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CITIE Preview

Policy Making to Support Innovation and
Entrepreneurship in Cities



February 2015



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CONTENTS

- 4 | **CITIE OVERVIEW**
- 5 | **CITY LEVEL POLICY FOR INNOVATION AND ENTREPRENEURSHIP**
- 6 | **THE CITIE FRAMEWORK**

Assessing how well policy supports innovation and entrepreneurship
- 8 | **GLOBAL CITY BENCHMARKING ANALYSIS**

Four stages on a journey to high performance
- 13 | **A PREVIEW OF RESULTS FROM OUR CITIE ANALYSIS**

Snapshot: Dubai

Snapshot: Doha and Riyadh
- 21 | **LOOKING AHEAD AND LEARNING FROM GLOBAL BEST PRACTICE**

CITIE overview

CITIE (City Initiatives for Technology, Innovation and Entrepreneurship) is a resource designed to help city governments develop policy to support innovation and entrepreneurship.

It is the product of a partnership between Nesta and Accenture. We have researched what cities around the world are doing in this area, constructed a framework of policy levers that cities can use to encourage innovation and entrepreneurship and analysed how 40 leading cities are performing against this framework.

We will be launching a web portal in the first half of 2015 that will allow cities to compare their performance to that of their peers and to learn from one another about best practice from around the world.

This short report outlines the approach we have taken to our research, and previews our findings for Dubai, Riyadh and Doha.

City level policy for innovation and entrepreneurship

Young, innovative, high growth companies play an increasingly vital role in the economic fortunes of cities. They have proved resilient to the downturn, and have created jobs, often in large numbers. For example, New York's tech sector directly created 45,000 jobs between 2003 and 2013—6 percent higher than the average employment growth in New York City and 12 percent higher than the national average.¹

Not only are these jobs numerous, they are also the jobs of tomorrow, drawing on the kinds of skills and ideas that cities will need to compete in a global economy increasingly dominated by digitally contestable markets. As a result, local tech champions and startup ecosystems have become symbols of urban vitality.

City governments have become increasingly activist in their efforts to support this part of their economy. By looking across cities, we can observe an emerging canon of policy instruments that a growing number of cities are employing to support innovation and entrepreneurship. However, these efforts have yet to be brought together and analysed in a systematic way.

The CITIE (City Initiatives for Technology, Innovation and Entrepreneurship) framework fills this gap, by codifying the policy environment for innovation and entrepreneurship in cities. CITIE focuses exclusively on the policy levers that city governments have at their disposal, and so equips city leaders with a playbook to support innovation and entrepreneurship. There are three principal components to this:

1. A framework for assessing how well policy supports innovation and entrepreneurship in nine key areas
2. A diagnostic tool to help cities assess how they compare to their peers
3. A package of case studies containing global best practice across nine policy areas

CITIE Practitioner View

“We focus on attracting high growth technology startups to our city. The direct impact will be the creation and growth of jobs”

Katalin Gallyas

Open Innovation Policy Advisor

City of Amsterdam

The CITIE Framework

Assessing how well policy supports innovation and entrepreneurship

The CITIE framework is designed to provide a guide for policymakers in cities who want to support innovation and entrepreneurship. The framework has been developed by combining consultation with city government leaders, policymakers, investors and entrepreneurs, with detailed research into policy initiatives from cities around the world.

The CITIE framework is split into three broad dimensions which provide an overarching narrative for a city's activities in nine key policy

areas, as set out in the graphic below. Each policy area exerts an important influence on innovation and entrepreneurship. Each is also under the control of city authorities or can be influenced by city policy in most cases.

CITIE Practitioner View

"Paris' economic development is centred on innovation. This is why we have dedicated 100,000 m² to house innovative companies"

Carine Saloff-Coste
Director of Economic Development
Ville de Paris



City as	Description
Regulator	Does the city regulate in a way that encourages innovation within a balanced competition policy agenda?
Advocate	Does the city promote itself and its small business community to the outside world?
Customer	Is procurement accessible to small businesses, and does it actively seek out innovation?
Host	Does the city use space to create opportunities for high growth companies?
Investor	How does the city invest in the skills and businesses required for innovation?
Connector	How does the city facilitate physical and digital connectivity?
Strategist	Has the city built the internal capabilities required to support innovation?
Digital Governor	Does the city use digital channels to foster high-quality low-friction engagement with citizens?
Datavore	Does the city use data to optimise services and provide the raw material for innovation?

Figure 1:
The CITIE framework

CITIE assesses the performance of cities in each of these policy areas by measuring a series of indicators, as illustrated below. These levers were chosen to represent good practice from around the world. In many cases, they are measures that can be quick to implement, allowing policymakers opportunities for prompt action.

Some of these policy areas, such as City as Regulator, City as Customer, City as Investor, directly inform how a city engages with businesses. Getting them right tends to require an explicit commitment to prioritise innovation and entrepreneurship.

Other policy areas, such as City as Digital Governor and City as Connector, have much wider applicability and are more indirectly related to this agenda. Cities can prioritise these policy areas without necessarily prioritising innovation and entrepreneurship. Nevertheless, they are important components in building an environment that is conducive to the type of businesses and entrepreneurs that drive innovation.

High performing cities recognise the importance of blending the full range of direct and indirect policy levers to create an environment that is optimised to support innovation and entrepreneurship.

