



WP 4.1. Event Kit for Business Lounges

Project Acronym Apps4EU
Grant Agreement number: 325090
Project Title: Apps for Europe

Deliverable reference number and title

WP 4.1 Event Kit for Business Lounges

Revision: v0.1

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Project co-funded by the European Commission within the ICT Policy Support Programme

Dissemination Level

P Public

C Confidential, only for members of the consortium and the Commission Services

X

Revision History

Revision Date		Author	Organisation	Description
v.1	20/06/2014	Esteve Almirall	ESADE	First draft
V 1.1	23/06/2014	Emma Beer	Open Knowledge	NB – this was signed off by VIC-TOR on 23/6
V 1.2	24/06/2014	Esteve Almirall	ESADE	Modifications and improvements
V 1.3	27/06/2014	Emma Beer	Open Knowledge	Small modifications
V 1.4	28/6/2014	Esteve Almirall	ESADE	Re-structuring and significant modifications
V 1.5	30/1/2014	Emma Beer	Open Knowledge	Final proofread only.

DESCRIPTION OF WORK

Task 4.1 Business and Policy (Esade, V-ICT-OR)

Interest in open data is growing amongst policymakers, application and software developers and innovative thinkers in the Linked Open Data/ Semantic Web movement. However, many reference players that provide services to local and regional governments are not aware of the concepts of Open Data. Through thematic network events we will bridge the gap between governments, single source providers and Open Data experts.

We will succeed by getting open data out of the technical corner and translate it into business cases, matching the needs of all the stakeholders in the ecosystem.

We will use our experience on open data to develop an ‘event-kit’, which will be used to bridge the gap between governments, single source providers and Open Data experts at Open Data challenges through Europe. This ‘event-kit’ will include material for a workshop (business drivers), a bar camp (participant-driven meeting) and a marketplace (network event for government suppliers and app developers). Our international affiliations ensure a global perspective that enables diversity of opinions and experiences. Besides Spain and Belgium, our international affiliates come from USA, Canada, the Netherlands, New Zealand, Sweden and the United Kingdom.

D4.1) Recommendations on business and policy: The deliverable is a document. This ‘event-kit’ will include a script, which will be used to bridge the gap between

governments, single source providers and Open Data experts at competitions through Europe. This document will include material for a workshop (business drivers), a bar camp (participant-driven meeting) and a marketplace (network event for government suppliers and app developers). We will provide a blog where organisers can share their experiences and the diversity of opinions.

REVIEWERS COMMENTS ON PREVIOUS VERSION

Deliverable D4.1 has been provided as two different documents. Given that the document is qualified as "Public" in the DoW, the Consortium is required to consolidate both reports in only one self-standing document. Additionally, the deliverable should better reflect the goals for such a deliverable as described in the DoW.

RESPONSE FROM WP 4.1 TO REVIEWERS COMMENTS

The format of the deliverable is an event-kit, where the ideas and the experience producing these types of events accumulated over the course of years and developed throughout this project is summarized. Therefore, this document encapsulates parts of other deliverables developed throughout the project together while providing the necessary context to frame these contributions in a self-contained deliverable that can be used as event-kit.

In the description of work it is mentioned that the deliverable should address workshop (business drivers), a bar camp (participant-driven meeting) and a marketplace (network event for government suppliers and app developers). This has been reduced to events for the two main target constituencies: policymakers and Business Lounges to connect investors with developers and startups.

A bar camp is not covered because by nature bar camps are unconferences, user-generated conferences that structure themselves on-the-fly around the themes that participants propose (normally using post-its). Therefore proposing a structure or an agenda for an unconference is a contradiction in itself. Nevertheless, the materials and general recommendations for both the workshop with policymakers and the business lounge event could also be applicable to bar camps.

The structure of the deliverable is therefore as follows. First, background context on Open Data is provided in order to be able to effectively address all constituencies we feel that this basic understanding is necessary. Secondly, a basic kit for organizing a workshop with policymakers together with the objectives and rationale of the workshop is developed. Thirdly, an extensive event-kit for business lounges events compiling the work of the project and results from other deliverables is reproduced together with the two example cases developed through the project. Finally, a link to the blog of the project where more information can be found and real-life examples and commentaries were posted is provided.

