

An aerial photograph of Hamburg, Germany, taken at sunset. The sun is low on the horizon, casting a warm, golden glow over the city. The spires of St. Nikolai Church and the Hamburg City Hall are prominent. The city is situated along the banks of the Binnenalster river, with several boats visible in the water. The sky is a mix of orange, yellow, and blue.

Digitally co-developed urban politics & policies
Bringing sustainable
mobility solutions to life

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RGS-IBG - Annual International Conference 2021

2021/09/01



Milestone: Rupprecht Consult (2019),
Decision to prepare a SUMP cf. Arndt (2019)



Research question

How to fuel cooperation between stakeholder groups to pave the way for innovative and sustainable mobility development solutions...

To what extent can a digitally implemented Harvard negotiation technique contribute to identifying accepted mobility development solutions?

AGENDA

1. Introduction & framework

Project – Theoretical framework

2. Research design

Data collection & participants – Analysis

3. First results: Agreeing on solutions for mobility innovations online

Online Harvard style negotiation

4. Discussion & outlook

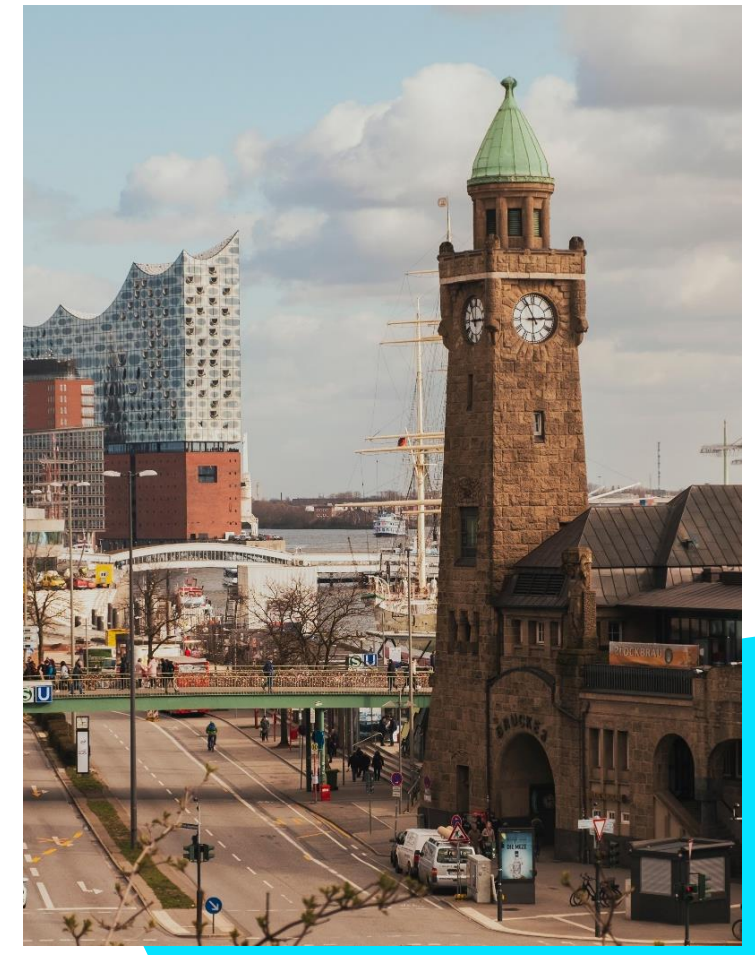
1. Introduction & framework

Research project ‘Reallabor Digitale Mobilität Hamburg‘

- **goals:** to develop, test, and improve digital mobility solutions in and around Hamburg, Germany
 - **urban living lab concept**

- funded by the German Federal Ministry of Transport and Digital Infrastructure (04/2020-12/2021)

- **26 project partners from different backgrounds**
 - **industry:** BMW, Continental, Siemens Mobility
 - **services:** DB Systel, DEKRA, DB FuhrparkService, EasyMile, ioki, moovel, S-Bahn HH, Rewe Digital, Sixt, T-Systems, Urban Software Institute
 - **cities and municipalities:** city of Hamburg, municipality of Storman, municipality of Harburg, city of Ahrensburg, VHH, Hamburger Hochbahn
 - **science:** Fraunhofer FOKUS, TU Berlin, TU Hamburg, TU München, HPI