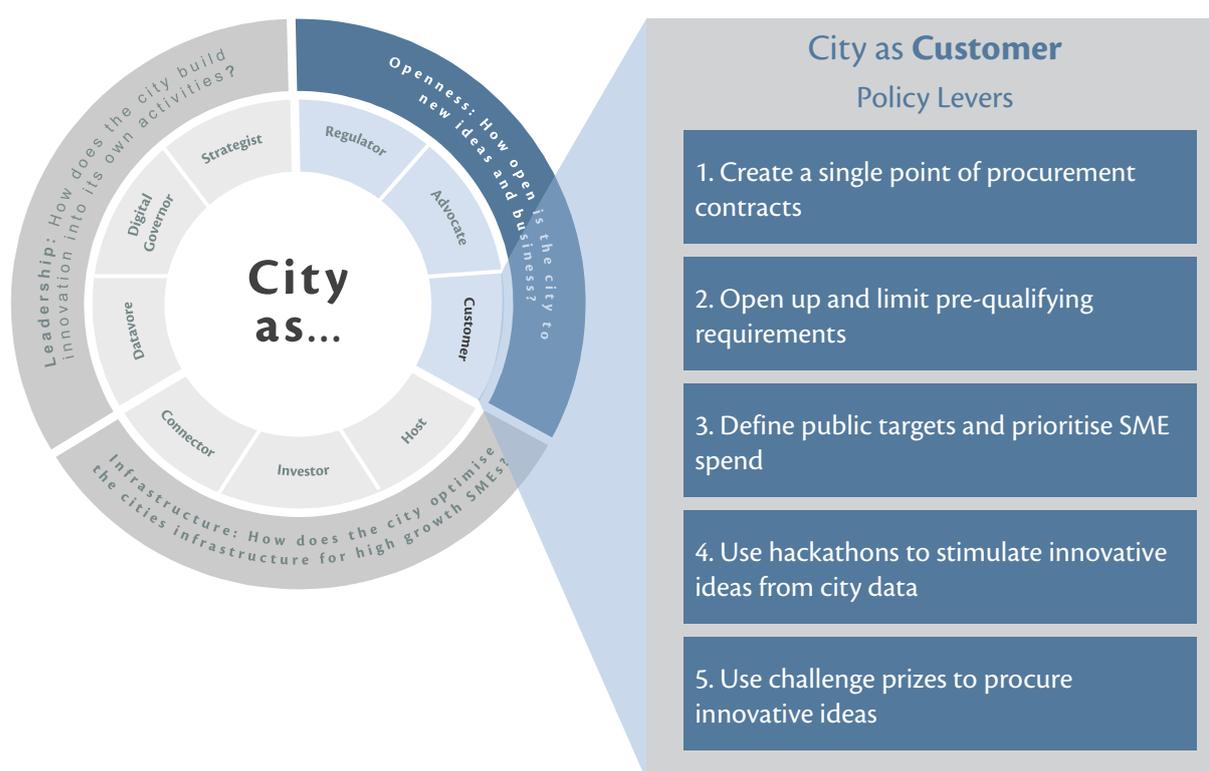


Figure 2:
Breaking down the CITIE framework

Global city benchmarking analysis

Four stages on a journey to high performance

We assessed 40 cities from around the world against the CITIE framework. They were selected to provide a diverse set of insights across cities of different sizes, cultural contexts and with different levels of maturity in their local startup ecosystems.

The performance of cities against the CITIE framework tends to cluster into four indicative stages (Figure 3).

The journey through these four stage groups is characterised by a growing commitment to innovation and entrepreneurship within city government. This is driven by an understanding of the sector's increasing importance to success of the economy and reflected in cities embedding policies to support innovation and entrepreneurship deeper within their development strategies.

In addition, cities progressing along the CITIE maturity curve start to see all policy areas of the framework as mutually supportive drivers of success of the ecosystem. High performers are able to prioritise this policy agenda even in areas of operation such as regulation and procurement

that are traditionally less associated with innovation and entrepreneurship, and difficult to get right.

Working through the maturity curve, the journey begins with Experimenter cities testing new pathways for digital development, often by building their e-governance capabilities. In the next stage, Builder cities exhibit a turning point as they commit to advocating for entrepreneurship and creating an innovation agenda. A period of rapid acceleration follows, where Challenger cities begin to embed innovation into their long term strategies and plans, and establish teams to direct action. The highest performance is seen in Front Runner cities that coordinate a well-rounded ecosystem and infuse innovation in even the most complex areas of operation.

These stages are indicative and there are of course exceptions. Many cities that are rapidly improving their policy environment demonstrate excellence in areas far outside their stage of development. Moreover, leading cities that have well rounded innovative ecosystems are starting to re-invent their entire approach. Nevertheless, by identifying and analysing cities against these four stages, CITIE can provide insights into accelerating along the maturity curve.

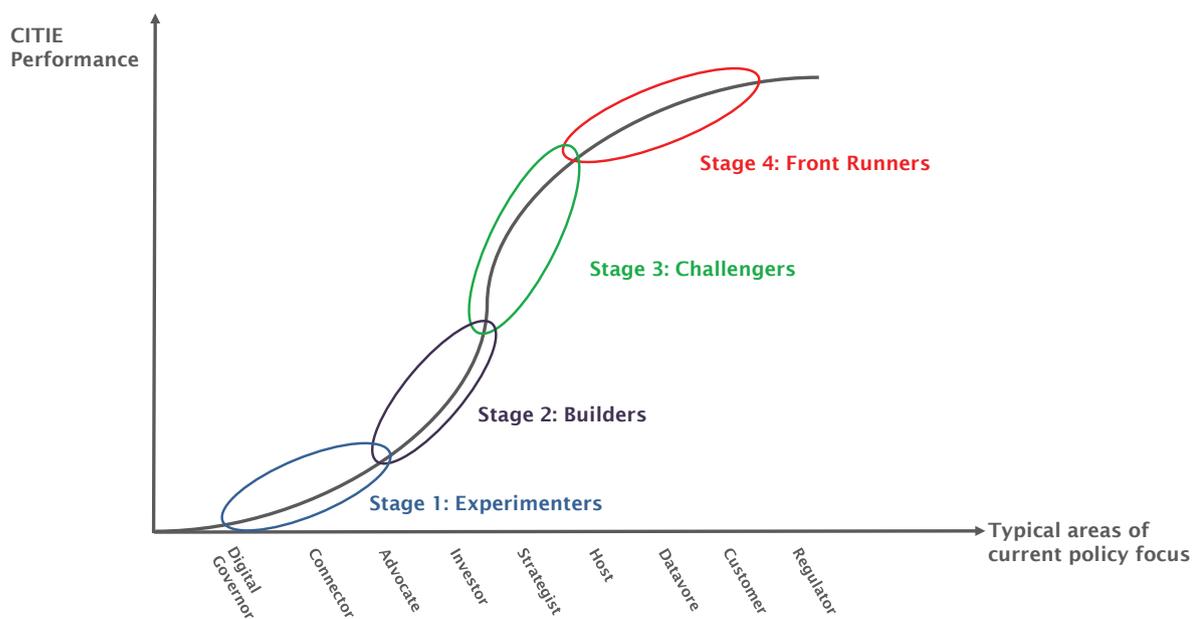


Figure 3:
Illustrative CITIE maturity curve

Stage 1 Experimenters: Testing new approaches for growth

Experimenter cities have yet to take decisive action to prioritise innovation and entrepreneurship. This is particularly evident across City as Advocate, City as Investor and City as Strategist policy areas, indicating a lack of focus on innovation and entrepreneurship as a mechanism for growth.