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1 Introduction

Governments and in general the public sector are not usually early adopters of new technologies, nor do they provide the best case studies for innovation. However, many of the innovations that we enjoy nowadays such as Internet come from the active involvement of governments.

Certainly the adoption of technology by governments has distinctive characteristics. Users are no longer ‘users’, they are citizens with a clear sense of ownership. The driving force behind adoption is not profit but a sense of social welfare and its adoption aims towards social change.

There is also another important difference between the adoption of technology as an operant – aiming at changing the existing structures – by a government in contrast with the process that we are accustomed to witnessing in the market. In markets “the invisible hand”, the greediness and the willingness of both producers and users of these innovations move innovation. However, in governments, it is the “visible hand”, the political will, that is the force that drives change.

Therefore, there is a need to diffuse the new concepts and actively convince both policymakers and the whole community of new proposals.

This deliverable aims to fulfill this need by providing material for producing two types of events. One is directed to policymakers where the idea behind Open Data and the role of the government as a platform is demonstrated. The other is directed towards the creation of Business Lounges, a meeting point between startups, developers, investors and policymakers.

Although at a first glance both events appear disconnected, they are highly interrelated. Our experience shows that the ideas expressed in internal workshops get mobilized and transforms into actual practices when in contact with developers and startups. Both groups shape each other, effectively guiding policy.

2 Open data ecosystems

In 2009 the City of Washington, led by Vivek Kundra then CTO, launched “Apps for Democracy” an innovation contest based on Open Data with impressive results. In just 30 days 47 web, iPhone and Facebook apps were developed with an estimated value of \$2.3M at a cost of \$50K (Apps for Democracy). The Data.gov initiative, framed on the “Memorandum on Transparency and Open Government” launched in January 2009 by the Obama administration followed this impressive result.

The objective of this initiative, according to the progress report on the Open Government Initiative of June 11, 2011, was to fuel new products and services that are successfully commercialized and have the capability to scale (Executive Office of the President 2011).

In terms of volume and influence, Data.gov has been an undoubted success with more than 389,000 datasets in areas such as education, energy and health (Open Government Status Report, 2013). More than 200 organizations contributed, including federal agencies, sub-agencies and public-private partnerships (Open Government Status Report, 2013; Jeppesen et al. 2010) and more than 50 Open Data challenges were launched by the Federal Government with prizes ranging from \$30 to \$15,000,000 (Challenge.gov 2013). In addition, Data.gov also spurred the creation of similar initiatives, first in the U.K. with Data.gov.uk and later through Continental Europe in cities such as Helsinki, Amsterdam, Barcelona and Berlin.

On the other hand, when we weigh the outcomes of all these efforts, results have been somewhat disappointing. In spite of more than 4 million downloads of Open Data in Data.gov since 2009 (Data.gov 2013) very few applications are widely used and most of them list low in the rankings. For example, out of the 137 applications developed for the Android platform, only about 24% have more than 10,000 downloads. Out of the Apple applications, none of the apps were ranked in top 100 overall applications (usa.gov 2013). The number of open data downloads has actually been declining since 2011 even though the number of releases has increased. Our research on cases in European cities doesn't show any brighter outcome, as downloads peak with contests but apps resulting from them are not highly successful in terms of adoption (Bakici, Almirall & Wareham, 2013). As an example, the company that won the \$100,000 first prize in the Department of Energy's Apps for Energy challenge, Leaffully (leaffully.com, 2013) created a free app that allows citizens to analyze their own electricity usage behavior; yet, over a year later, Leaffully has only a few thousand users out of the 34 million potential residential users (Cooper et al. 2012; Nunez 2013).

Therefore both developers and policymakers need to confront these mixed results, where even when data has a really high degree of openness, results in terms of

adoption of resulting apps are mixed, or put in other terms, don't fulfill the initial expectations.

The reasons behind these mixed results lie both on the interest and capacity of data to generate valuable services and on the ecosystem failures that the sector faces in terms of lack of standardization, lack of effective mechanisms for app discovery and lack of marketplaces.