1. Introduction & framework

Negotiating according to the Harvard concept

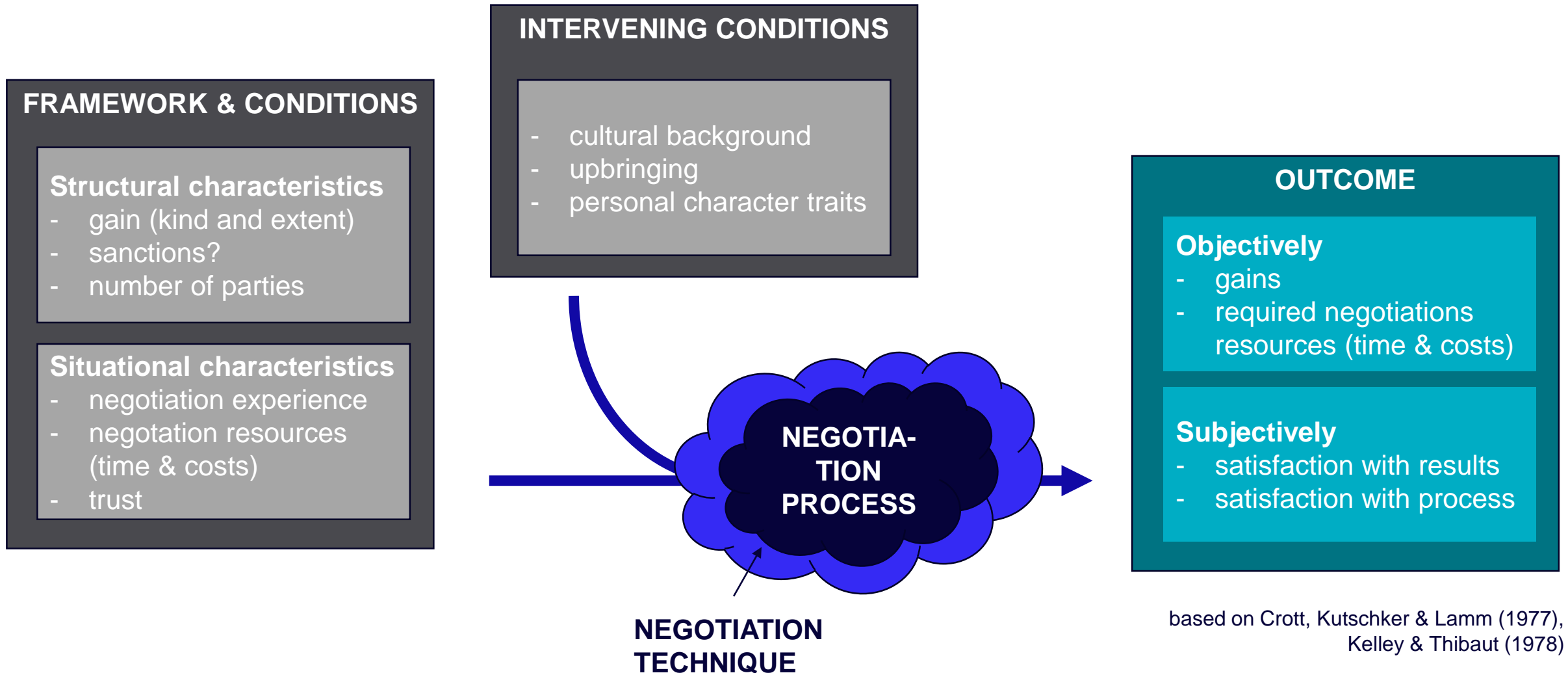
Main ideas (Fisher/Urry 1981)

- maintain good relationships, stay firm concerning goals
- focus on interests instead of positions
- develop options by/for everyone
- develop (minimal) framework/criteria that have to be met for the solutions to be acceptable