Siloed instances of good practice within some Experimenter city governments signal an emergent desire to test new approaches to achieve diversified economic growth. Increases in efforts around digital governance, specifically e-governance applications are often an initial step given the relative ease of implementation. When Experimenter cities do this, they can do it very well. Jakarta for instance has implemented a state of the art mobile reporting app for citizens that allow for requests and issues to be flagged and then integrated across all relevant government agencies.

While at this stage these policies are not often explicitly designed with the motivation of promoting innovation and entrepreneurship, they are steps on the way to creating a conducive environment.

These cities are contenders for a step-change: learning from global best practice to position themselves as leaders in innovation and entrepreneurship. An initial undertaking should be taken to increase their advocacy for SMEs in high growth sectors as a way of building relationships with local SMEs that can be used to better understand their needs and ambitions.

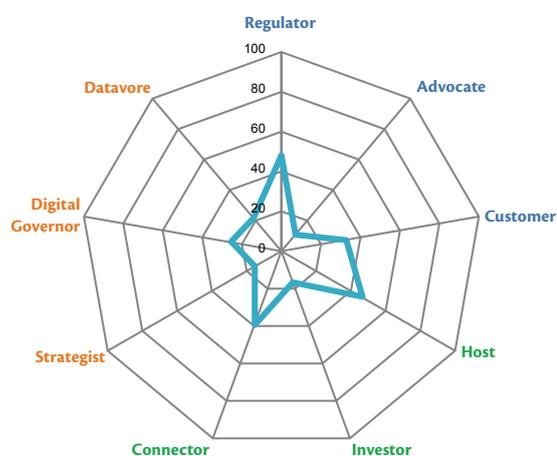


Figure 4:
Average scores for Experimenter cities

Sample Experimenter cities

- Beijing
- Doha
- Istanbul
- Jakarta
- Riyadh

Stage 2 Builders: Actively building an innovation agenda

Builder cities have begun to actively incorporate innovation and entrepreneurship into their policy development. This first manifests itself in policy areas that have direct contact with local businesses, such as advocacy on behalf of SMEs, trumpeting their success and the potential of the city to the world. For example, Hong Kong has initiated “Start Me Up HK”—a global competition for high impact, innovative and scalable ventures whose founders aim to expand their businesses from Hong Kong.

These cities are at a stage of rapid transition, actively investigating policies to enhance their budding ecosystems. Moscow, for instance, has a dedicated Innovation Development Centre that focuses on identifying, testing and delivering digital city solutions.

Builder cities are also targeting policy areas which are not always directly targeted at innovation per se, but which have the effect of creating a more conducive environment for entrepreneurship within the city. For example, Vienna has worked to increase the digital and physical connectivity of the city with comprehensive cycling infrastructure, a universal public transportation smart card and ultra-fast broadband access.

However many of these cities have yet to lay out a clear and compelling vision for the city with innovation at its core. This is reflected by ad-hoc instances of good practice but no scalable portfolio of policy actions. These cities need to be bold and keep experimenting with innovative policies and plan strategies to implement successful efforts. The creation of a vision and team committed to this task can provide a rallying message across all areas of city government and the wider ecosystem.

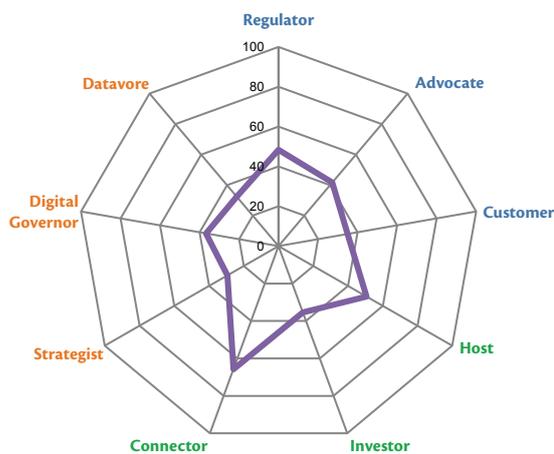


Figure 5:
Average scores for Builder cities

Sample Builder cities

- Bogotá
- Hong Kong
- Moscow
- Prague
- Vienna

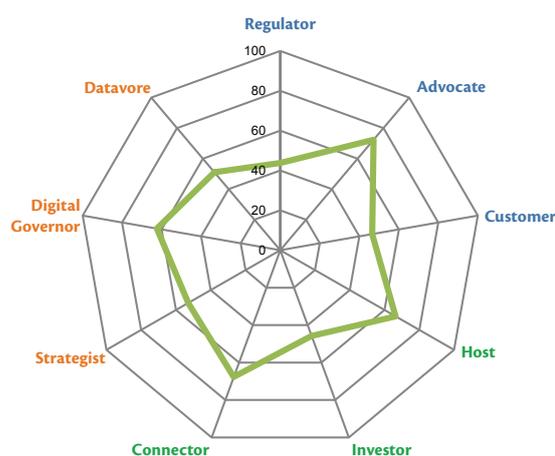
Stage 3 Challengers: Catalysing rapid ecosystem growth

Challengers are ambitious and dynamic cities riding a wave of technology-enabled growth. They are usually following a published growth strategy that embeds innovation and entrepreneurship across a range of policy areas. This is reflected by an uptick in performance against the City as Strategist policy area. Dubai, for example, has published a clear innovation vision for the city which, among other policies, gives all civil servants scope to undertake an “innovative project” with 20 percent of their time.

