

# City of Gothenburg Innovation Programme 2018–2023



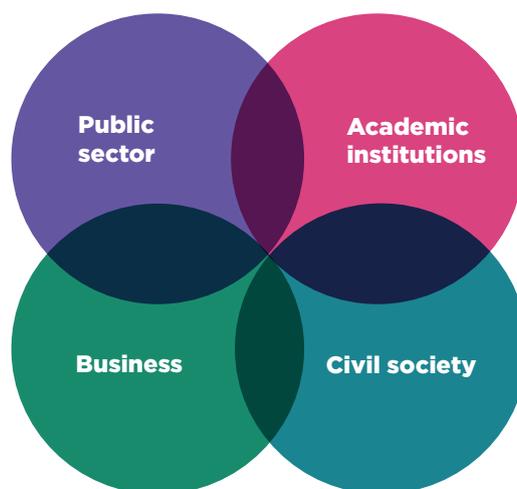
This is an abridged version of the City of Gothenburg Innovation Programme 2018–2023. The Innovation Programme is designed to increase the capacity for innovation in the City of Gothenburg’s own administration, when cooperating with other actors in the community as well as increasing the city’s capacity to support strong innovation systems in the Gothenburg region.

The ability of cities to deal with societal challenges is becoming increasingly important, since the opportunities and forces required to drive change and innovation tend to arise in cities. The region of Gothenburg has a long tradition of innovation and cooperation between public actors, business, academic institutions and civil society. Business here tends to be global and there are world leaders in each market. Academic institutions play a prominent role in the city. There is a common understanding in this respect, that in order to succeed in a global market the different sectors must work together.

Gothenburg is full of innovative initiatives in the business sector, academic institutions and civil society actors. The city’s inhabitants are also active in the debate and are contributing to the future development

of Gothenburg. The City of Gothenburg plays an active role in many of these initiatives and processes with its expertise and financial resources, as well as running many of its own development projects.

However, experience shows that even more can be done to promote Gothenburg as an arena for developing, testing and disseminating innovative products, services and approaches. In order to develop the core activities of the City of Gothenburg, it is essential to have a strategic and systematic approach to innovation work. The purpose of the City of Gothenburg Innovation Programme is to create structure for innovation in its various organisations, as well as ensuring that it can contribute more to strong innovation systems in the region.



The picture above illustrates how the region of Gothenburg interacts in different ways.

# Innovation work in the City of Gothenburg

The definition used by the City of Gothenburg for innovation is something new that creates value and can be widely used. It could be a method, a product or a service which is new in its context. To be valid as an innovation in the City of Gothenburg, a product or idea must be new in the city, in Sweden or in the world. Value for society is created when new solutions are implemented, disseminated and systematised.

Innovation work in the City of Gothenburg means that its organisations work to identify, test, and implement innovations to solve future challenges in the city. People's ideas need to be recognised, developed and refined to create innovations. Organisations must be open to new forms and methods of work. Previously gained experience and feedback sessions show that administrations and companies generally have a positive view of innovation.

Initiating, managing and organising innovation work is more demanding than merely improving existing forms of work and carrying out normal organisational development. Part of the work involved in implementing the city's innovation programme is identifying how the innovation process should be organised and how it can be integrated into normal processes.

There is a large emphasis on developing Gothenburg's organisational culture as well as creating relevant methods and tools for innovation. Through implementing strategic and focused innovation work, the

city administration is able to coordinate and prioritise its resources so that it does the "right" things, engages the "right" actors and achieves the desired effect more rapidly. Cooperation with external actors continues to be given high priority in the innovation system.

To ensure the development of innovation work in the City of Gothenburg, there is a common ambition and common objectives for innovation work which all the city administrations and companies strive to achieve.

## **Ambition:**

Innovation creates benefits for residents, visitors and business, and helps Gothenburg to be egalitarian and sustainable.

## **Common objectives:**

1. The City of Gothenburg has a structured working method that ensures results and benefits through common priorities, where innovation is one tool for achieving these objectives.
2. Employees in the City of Gothenburg's administrations and companies are given the right conditions to be innovative and to develop their activities.
3. Gothenburg will be recognized as a leading city of innovation.