1. Introduction & framework

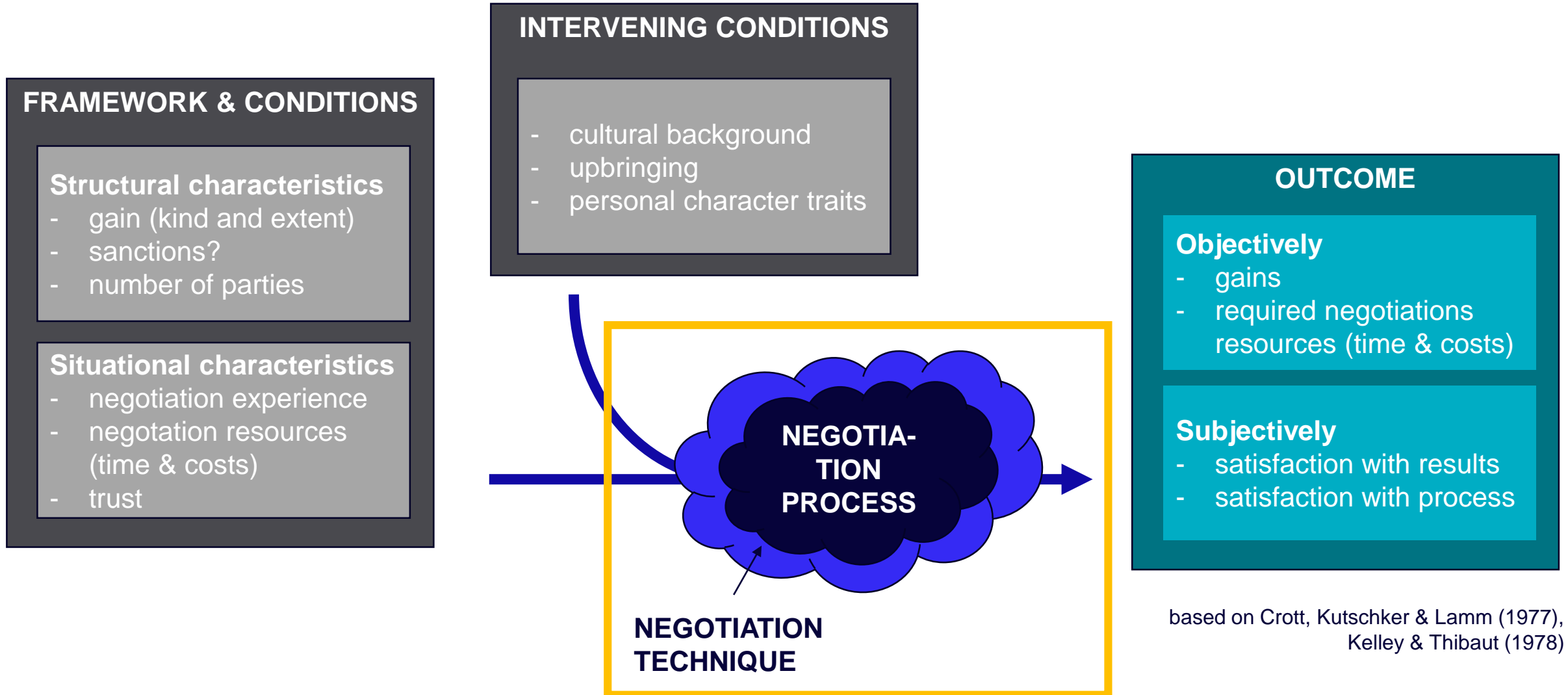
Theoretical approach to Harvard negotiation



based on Crott, Kutschker & Lamm (1977),
Kelley & Thibaut (1978)