While Challenger cities are not yet consistent high performers across the board, they do specialise in a number of initiatives where they demonstrate global best practice. Seoul, for example leads the way in providing strong city leadership, exemplified by its comprehensive multi-channel

citizen engagement platforms. And Buenos Aires has taken an interesting approach to regenerating parts of the city through industry themed innovation clusters and “open neighbourhoods” to promote inclusive growth.

These Challenger cities need to continue building on their comparative advantage and positioning the city as a future world leader in innovation. To reach the next stage of development these cities need to broaden the focus on innovation and entrepreneurship across city government, ensure they have strong multidisciplinary teams in place and fill gaps in key policy areas such as in City as Customer and City as Regulator.



Sample Challenger cities

- Berlin
- Buenos Aires
- Copenhagen
- Dubai
- Seoul

Figure 6: Average scores for Challenger cities

Stage 4 Front Runners: Crafting a rounded innovation ecosystem

Front Runners tend to be global cities that are able to build on the foundations of well-established innovation practices and mature entrepreneurial ecosystems. These cities actively use all areas of the framework to support innovation. Having successfully capitalised on their first-mover advantage they have established a base from which to craft forward-thinking, well-rounded policies.

These leading cities show maturity across all policy levers and are pressing forward in redesigning even the most complex of systems including procurement. Barcelona, for example, has recently launched an “Open Challenge” consisting of a series of six challenge prizes to procure innovative city solutions from its citizens.

To remain at the frontier, Front Runners need to work on harnessing the value of big data and predictive analytics. Their focus needs to move to articulating the value of open data as a platform

to solve pressing societal issues. They should also continue re-inventing themselves, particularly with regards to digital governance and citizen engagement where Challenger cities are beginning to take the lead.

Finally, these cities need to work to engage with and support the increasing numbers of new disruptive business models entering the market, ensuring there is room to grow amongst incumbent firms. This requires adjusting the regulatory system, creating a forum for open communication, and crafting policies that accommodate innovation within a balanced competition-policy agenda.

CITIE Practitioner View

“City governments must be open to new ideas that challenge the status quo and help stimulate innovation locally to compete globally”

*Josep M. Piqué
CEO, Office of Economic Growth
Barcelona City Council*

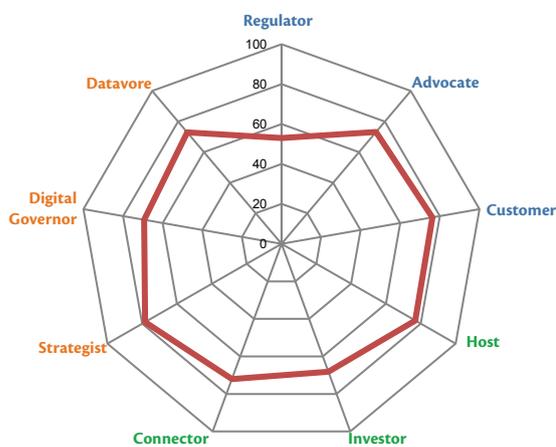


Figure 7:
Average scores for Front Runner cities

Sample Front Runner cities

- Amsterdam
- Barcelona
- London
- New York City
- Singapore

A preview of results from our CITIE analysis

Comparing cities to their peers allows for a deeper understanding of where they are performing well and where they require improvement. The following provides sample insight into our findings for Dubai, Doha and Riyadh.

Snapshot: Dubai

The dashboard below highlights the performance of Dubai relative to its peers in the Challengers stage group. Dubai is fast becoming a world leader in forward thinking policies, showing numerous areas of global best practice, particularly City as Digital Governor. Nevertheless, to establish themselves as a global Front Runner, Dubai needs to learn from other cities and focus on rounding out its performance while building on its comparative advantages.

Dubai has been steadfast in advocating and creating strong support structures for innovation and entrepreneurship. For example, “Dubai

SME”, run through the Economic Development Department, promotes several unique initiatives focusing on cultivating an entrepreneurial spirit within the UAE. One such programme is “MySME”, an e-service portal for SMEs to navigate services ranging from financial support through to procurement programmes and incubation centres.

CITIE Practitioner View

“In Amsterdam the CTO encourages civil servants to become innovators. This creates links within City Hall and improves decision making”