Nevertheless, we have to take into account that apps as services represent only one side of the reason why data must be opened. The other one is providing transparency to govern actions facilitating that way the dialogue and the informed critique of the actions of government.

3 Event kit for policymakers

3.1 Objectives

Creating an event for policymakers has the clear objective of creating a common discourse and fixing the central policy points together while transforming this discourse into concrete government actions.

The first objective is normally addressed through a presentation and discussion around the presentation, sharing experiences and different points of view.

Two main concepts are transmitted in the presentation. Firstly, the concept of the government as a platform opposed to the vision of a government as a service provider. This is the fundamental concept that drives the whole idea of Open Data, leading to a smaller, more efficient government where concrete services arise bottom up instead of top down.

As a derivation of this concept and a concrete implementation, Open Data proposes that governments free the data instead of building the applications. This could lead not only to a major transparency but also to a higher number and diversity of applications. Here, the illustration with concrete examples (e.g. transport data) is normally very useful to discuss concrete implications and results.

The second objective is addressed with a workshop where proposals arise bottom-up their implementation discussed and elaborated internally later on.

3.2 Agenda

The event has three separated sub-events, consisting on the presentation of the main concepts and its discussion, the group work and putting in common this group work and discussing further actions.

We have to keep in mind that if we are seeking a real involvement of the different departments of the city administration coordinating between them the datasets to be opened and deriving some implementations of the process involving citizens and companies, then it is not possible to have it in half a day or even a full session. In this case a week is needed.

However, commonly this is not feasible and falls beyond of what is possible in the city administration, because this kind of methodology is not established there and because of the limited commitment of the politicians or senior policymakers supporting Open Data.

In this case, very often a group inside the city administration is committed with the task of managing the process of Opening Data and this event seeks to provide input to the process together with raising awareness and evangelizing about Open Data and in general policies geared towards ecosystem management in cities.

Therefore, before engaging in such an event it is absolutely necessary to have a clear vision not only of the objectives to be attained in the group work but also of the culture and constraints of the organization.

Again, two options exist: co-creation with some of the departments involved or just asking for input to a process managed by a group in charge of it.

Here we have the typical agenda for a process where management is centralized and contributions are being asked to the different groups of the city administration.

8:00 Registration

8:30 Welcome and Introductions

9:00 Managing City Ecosystems: Open Data

10:00 Discussion around the main concepts and feasibility of translation to the local environment.

10:30 Break

11:00 Group Work (elaboration of concrete implementations using Design Thinking methodologies such as Google Sprint).

12:00 Presentations of the groups

13:00 Conclusions and Wrap-up

This is the most common process and in this case it is important to be able to raise the level of attention towards it, among other things because of the limitations in time of the involvement of the other groups.

In order to highlight the significance of the event and the commitment of the politicians behind it, the welcoming part of the event is done – at least in part – by the major or a high ranking official in the city administration, this signals its importance and facilitates greatly the cooperation of the departments involved.

Let us discuss briefly the three main parts of the event.

The first part consists of exposing the reasons why Open Data is being introduced and evangelizing about it.

In the next section we will discuss in deep the most common reasons why Open Data is being introduced and fix the concepts. This part is crucial and has to be in line with the political strategy of the city administration of Open Data has to succeed there.

Therefore, there is a main decision to be taken about who and how it will be presented. Its presentation by an internal official has the advantage of providing a clear visibility and aligning the message with the actual policy of the city administration.

However, it has some disadvantages. First, the personalisation of the process that many times is not desirable. Secondly, the rank and authority of the presenter will mediate the discussion and finally it will many times be too focus on the internal policy providing little space for discussion.

Therefore, it is not uncommon to use two different presenters. One external for introducing Open Data, experiences from other cities and a generic vision of the policy and another one of the city administration that presents the initial ideas and first concrete steps. This format allows both an open discussion without personalising the process together with sufficient concreteness to ground this process in the policy of the concrete administration.

The discussion that follows this presentation is one of the most important milestones of the whole process. Ideally it has to be open, frank and with the participation of high-ranking officials of the departments involved in the process. Its objective is to establish and align the most important aspects of the policy around Open Data.