1. Introduction & framework

Theoretical approach to Harvard negotiation



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2. Research design

Data collection (1/2) & participants

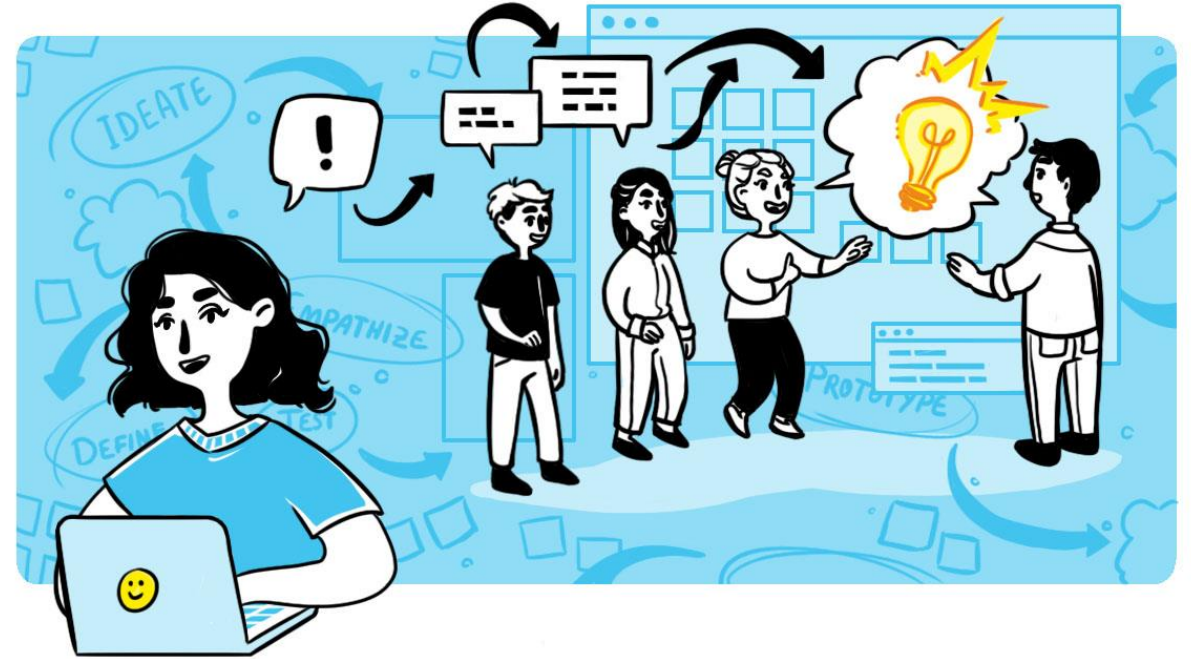
WHEN?	07/-08/2021
WHERE?	large German cities (> 1.4 million inhabitants) and their surroundings
WHO?	mobility stakeholders (n=17) public administration 11,8% industry 19,4% (mobility) services 17,6% science 17,6% representation of interests 23,5%
HOW?	- simulation game: digital mobility workshops (5) - + ex-post surveys



2. Research design

Data collection (2/2)

a) remote approach



b) simulation game: workshop concept



3. First results: Agreeing on solutions for mobility innovations online

Online Harvard style negotiation (1/3)

— TRUST & PERSONAL RELATIONSHIP

- collectively accepted goals tended to be reached when participants knew each other beforehand (cf. WS3, 4)
 - development of teamwork dynamics beyond Harvard concept
 - „Can we just begin exchanging views and developing a solution together right away?“ (cf. WS3)
 - despite different interests: heated exchange of arguments to find a mutually accepted solution (cf. WS4)
- challenge: maintain personal relationship despite different levels of knowledge (cf. WS1)