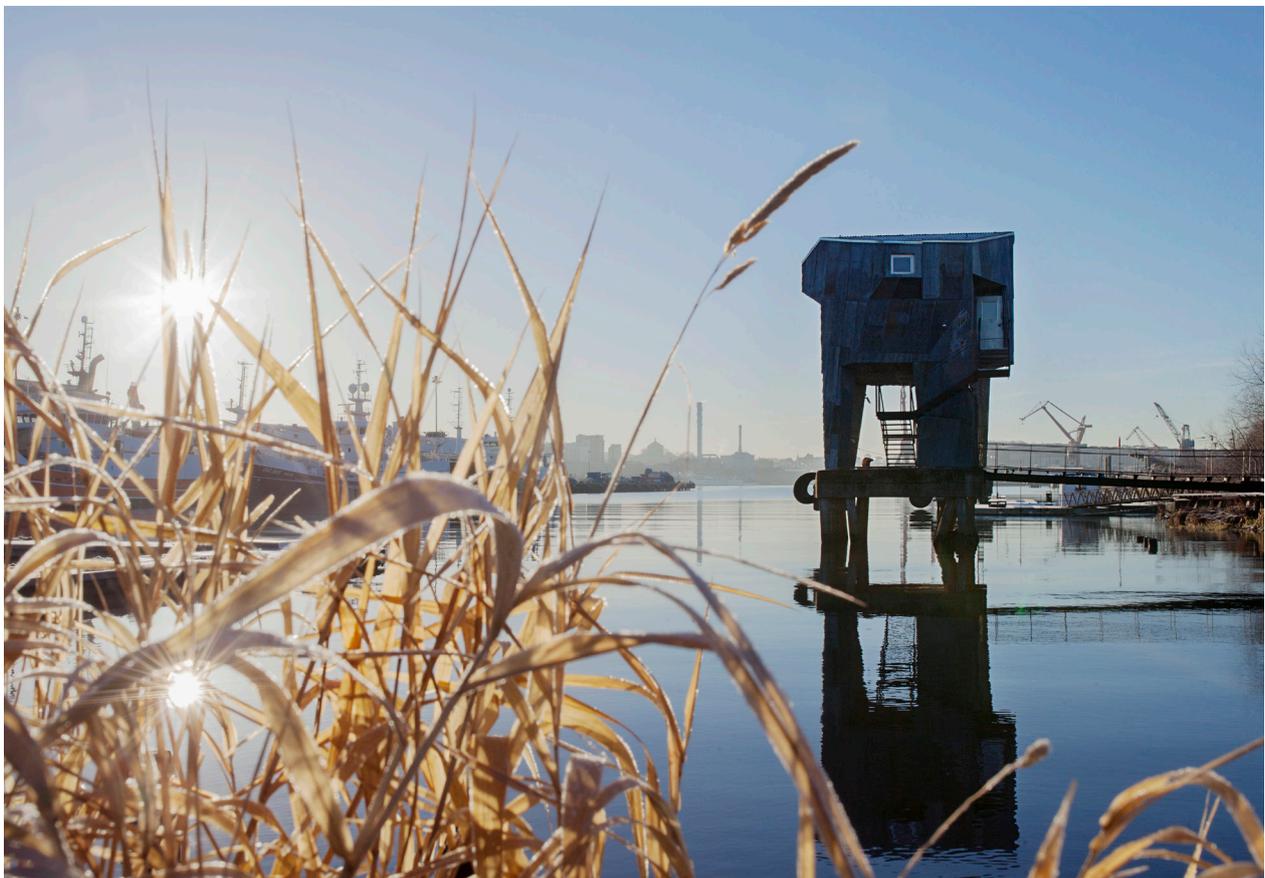
# City of Gothenburg Innovation Programme 2018–2023

The City of Gothenburg Innovation Programme describes how work should be carried out to strengthen our innovative capacity and thus contribute to increased fulfilment of objectives in the City of Gothenburg's administrations and companies. The Innovation Programme has been developed in collaboration with representatives from the city's administrations and companies, and has also been referred to the councils and boards for consideration. The Innovation Programme has been decided by the city council.

The process of innovation is one of several tools in use to achieve the various visions and objectives of the City of Gothenburg.

The Innovation Programme has been approved in several ways. There are many dialogues underway with reference groups, development groups, management teams and key persons in Gothenburg, as well as a group of experts from business, academic institutions, civil society and other public actors. Innovation issues are also discussed in many other constellations, including an in-depth dialogue between the project management and city management groups and wider, more targeted information measures.

The Innovation Programme creates the appropriate conditions for the city's organisations, with over 50,000 employees, to carry out important innovation work for the benefit of residents, visitors and business.



Public sauna in Jubileumsparken.