Again, the choice of the moderator can be the use of an internal one or bringing in an external moderator. An external moderator gives a signal of a discussion among equals and facilitates it, it is therefore the choice that we favour. However, if a real co-creation process is being put in place, then this is the right moment to start it and this leader should be the one that conducts the discussion.

The second part of the event consists on the group work. Its objective is to either co-create the process or contribute to it.

In the case of co-creation, a much longer event is needed, with the identification of the objectives of Opening Data, alongside actions, datasets and events supporting it. Normally city administrations, because of its structure and decision process, don't take this route and the group work aims at two main goals: defining the most important aspect of the events, and main datasets to be opened and defining the side events addressing the different constituencies and the complementary datasets.

Therefore, along with this last line, groups should be formed covering the main event and datasets and each of the different areas to be addressed in the process. The one concerning the main event and datasets should ideally be contributed by a diversity of policymakers covering at least the main areas involved in the process.

The most common methodology used in this group work is brainstorming and variations of Design Thinking for designing the event(s). Quite often city administrations have a large experience in these issues and events must follow institutional guidelines that constrain its design, resulting in institutional presentations.

However, almost always is possible to combine these institutional presentations with other events addressing developers and startups in different formats. In the following section guidelines for this are provided.

Therefore it is also common to restrict this group work to enlist the data that should be opened by the different departments and gain its commitment on it.

The third and final part of the event consists on putting in common the work of the different groups. This is one of the few opportunities where a real discussion between a great diversity of City Hall representatives may occur and therefore we should take as much advantage of this discussion as possible to fix and enrich policies, get commitment and align the view of the different departments.

3.3 Reasons for Opening Data

There are many reasons why city administrations decides to Open Data, among them electoral opportunism, however we will center our discussion in the two main ideas that lead to an Open Data policy: transparency & accountability and the external provision of services.

Transparency and accountability are some of the main reasons for Opening Data with clear political roots leading to Open Government. We are not going to discuss Open Government here, however, we would like to remind that Open Government is not achievable if data is not standardised among city administrations therefore making comparisons feasible. Standardising this data cannot be reduced to providing the same format or the same API but the underlying concepts and representations of data must be similar and therefore comparable, if not questions as simple as comparing the level of efficiency of the different administrations cannot be answered and transparency is reduced to ensuring the correctness of the processes carried on by the administrations.

Standardisation is also important in transparency not only because efficiency can be then measured, answering simple questions such as the cost of police by citizen

or the cost of maintenance of roads by kilometres but also because it triggers a process of increasing overall efficiency.

The main problem of the public sector in general and local administrations in particular about efficiency is that they cannot use the market mechanism to increase their efficiency because they don't compete. Their market share doesn't diminish and other competing local authorities do not take it and ultimately they cannot be out of business, only ousted by citizens. Therefore, the traditional market incentives are not useful in this case.

However, transparency can facilitate the process by allowing easy comparisons on the efficiency of city administrations compared to others and therefore trigger political mechanisms that could render these institutions more efficient.

Clearly presenting the different levels of efficiency from the most general such as cost of services per habitant to more concrete ones as the mean time that it takes to repair road problems or the cost of different problems allows for more informed attitudes and ultimately for more informed decisions by citizens and benefits clearly well managed organizations.

This second effect of Opening Data must be clearly understood in order to make wise decisions of which data to open, prioritizing the one that is in line of the current policy objectives of a community because this greater visibility will not only facilitate and create awareness to the process but also make the perceptions of citizens more objective and more informed.

The second main concept that leads to data opening is the external provision of services by using a platform management structure.

Beyond governance and law, governments in general and local authorities in particular exist to fulfill the need of the provision of common services. In order to do that, they collect taxes and either provide the services directly or commission their provision to third parties, using for that suppliers or public procurement mechanisms.

However, the advent of platforms brought new business models that allow new opportunities for the provision of services. Prime examples of this is Google Maps that monetizes the service through advertisement, but in general any app or web app operates with business models that while relying on basic market mechanisms and therefore being driven by the level of adoption, they monetize the attention of users through different communities – normally advertising.

Platforms such as the iPhone, Facebook, Google, ... have been driving the digital economy and changed our lives in so many ways.