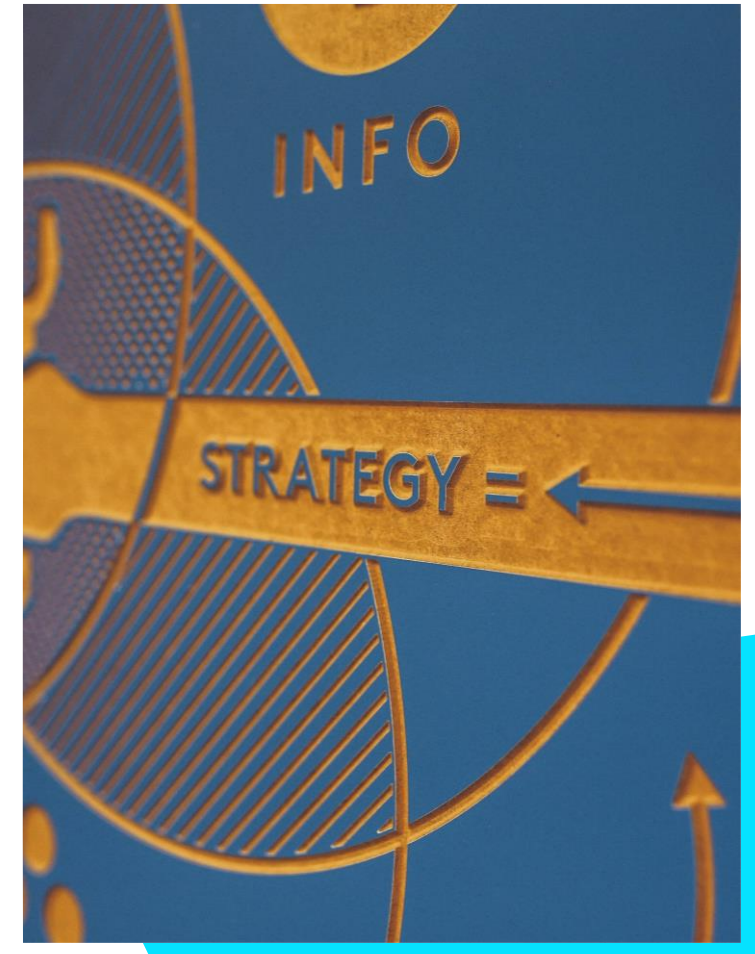


3. First results: Agreeing on solutions for mobility innovations online

Online Harvard style negotiation (2/3)

— INTERESTS vs. POSITIONS

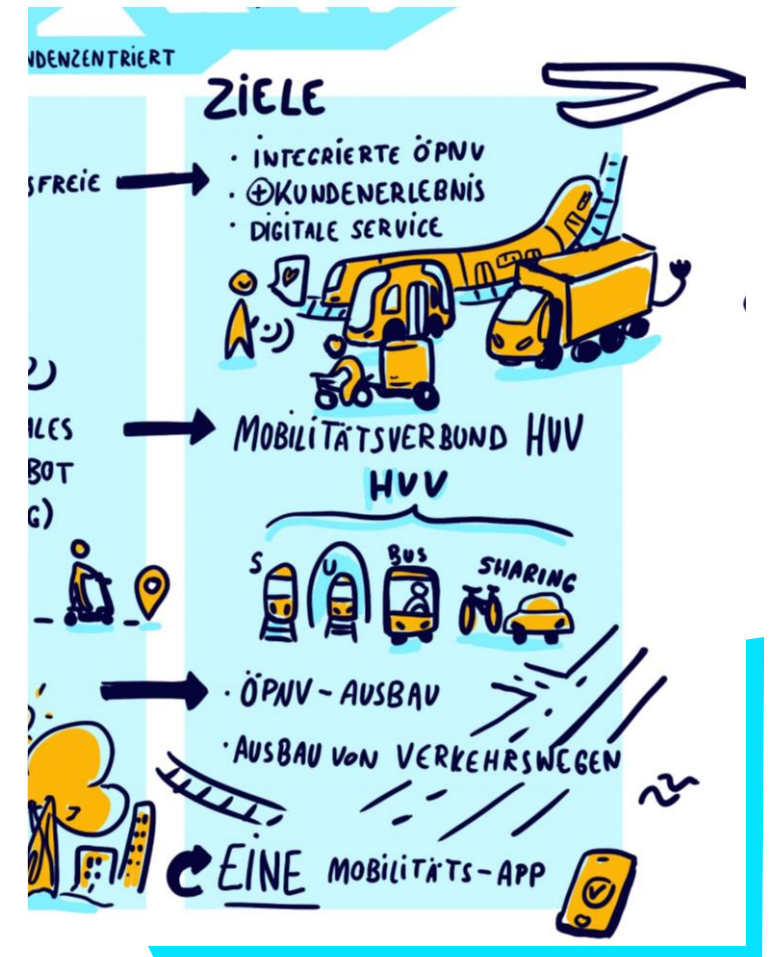
- challenge to apply negotiation technique when furthering a certain technology (→ position) motivated an organizations' negotiation (cf. WS4)
- focus back on interests via firm moderation led to subjectively accepted goal (cf. WS4)
- raises question: potential of negotiation concept beyond simulation setting?