## Five main strategies

To facilitate the work towards the ambition and achieve the three objectives, the Innovation Programme is based on the following five main strategies:

- focus on innovation power
- drive innovation work in cooperation with others
- develop and manage processes, methods and tools to boost innovation capacity
- cultivate an organisational culture that promotes innovation
- organise joint innovation work in the City of Gothenburg



## The innovation process

In order to strengthen capacity for innovation in the City of Gothenburg, meetings between different areas of knowledge, cultures and experience must be arranged and stimulated. Unexpected situations can challenge people and provide opportunities for thinking in new ways, and enabling changes to working methods. In order to create the conditions for developing innovation, structured and thorough work is required that consists of a number of overarching sub-processes, from early conceptual work to dissemination.

The innovation process is about what and how, and there are clear structures for learning, evaluation and decision points in this process. An integral part of developing the city administration's overall capacity and capability is being able to prioritise, to assess ideas and concepts and to learn and verify during the testing phase before any decisions are taken on scaling up and dissemination.

Work with the Innovation Programme has illustrated the need for a decision-making structure that clearly shows what is required to move forward and who takes the decision to move forward, adapted to the activity in question. This will assure quality in innovation, and it also enables conscious decisions to be made at each step on resources and commitments that are based on insights into risks and expected benefits. These issues are treated in Phase 2 of the Innovation Programme.

## Implementation takes place in the form of projects

Implementation of the City of Gothenburg Innovation Programme is conducted in the form of projects. The first phase took place in 2016 - 2017, with a focus on designing the Innovation Programme. The project is now in phase 2, which covers a number of different commissions with actions, activities and measures to implement the vision, objectives and intentions that were decided in the Innovation Programme. In order to achieve the ambition for the Innovation Programme, objectives and indicators are continuously monitored and evaluated in a structured manner.

## Gothenburg as a place for testing, developing and disseminating innovations

Through new, improved products, services, processes and working methods, the city administration will be able to provide improved quality and benefits for residents, visitors and business. No single player has all the knowledge and resources required to deliver the solutions that are needed. The City of Gothenburg has a longstanding tradition and ability to cooperate with business, academic institutions and civil society. Cooperation is also needed to manage the municipality's fundamental tasks, to meet the major challenges to society and to promote employment through sustainable innovation.

There are great development initiatives underway, both within the city administration and in cooperation with other actors. We are already working with many test beds for future solutions. A test bed is a physical or virtual environment where business, academic institutions, civil society and other organisations can cooperate in the development, testing and introduction of new products, services, processes or organisational solutions.

Good examples of this include geriatric care through AllAgeHub, driverless vehicles in the transport sector, electric buses and so on. There are a number of different test beds in Gothenburg where cooperation is a key factor for success.

As such, Gothenburg is a living arena for innovative and sustainable solutions and has the largest number of test beds in the whole of Sweden.

Together we can make a difference!

### **Gunilla Åkerström**

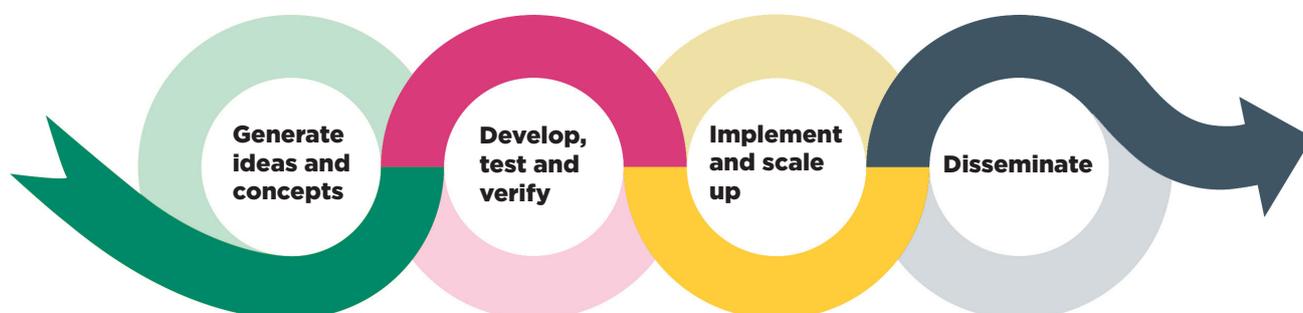
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The figure above illustrates innovation process in the City of Gothenburg.



AllAgeHub in geriatric care.



Lindholmen Science Park.



Electric bus in public transport.

