

## **FORMAT for CASE COLLECTION (WP2)**

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*SECTION 1 (cover page): Introduction (in English)*

### **Name of the Case**

#### **HIRIKO DRIVING MOBILITY**

### **Abstract**

The history of HIRIKO, folding electric car that promotes the "mobility on demand", from analysis of the problems of the automotive supplier industry in the Basque Country and the prospect that looms in the future is in the electric vehicles. That's when applied across social innovation is beginning to bear fruit: how could trigger a change in the production model that redirect the productive capacities of the automotive supplier industry in a cooperative, sustainable, ecological and generating employment large scale?

### **Website**

<https://www.media.mit.edu/news/citycar>

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## *SECTION 2: Case description*

### **Hiriko Driving Mobility**

#### **Objectives**

Analysis of the problems of the automotive supplier industry in the Basque Country and the prospect that looms in the future is in the electric vehicles. That's when applied across social innovation is beginning to bear fruit: how could trigger a change in the production model that redirect the productive capacities of the automotive supplier industry in a cooperative, sustainable, ecological and generating employment large scale?

#### **Clients, audience**

Public bodies, big companies, society in general

#### **Position along the SI Spiral**

One of the following:

- Changing systems.

The HIRIKO project was a challenge to completely change the way vehicles are manufactured nowadays. We believed it was possible to change the production model/paradigm from big OEMs (Original Equipment Manufactures), with huge infrastructures centralizing car manufacturing to distributed small assembling facilities where on-demand and sustainable manufacturing could produce employment in urban areas.

There was also the aim to take Basque Automotive Supply Companies to develop the hybrid and electrical technologies that are key to compete in the future automotive sector.

## Relationship with HEI(s) (High Education Institutions)

- Describe the relationship between the case (social innovation) and the HEI (or SI UNIT in a HEI) and how the partnership occurs

No relationship with HEI

Describe the mutual benefits of this collaboration for the case (social innovation) and the HEI

No relationship with HEI

Describe if the case (social innovation) existed before the partnership with the HEI or if it was developed afterwards. No relationship with HEI.

There was no relationship with HEIs when the project was designed and executed. The automotive sector in the Basque Country is mainly integrated by Tier 2 small companies and all the new research and innovations are mainly carried out with Research Centers and other Automotive sector clusters such as AIC (Automotive Intelligence Center) or Automotive Cluster.

Universities or Engineering Faculties historically have not have close ties with the Automotive Sector, probably because of the special features of the sector: very technical issues, market oriented, etc.

## Finance model and resources

14,5 M€

More than 100 people working

## Methodology

How could trigger a change in the production model that redirect the productive capacities of the automotive supplier industry in a cooperative, sustainable, ecological and generating employment large scale?

The answer was in an electric car technology development folding MIT (Massachusetts Institute of Technology), and an innovative and groundbreaking proposal for the organization, management, industrialization, production and marketing of an electronic call HIRIKO car.

Social innovation can and should apply to products, processes and management models. No longer a "lens" or "glasses" through which to try to do things differently, looking for the result of what they are working to be more socially equitable and sustainable. The example of HIRIKO good example of how the application of the "glasses" of social innovation have been able to generate a high profile business proposal on regional development, economic activity and employment in a totally transgressive and innovative:

1. Social innovation applied to business cooperation: To achieve a change in the productive fabric of the region requires commitment and cooperation of the companies involved. How can these companies become interested in a new electric vehicle and begin working on its development? Presenting the opportunity to participate across the field. Longer be proposing automotive subcontractors to own a brand of electric cars. The formula chosen is also fully transgressive; work for free in the manufacture of the first 20 cars against a percentage of future business.

2. Social innovation applied to the model of management: You might say that the application of cooperative principles applied in a corporation. Companies typically are subcontractors of major automotive brands in this case are the owners of the brand. Decision-making of HIRIKO can be taken by a large majority, and the collaboration and cooperation between companies that own HIRIKO cofabricantes is a prerequisite for the car can be manufactured.

3. Social innovation model applied to production: production model poses a fair cost, effort and investment. Is that there are no major differences between owners HIRIKO cofabricantes. All are equally important and therefore all have the same weight shareholding in the company. It therefore poses a distributed production model, with 7 modules to be assembled into a "plug & play" in a mini-plants should also function as a repair shop and marketer of cars.

4. Social Innovation applied to the model of marketing: It is not intended to create another brand of automobile, the social problem that is not adequately resolved is that of sustainable urban mobility. Therefore, HIRIKO target customers are not individuals; HIRIKO sells "mobility on demand," a new way to get around cities in symbiosis with public transport available. For this we have developed software that allows variable pricing based on usage of the car, which is integrated with other public transport. Because HIRIKO intended to be a car to share a car to sustainable mobility in cities.

5. Social Innovation applied to job creation. How to create distributed jobs, and not in one place as in the great automotive factories? Creating small franchises assembly, repair and sale of HIRIKO where the electric car is sold. This widely distributed generate local employment, both in the production, repair and marketing it.

6. Social Innovation applied to the most disadvantaged: the assembly model of the 7 modules is designed so that people from disadvantaged groups to work on the assembly of the car, thanks to its design "plug & play" in about two hours is ready to be used.

HIRIKO was not only industrial and technological project of the highest level of complexity, but was the product of a design specially designed for the company to provide solutions to social problems not adequately solved, such as employment, mobility in cities, business cooperation, the disadvantaged, and so on. It is the application of the concept of social innovation to the creation of a new product, which under normal circumstances, nothing like HIRIKO had just described.

## Products, results

- [Wired UK: Hiriko: Drive It, Park It, Fold It](#)
- [BBC: Folding Cars Offer Solution to Urban Transport Problems](#)
- [CNET: Electric car that folds itself launches in Spain](#)

- The New York Times: [MIT CityCar, Renamed Hiriko, Is Headed to Production](#)
- ABC News: ["City Car: Hiriko Electric Fold-Up Car for Crowded Cities"](#)
- Fast Company: [Car Sharing with Crazy Folding Cars Is Coming to Europe](#)
- The Telegraph (UK): [Folding car moves closer to reality](#)
- The Wall Street Journal: [Brussels Launch for Spanish Folding Electric Car](#)

## Impact and results

In January 2012, HIRIKO was unveiled to the world at the European Union Commission Headquarters in Brussels, Belgium.



Source: HIRIKO project.

## Overall impact

It was presented by Mr. Duraõ Barroso, President of European Commission as the first example of big scale social innovation project applied to technology.

"This is a small, folding and smart electric car, but it is also much more than that. It is European social innovation at its best," said the then-president of the European Commission.

## Images

Videos:

<https://www.youtube.com/watch?v=MONIa4zdLdY>



social innovation  
through knowledge  
exchange



Co-funded by the  
Erasmus+ Programme  
of the European Union

<https://www.youtube.com/watch?v=Asjs75WYXIY>

## Other resources

Please feel free to add any other information you may find useful.