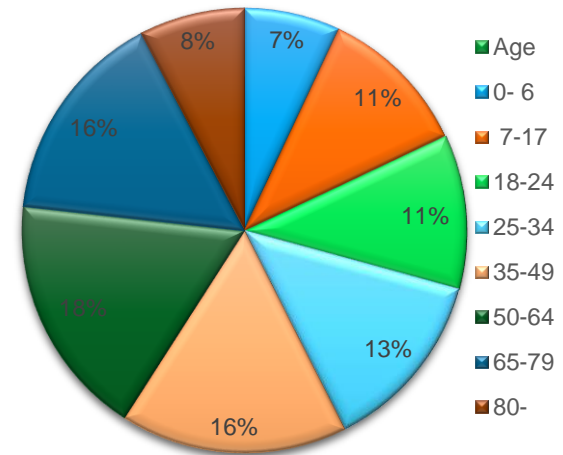


Challenges

- ✦ The residents are a complex group
 - different motivation factors



Age structure



How citizen engagement

What have
we done?



Next step?

Step
1

- + Develop a playbook to the Housing associations
 - + "how to implement citizen engagement"



Step
2

- + Develop a method to analyse and score each department by
 - + Residents composition to understand motivation
 - + Meter opportunities and limitation

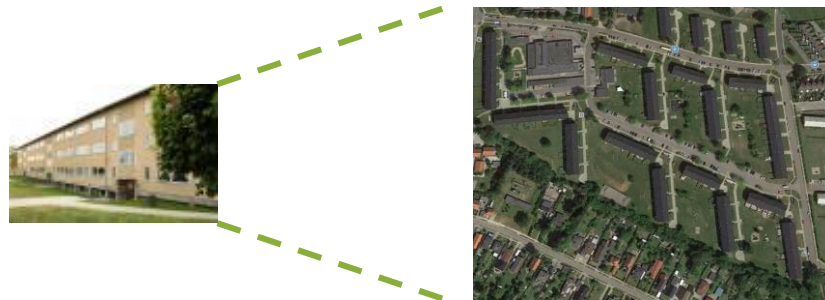


What have
we
learned?

+ Identifying stakeholders



+ Start small and learn



+ Identify the segments



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Thank you...questions?

Please write in the question box

Questions after the webinar finished?

