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Smart City innovation: organizing coincidence

Study on how local governments contribute to the
open innovation journey of Smart City innovations

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MANAGEMENT SUMMARY

An ordinary city can become a Smart City when its prosperity and welfare is improved by using and combining innovative technologies. Smart City innovations originate by a blend of the economic, social, cultural and political processes that take place in the eco-system the city is. The city's local government plays an important role in the development of these innovations. This role and the actions local governments take in Smart City processes are being examined in this research, by studying the actions in Smart City innovations of ten Dutch cities.

The main research question of this study is *how local governments contribute to the open innovation journey of Smart City innovations?*

The theoretical framework builds upon the innovation journey as described by Andrew Van de Ven and open innovation theory as initiated by Henry Chesbrough. An innovation journey holds three periods: initiating, developing and implementing an innovation. During that journey five factors define the evolution of the innovation: ideas, outcomes, people, transactions and context. The other main theoretical topic in this study is about open innovation. This phenomenon holds that the process of innovating is not bounded by company boundaries but is influenced by multiple stakeholders. A combination of the innovation journey and open innovation creates a kind of open innovation journey, that is likely to be plotted on the concept of Smart City innovations. These are characterized by many stakeholders influencing the process' ideas, outcomes, people, transactions and context.

In conclusion, the local government's actions in Smart City innovation-processes are mainly focused on facilitating and supporting that process. This is done by directing cooperation between the innovation's stakeholders in all three periods of the innovation journey of Smart City innovations. Few cities studied have reached the implementation period in most of their Smart City innovations yet. Mostly this is due to three aspects. First due to an absence of shared commitment in the local government's organization to stimulate the internal and external innovative climate. Further, a deficiency of cooperation between city's stakeholders and between cities. At last, a lack of proper evaluation criteria to successfully evaluate Smart City innovations hold back a solid implementation.