Katalin Gallyas
Open Innovation Policy Advisor
City of Amsterdam

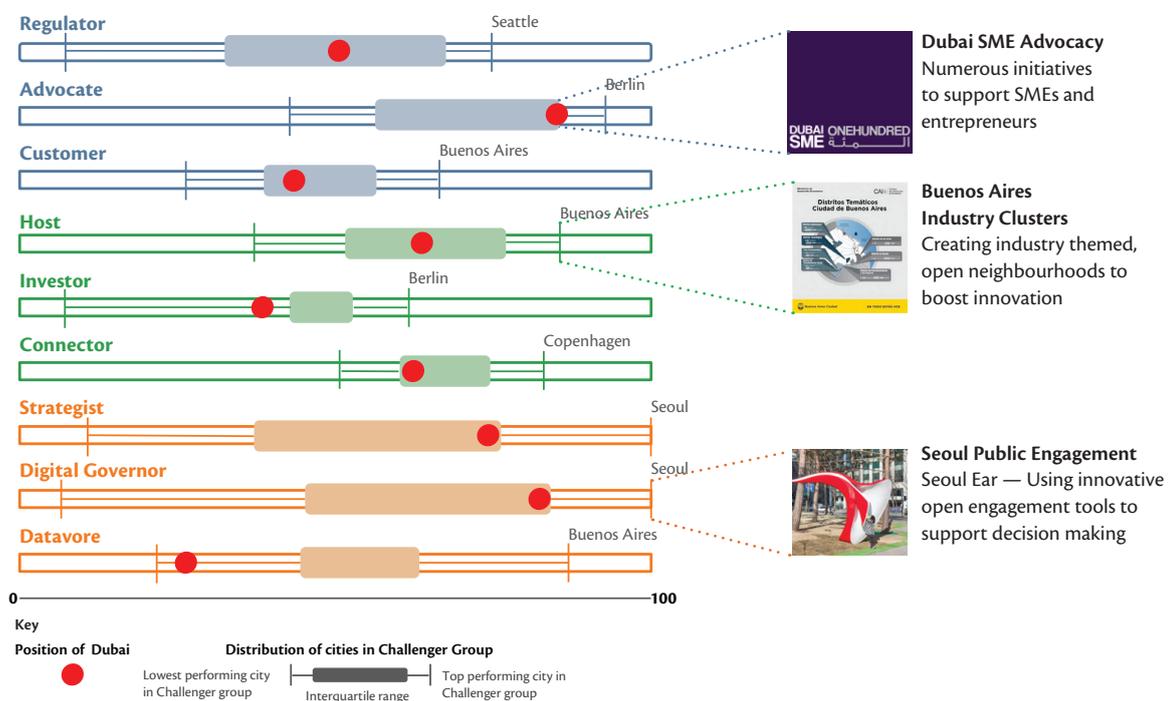


Figure 8:
Dubai vs Challengers Stage Group Dashboard

In addition, Dubai runs an annual ranking of the top 100 SMEs in the city. Named “Dubai SME 100”, the ranking acts as a catalyst to identify promising SMEs and supports them on their journey to competing in the global economy. The ranking aims to celebrate performance, to create an awareness of the importance of SME development, and to provide opportunities for investment.

Dubai also has excellent physical facilities for hosting entrepreneurs. Silicon Oasis provides a hub of connectivity between research, incubators, public organisations and enterprises. Furthermore, Dubai’s Business Village located in the central business district provides one million square feet dedicated to SME office space, events and networking opportunities.

Dubai is a world leader in e-governance applications accessible over multiple platforms and on the go. However, Dubai still has room to improve with regard to citizen engagement.

Seoul, for example, curates a relationship with citizens that puts them at the front line of decision making, empowering its urban community to raise issues and influence policy affecting their city. “M-Voting” is a mobile application that involves citizens in the legislation process by prompting them to vote on local policies. This feedback mechanism allows the government to quickly prioritise initiatives and design human centred policies.

Looking to the future, Dubai is well-positioned to leap-frog the competition and is in many areas challenging the Front Runners. With the recent launch of a clear innovation vision coupled with strong supporting teams and leadership, evidence suggests Dubai can advance quickly by learning from global best practice. The below dashboard highlights Dubai’s position versus the Front Runner group and the Global Frontier of leading practice.

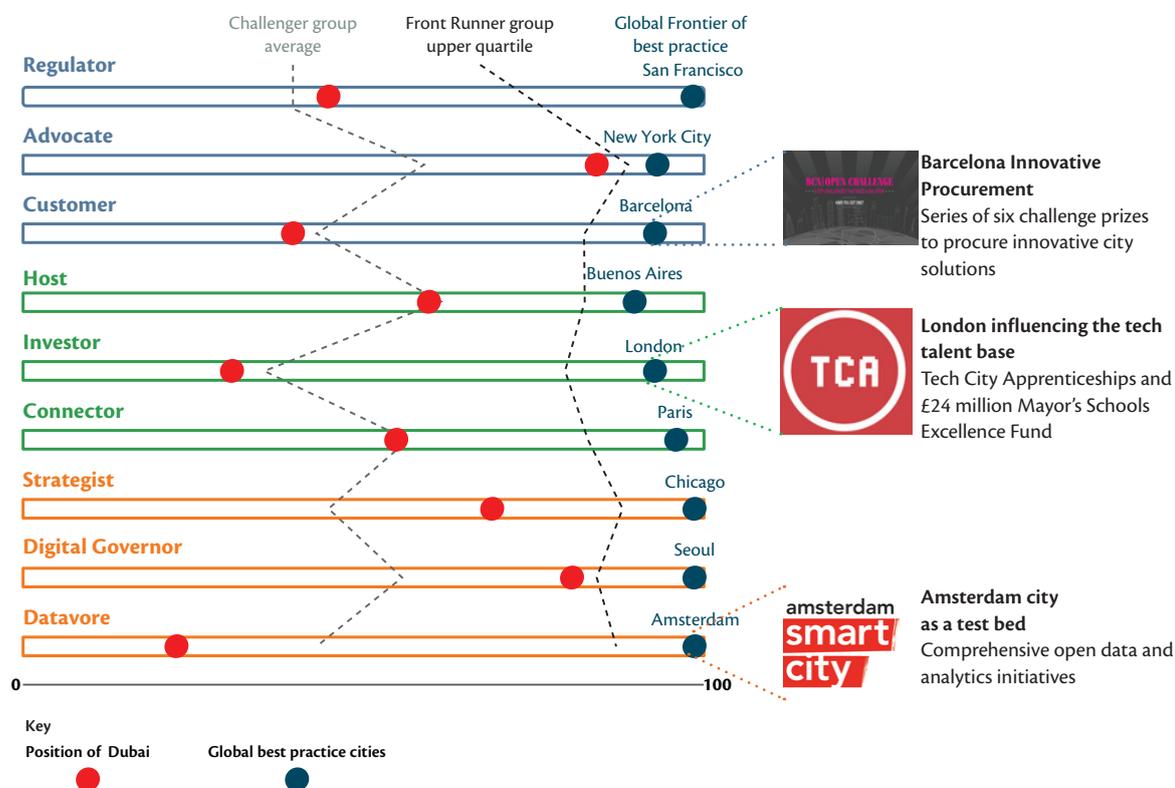


Figure 9: Dubai vs Global Frontier Dashboard

Three recommendations emerge for Dubai to reach the next stage of development. Specifically Dubai should look to:

1. Increase the openness of its procurement process and use it as a lever to stimulate innovation

Every business needs customers. And city authorities are very large customers, spending \$4.5 trillion globally: New York City spends approximately \$18 billion annually buying goods and services, London spends \$12 billion, and Helsinki \$2.5 billion, a figure equivalent to over \$4,000 per head.