Please Email: sss@planenergi.dk

Join the SmartEnCity network



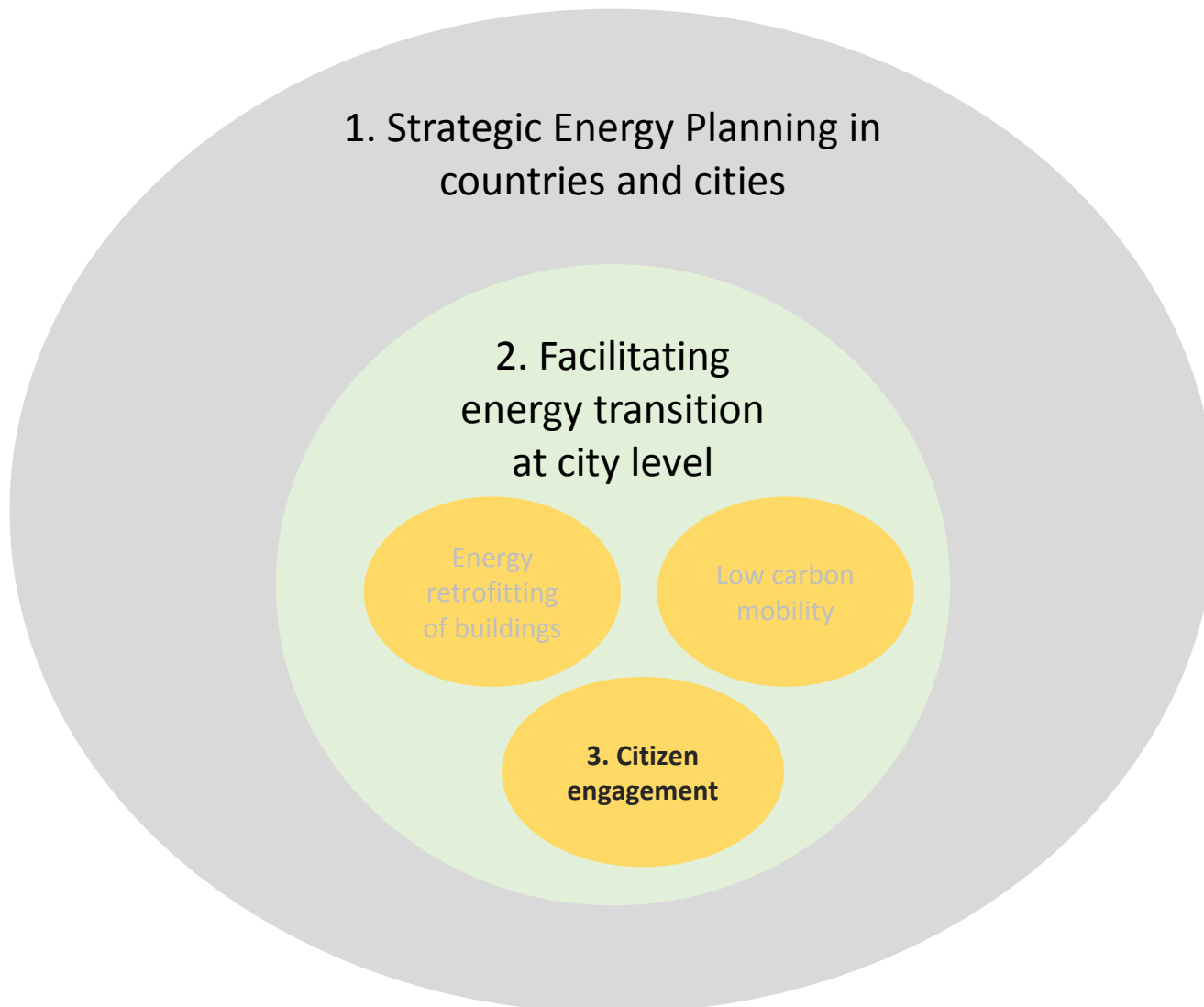
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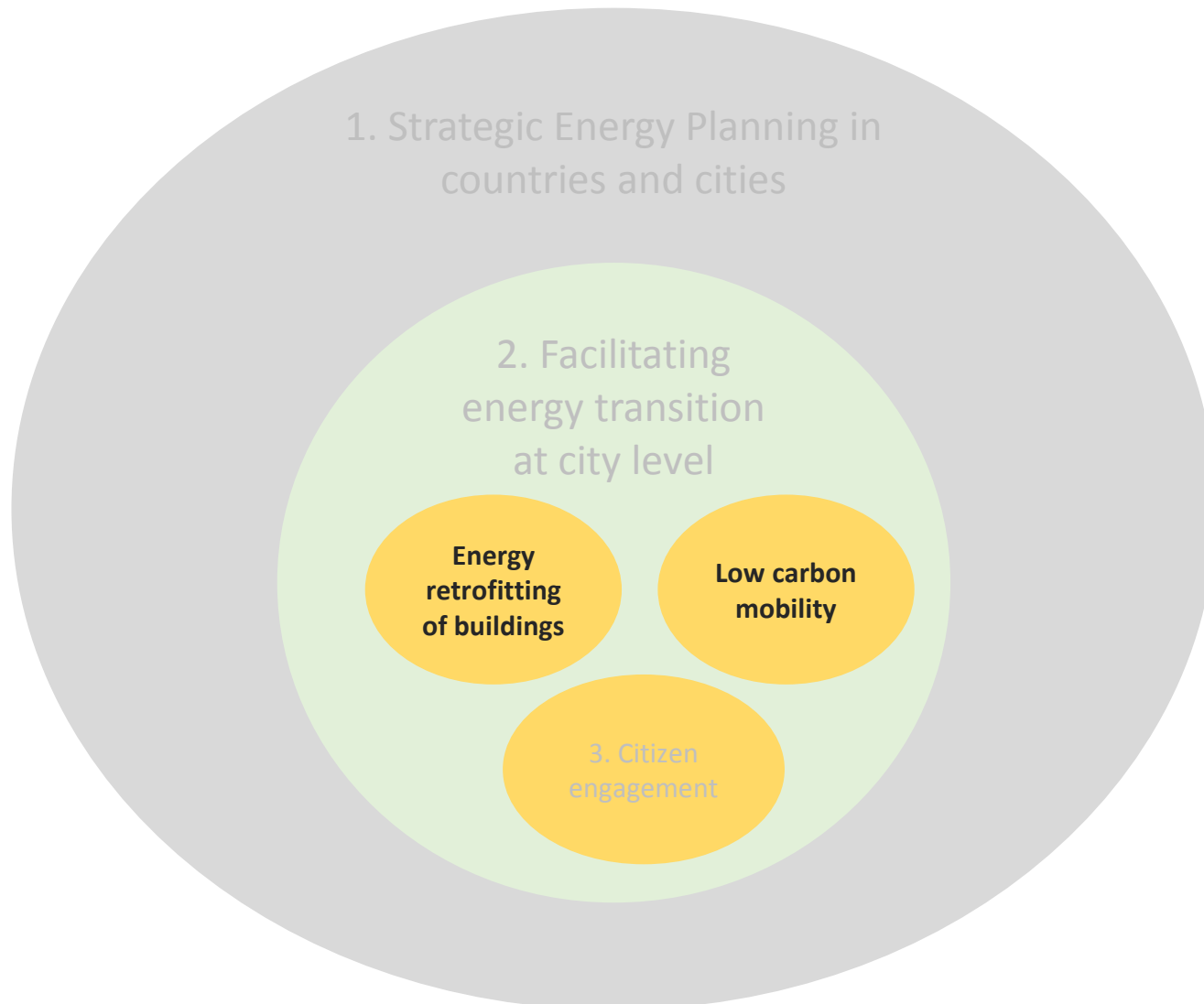
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Thank you for joining &
see you!

The logo for the smart+en+ci+y network, featuring the 'smart+en+ci+y' text in green, blue, and orange, followed by the word 'network' in a light grey sans-serif font.