Platforms are based on a central firm that uses either a device – e.g. iPhone – a collaborative platform – e.g. Facebook – or a service – e.g. Google – to integrate

user contents or external apps increasing its value proposition without investing in any of the third party innovations.

The use of platforms solved the scalability problem for many small businesses together with the limitation of resources for the focal company, allowing a type of economy never seen before.

Governments suffer, more or as much as any other organisations, the problem of the lack of resources and this is precisely one of the aspects where a successful platform could mean a complete change of the game.

In fact, when governments operate as service providers there is only one question that is relevant with a moderator. The main question is how much money do they have for the provision and the moderator is how efficient they are in their use.

The answer to these questions will effectively limit the number and variety of services that public authorities can provide.

However, when acting as platform managers this limitation doesn't exist. The number of apps in the iPhone ecosystem is not limited by the amount of money that Apple decides to devote to this area of the business. Apple doesn't finance, buy, sponsors or support in any way any of these apps.

Similarly when a government opens data, it becomes a platform. With this data third parties can create apps that will certainly provide value to citizens. The limit here is not the size of the available budget but the capacity of a local authority to open relevant data that could capture the imagination of developers and trigger the provision of services.

Although a number of ecosystem failures, such as the lack of standardisation forcing developers to build a different interface for each city and therefore limiting extraordinarily the potential market size, prevented Open Data apps to escalate the top positions in the apps' rankings (except the case of Google Maps, by far the most used map in cities), the number and diversity of the apps created by developers surpass in orders of magnitude the provision of cities acting as a service provider.

This, of course, demands a complete change of mentality in local authorities, in terms of objectives, governance, policy and implementation. However, it is becoming pretty clear that there is not an alternative way to be able to meet the expectations of citizens in terms of variety and quality and because the use of platforms integrating third parties is now so widespread citizens won't understand that local governments ignored them.

There is however more. Transforming governments from being service providers to acting as platform managers does not only has the potential to solve the number

and quality of services provided to citizens but also is transformative in social terms.

When governments act as service providers they foster a society that contracts services, where the offer is normally fragmented and where taxpayers money buys the same thing in a large number of geographical close locations. It is a society that reinvents the wheel constantly through local, fragmented offer, prone to fraud.

However, if the same authority start to act as a platform manager, coordinating its work with local authorities, it creates opportunities for developers, fosters a culture of sharing and diversity that promotes innovation. It helps to create a culture that is driven by innovation.

This culture is the one that Europe needs to promote social change and ultimately this is a fundamental reason why Opening Data is important. Because Opening Data is an element of cultural change towards the culture of entrepreneurship and innovation that Europe needs badly.

3.4 Additional Resources

In Annex I and Annex II of this document we provide two additional resources, both under the creative commons attribution – non commercial – share alike 3.0



license .

The first one is a presentation to policymakers that we have successfully used in Europe, North and Latin America for a number of years and has been incorporated as part of the policy of the World Bank in the ICT and World Bank Institute Units.

The presentation revolves around the concept of government as a platform in the particular case of Open Data, the potential benefits and a brief approach to policies that could overcome the ecosystem failures of Open Data.

The second one is probably the most widely used kit for preparing Open Data Challenges. It can also be found here <https://www.howto.gov/sites/default/files/apps-democracy-innovation-contest.pdf> but it is really not clear for how long because the widespread use of competitions and the big changes in website interaction in the last years have rendered it a bit out-of-date. However it is still the best material that we know for preparing open data challenges.

4 Event kit for business lounges

4.1 Objectives

Business Lounges are a type of event that aim to transforming ideas into concrete businesses by mobilizing investors and venture capitalist and connecting them with startups and developers.

Policymakers actively participate in business lounges, ideally adjusting policy according to the real needs of startups and developers, incorporating knowledge from all parties.

Business lounges are therefore a type of matchmaking event with the objective of getting successful “matches” between developers and investors. All this occurs in a limited amount of time, therefore the selection of the right type of investor interested in the kind of apps and web apps presented is critical. Pre-testing is possibly the only way to lower the uncertainty of how many matches will occur and of its size.

Therefore we firmly encourage investing in pre-testing and in the selection process. This is possibly the best and only way to ensure a successful event.