However, historically it has been difficult for young firms to win business from public bodies like cities. Legacy processes, a preference for large integrated contracts, and an aversion to working with unproven ideas or suppliers have all created barriers to new players accessing this market.

High performing cities increasingly recognise the value of acting as customers of innovation. Working with younger, smaller businesses allows cities to access a wider range of new ideas and technology. It also opens up commercial opportunities for local entrepreneurs.

CITIE Practitioner View

“Open procurement methods, such as challenge prizes, train the ecosystem to work and collaborate with City Hall. At the same time City Hall is trained to use the resources and talents of the city”

Andrew Collinge
Assistant Director Intelligence and Analysis
Greater London Authority

Barcelona offers a window into a new attitude towards procurement. It therefore provides a good model to Dubai for improving in the City as Customer policy area. City authorities typically specify the goods and services they want to buy in exact detail. This however stifles innovation and limits bidders to established firms. Barcelona has launched the Barcelona Open Challenge initiative, which reverses the procurement approach. They

laid out six problems, such as reducing bicycle thefts, and allowed any service provider to submit a solution to fix them. Winning bidders would receive full contracts and free office space to set up their businesses. The project has already been successful in significantly increasing buy-in from local agencies in its early stages.

2. Work to open up city data to the public and provide them with a platform to create new and optimise existing services

Data is an increasingly valuable economic asset. It forms an important raw material for a growing number of innovative businesses. The value of open data in the EU is forecasted to contribute \$50 billion a year to the economy.³ Cities produce a great deal of data relating to everything from school results to bus timetables to energy consumption. Opening data and engaging citizens to participate is equally important, and can lead to a new source of economic vitality and growth for a city.

High performing cities are turning big data into smart data, actively finding ways to use data and analytics to improve the conditions for innovation and entrepreneurship.

Amsterdam Smart City provides a world class example of how to use city data and analytics to support innovation. It is an excellent example for Dubai to learn from when building out its open data and smart city platforms.

Amsterdam's Open Data Exchange programme is aimed at facilitating the use of open data in the city. The programme works with other organisations and actors in the city to encourage them to open their data and thus create more added value. For example, they are working with city open data in Amsterdam Nieuw-West along with energy suppliers and network administrators to re-plan the entire energy infrastructure. The city authorities not only facilitate cooperation between energy suppliers, but also the development of smart grids. Other applications based on open data help visitors quickly find a parking spot or deliver firefighters essential information in an emergency.

Amsterdam is also moving towards seeing open data as being a tool for business acceleration. New products and services require application and testing. This is why the City of Amsterdam provides opportunities for businesses located in the IJburg neighbourhood and in the Districts of Nieuw-West and Zuidoost to test new products and services in a real-life setting; in a so-called urban Living Lab. Amsterdam Smart City collaborates with a wide range of parties in order to achieve this aim and is dedicated to working closely with residents in order to develop and realise these projects.

3. Put initiatives in place to build the technological skills of its domestic population and help them access new high growth businesses

A good supply of technical talent is a vital ingredient to the success of any digitally enabled business. Indeed, a recent Endeavor survey of entrepreneurs found that a city's local talent pool was the most frequently mentioned factor for startup success and influenced almost a third of decisions for where to start their business.⁴

City authorities have varying levels of influence over their local talent pool. Nevertheless, they can take an active approach to fostering the technical skills base within their city and match making talent with young start up activity.

London is a city that has invested in supporting the creation of a local skills base required for innovation. Dubai could learn from its focus on linking young people to entrepreneurial businesses. The London School Excellence Fund was launched in 2013 and pledged £24 million towards improving young people's skills. The fund allocates money towards four computer science projects schools in 413 schools with 1,259 teachers across London. The projects tie teachers to universities and researchers and aims to upskill teachers in computer science and provide them with the tools to deliver engaging and impactful lessons.

Investment carries through to supporting young people find employment in the tech sector. The Tech City Apprenticeship scheme in East London offers 500 apprenticeships to students and links them to some of the top tech businesses in the capital. With the city providing this integrating role, top East London businesses get the opportunity to work with, and help mould the next generation of digital talent.



Figure 10:
Amsterdam's IJburg neighbourhood

CITIE Practitioner View

"Technology and innovation is an opportunity many cities are embracing. Boston is an engaged participant in a global learning exercise of how cities will transform themselves. With this comes an obligation to share, listen and learn"

Jascha Franklin-Hodge
Chief Information Officer
City of Boston

Snapshot: Doha and Riyadh

Cities in the Experimenters stage group have begun to devote attention to technology-based policies and are active in their efforts to turn these ambitions into city-wide strategies. While these cities may have limited resource channels aligned to civic innovation, their dense urban economies can be fertile ground for policy experimentation.

The performance of Doha and Riyadh vis-à-vis their peers is highlighted in the graphic below. Both cities are beginning to develop their own technology identities. For example, Doha provides a standout example of city-led advocacy, with its excellent SME support through Enterprise Qatar, and Riyadh's e-government platforms are some of the best in class.

However to enhance high performance and reach the next stage of development in their innovative and entrepreneurial ecosystems, each city should consider taking measures to fuel the establishment of new policies to drive growth.

Doha provides a stand-out example within its peer group of City as Advocate. Enterprise Qatar was set up with the objective of promoting SMEs and supporting diversified and sustainable growth. Enterprise Qatar is now offering a new SME Rating and Accreditation Programme to assist entrepreneurs and SMEs to capitalise on contracting opportunities and improve their business processes.

In October 2014 Enterprise Qatar went a step further and signed an agreement with Doha Bank to facilitate further financial support for entrepreneurs and business owners, providing a great example of City as Investor. Under the agreement Doha Bank provides a comprehensive package of services and facilities to the companies rated by Enterprise Qatar. The package on offer to approved companies includes credit enhancement, discounts for debt arrangement and loans processing fees, preferential handling upon submitting requests for services, a reduction of security requirements and competitive pricing.