3. First results: Agreeing on solutions for mobility innovations online Online Harvard style negotiation (2/3)

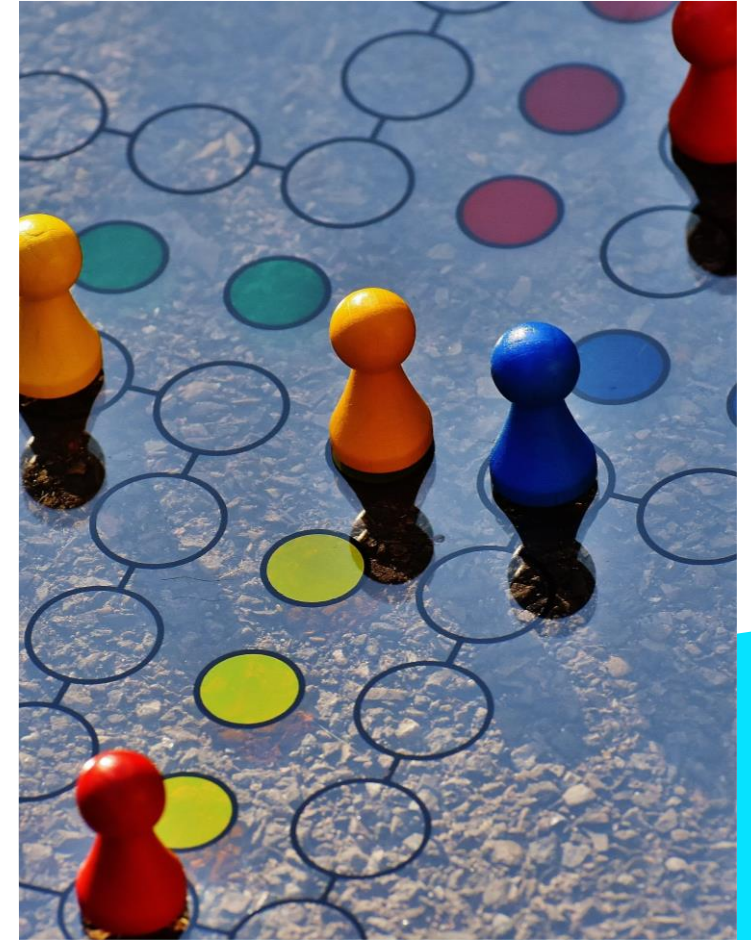
— DEVELOPING OPTIONS BY/FOR EVERYONE

- ... for all WS (1-5): hardly brainstormed beyond their own interests
- to encourage brainstorming phase: solo breakout sessions useful (using own writing material, no talking)
- ensuring mutually accepted solution corresponds to everyone's idea/interests: live visualization (esp. cf. WS1, 5)



4. Discussion & outlook (1/3)

- **CHALLENGES: SIMULATION GAME EFFECT**
 - challenge to limit broad range of mobility development possibilities to a level of complexity corresponding to a one-time simulation game (esp. cf. WS2, WS5)
 - partial lack of willingness to negotiate (cf. WS1, WS5), possibly due to fictional negotiation setting (→ solely fictional gains)



4. Discussion & outlook (2/3)

PRACTICALLY

- create & strengthen **trust**:
 - make sure participants get to know one another (personally), e. g. incorporate digital lunches into (beginning of) negotiation process
- **interests vs. positions**
 - need for strong strategy representing public interest
 - possible need to validate/adapt negotiation strategy according to stakeholder culture (cf. Wenzlaff 2008), e. g. for technologically or financially driven stakeholders



4. Discussion & outlook (3/3)

- developing options by/for everyone
 - strengthen trust & creative and open working atmosphere
 - further testing

SCIENTIFICALLY

- understand **negotiation process** and its influence on negotiation success based on
 - workshop video data
 - retrospective expert interviews
- increase number of participants to deepen understanding of **framework & conditions'** and **intervening conditions'** impact on negotiation outcome (cf. survey)





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Thank you for your attention.

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Questions?
Comments?
Ideas?