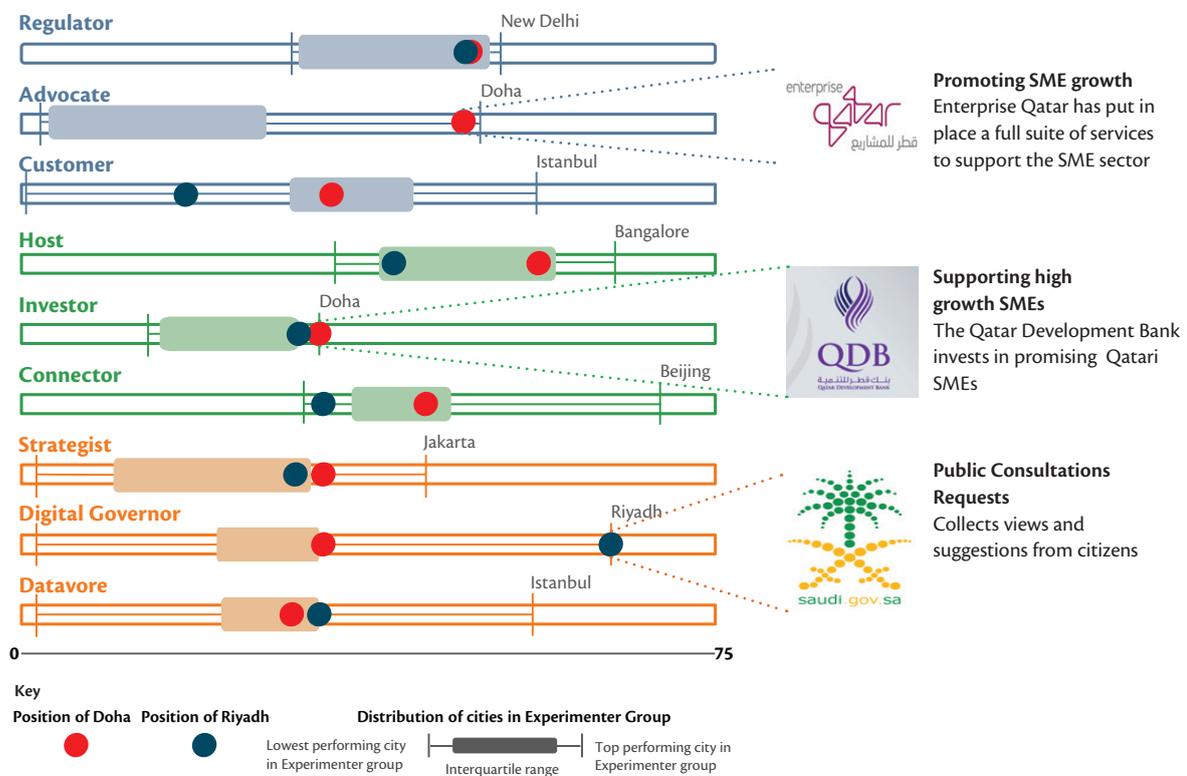


Figure 11:

Doha and Riyadh vs Experimenters Stage Group Dashboard

Riyadh is leading its peers in digital governance, offering a comprehensive portfolio of e-services for citizens. City dwellers across the globe are looking to communicate with their local governments through digital means with a comparable standard, look and feel offered by the private sector. Riyadh worked to allow residents, businesses and visitors to access an array of services offered by the city through a citizen-minded interface. The portal offers users a range of open data, e-inclusion and e-participation features accessible through multiple channels. One such initiative is the SADAD Payment System—an electronic payment service that helps streamline bill payment transactions allowing citizens to pay all utility bills electronically online and on their mobiles.

Doha and Riyadh are on the brink of major change, and evidence indicates that an increase in advocacy for the sector, coupled with governmental leadership, can help create an environment where

these Gulf cities can begin to break through to the next stage of development. The dashboard below highlights Doha and Riyadh's strong positions versus the Builders leading practice frontier and indicates areas for improvement.

Looking to improve, Doha and Riyadh should first attempt to plug gaps in their current policy initiatives versus their peer group. Doha for instance should consider further building its digital governance capabilities, putting citizens at the heart of the interaction. Riyadh should look to increase its advocacy for SMEs and put in place the support structures that allow them to flourish.

Having plugged gaps in their existing policy initiatives, Doha and Riyadh would be wise to look to the frontier of best practice from Builder cities, learning from them to reach the next stage of development. Specifically Doha and Riyadh should look to:

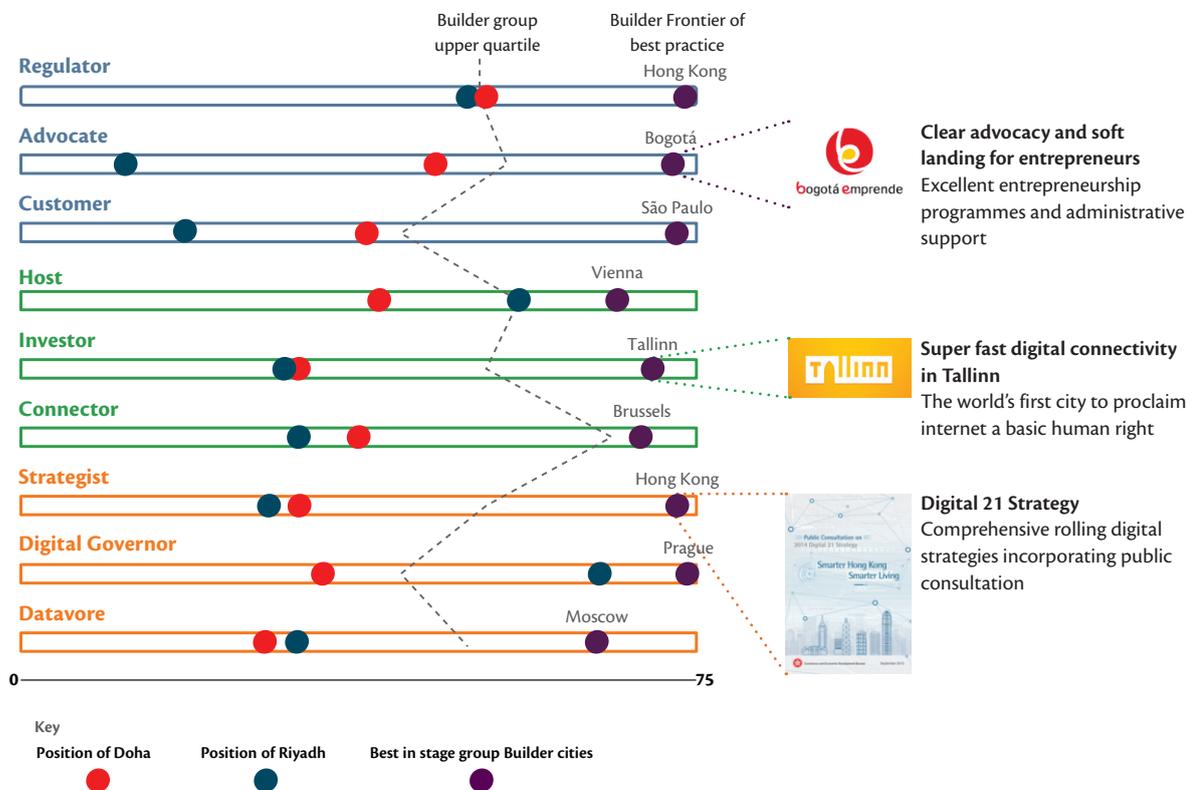


Figure 12:

Doha and Riyadh vs Builder Frontier Dashboard

1. Improve the digital and physical connectivity of their cities with increased public wifi, broadband speed and transportation systems that allow for frictionless travel

Working practices are changing. More and more business activity takes place in the digital realm. And work tends to increasingly happen out of the office and on the move – in coffee shops and metros, or at meet ups and events.

Entrepreneurs tend to be early adopters of these new approaches. It is particularly important to them that they can get around a city easily, and that they have high quality web access while they do. In this respect the boundaries between digital and physical connectivity are increasingly blurred.

Riyadh and Doha could make significant progress in improving the connectivity of their cities by learning from the example of Tallinn. Tallinn offers free public transport to its citizens, free wifi to all, and facilities to enable entrepreneurs to set up an office space within 72 hours. Estonian officials have declared internet connectivity to be a basic human right and have installed wifi in over 2,440 locations throughout the city. Free transport has not only enabled entrepreneurs to move around the city much more easily, but has also assisted in increasing the influx of new residents to the city by 300 percent in the past year.

2. Build innovation districts that foster matchmaking and interaction between all sectors of the ecosystem

Physical proximity matters for young startup businesses and entrepreneurs. The people that provide them with resources — revenue, capital or advice — are real people. They actively network, attend meet ups and exchange ideas in chance encounters.

This sort of interaction is increasingly moving from business parks located in the suburban outskirts of cities to centrally located areas — areas where people live, work and connect. These areas of innovation in cities are often spontaneous and self-organising.



Figure 13:
Tallinn's free public transport for residents

CITIE Practitioner View

"Cities don't need to compete against each other always. Indeed, they should seek to compete together whenever they can. It is through friendly competition and collaboration that we will make progress on issues that matter to us all, one way or another"

Andrew Collinge
Assistant Director Intelligence and Analysis
Greater London Authority

However, centrally located flexible office space frequently comes at a cost. Public spaces and infrastructure often need investment to support young businesses and networks can require some curation to reach their full potential.

Doha and Riyadh could learn from the example of **Vienna** which is actively creating spaces that harness this new form of innovation. Within Vienna's existing Bio Tech cluster the city has transformed the old Slaughter House district into an innovation centre. In the heart of the complex sits the Marxbox. The Marxbox's flexible commercial office space, laboratory units and residential housing act as a bridge spanning life sciences and creative industries. The layout has been carefully designed to facilitate interaction and idea sharing. Short walks between buildings and plenty of open and green public spaces create a vibrant environment for research to be commercialised into new business opportunities.

3. Create a publicly available vision to promote innovation and establishing teams to direct action

City government can develop personalised innovative visions reflecting the culture of their city and the resources they have at their disposal. This can set the direction for the city and encourage the ecosystem to coalesce around one clear objective. High performing cities can go on to establish innovation teams that can help provide entrepreneurial and visionary leadership and work to transform the way city government works.

Doha and Riyadh have both published comprehensive e-governance strategies. However, the cities stand to benefit from the examples of their peers in building a vision that puts it at the forefront of innovation.

The **Jakarta** Smart City programme is an exciting step in the right direction. Jakarta has begun mobilising a leadership team to provide innovative direction and promote the city as a centre of entrepreneurship. The programme combines initiatives to increase city economic output and seeks to rectify siloes in mobility infrastructure, urban liveability and environment. Included in this plan is a smartphone application for citizens,

as well as for civil servants and city officials to increase transparency, community engagement and participatory policy making.

Looking to the next stage of development, **Hong Kong** provides a useful example for cities looking to build and sustain a comprehensive innovation vision. Hong Kong first set out a digital strategy in 1998, which has been reviewed and updated four times following technological progress. The "Digital 21" Strategy sets out a framework on new technology, which is designed to propel continuous economic development and deliver integrated e-services. The strategy has proved a great success with significant increases in the utilisation of e-government services. Success has been influenced by regular reviews and open consultation with the public, which highlight progress and ensure targets are progressive and uncover key areas for improvement.

Moscow also provides an exemplar case study on how to build an innovation team within city government. The Moscow Innovation Department was set up in 2012 to find, test and scale solutions aimed at improving the urban environment and the efficiency of Moscow's municipal economy and government operations. It also aims to develop and implement projects contributing to the enhancement of innovation and entrepreneurship in Moscow. The department has spearheaded a number of initiatives that span from open calls for solutions to city challenges to mobile applications that support citizen engagement. These projects have all positively contributed to Moscow's recent improvement in its policy environment.



Figure 14:

Moscow's innovation team inside city government

Acknowledgments

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The Accenture Institute for High Performance develops and publishes practical insights into critical management issues and global economic trends. Its worldwide team of researchers connects with Accenture's consulting, technology and outsourcing leaders to demonstrate how organisations become and remain high performers through original, rigorous research and analysis.

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Footnotes and references

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