4.2 Organizers

Business lounges are normally satellite events of a larger event that consist in a competition for apps or in a campus party or an exhibition with a competition embedded on it.

Therefore, the organizers are usually the ones of the main event or commissioned by the organizers of the main event. Quite commonly they can fit in the following categories:

- City administrations or local governments as part of Open Data Challenges or events promoting entrepreneurship.
- Large private companies organizing the competition or the event. Typically, but not exclusively, telcos.
- Universities and science parks and intermediary organizations fostering entrepreneurship.
- Public and Private incubators, accelerators or events related to the Digital economy or entrepreneurship.

Of course the organizer and the hosting event where the business lounge is framed determines to a large extent not only its character but also its reach, sponsorship and its financial partners.

4.3 Participants

Startups and developers participating in a business lounge seek two main objectives: gain awareness and networking and connect with relevant business opportunities. In order to reach these objectives participants have the limited time available during the event, therefore it is crucial that the interactions are relevant for both parties if the event has to be successful.

Therefore organizers must have a very clear idea of both participants and venture capitalists and be able to draw initial points of interest and connect people ahead of the event.

For this to happen, the startups or developers coming to the business lounge must have not only very clear the objectives that they aim to attain there but also be able to prove the worth of the idea to investors.

A first step is to assess the maturity of the proposals though an initial questionnaire in order to select the ones that could successfully participate.

An example of such a questionnaire follows:

<i>It is assumed that participants who are taking place in an App contest have already developed at least a first usable version of their application.</i>	
Q1	Does your project need further technical investment before entering into market phase?
Q2	Have you identified your target customers?
Q3	Do you have defined a revenue model?
Q4	Have you designed a complete business model? How scalable is it ?
Q5	Is your application or a minimal version of it already working in beta?
Q6	Did you test the validity of your proposal with real customers? Do you have pre-orders?
Q7	Did your project already evaluate the amount of resources (financial or otherwise) it needs from investors in order to scale up its activities and reach its target market?

The maturity assessment will result in a classification of maturity that could follow a schema similar to this already introduced in D3.2:

1. **Idea.** Group of people has developed a pilot or defined extensive features for a product/service. There is not a consistent business plan. The investment needs are not clearly defined.
2. **Incubation.** The company doesn't have a legal form, but they have prototypes for products / services, and possibly they have tested out their product on a potential customer. Sales have not started. They have a draft of a business model with some funding needs defined.
3. **Project ready.** In this situation the company has a legal form but sales has not started or they only have one or few clients. They cannot guarantee that there is a market for their product/service but it looks promising. Competitiveness in this market cannot be demonstrated. They have a business model, and therefore funding needs are clearly defined.
4. **First round of financing.** In this situation the company is able to sell its product/services and they have sales with several clients although possibly they have not yet reached break-even. They have demonstrated that there is a market for their product/service and that they can be competitive. They have a plan of what and how much investment is needed but possibly there is no extensive details within it.
5. **Second round of financing.** In this situation the company has proved that it is able to attend a small market, they are close to or have even achieved break-even, but funding is needed to extend their portfolio, to penetrate new markets or to extend the client base. They have a concrete plan of what kind, and how much, investment is needed.

Business Lounges normally address projects from maturity levels 2 to 4. Also, in order to participate in the business lounge, developers or startups must be able to present:

- A prototype for an application/service, ideally a minimal product in beta.
- A team with the skills to further design and develop the app
- An evaluation of the entity of the investments needed to further develop the app
- A draft business model
- Initial tests with potential customers showing a clear market interests, ideally pre-orders.
- A pitch with proves of market interest that can be presented to investor

The result of this assessment will be reflected in a scorecard, such as the one already introduced in D3.2.

	very low	Low	Medium	High	Very high	TOTAL
Dimension 1 : Innovation & business						0
To what extent does the app/service break new grounds and how does it compare to other similar products (if any)?						
To what extent does the application take advantage of open data?						
How would you rate the market potential of the app/service?						0
Dimension 2 : Market						0
How significant is the current user base of the service in relation to the target market?						
How would you rate the potential of the service to generate an economic impact at local, national and/or European level?						
Dimension 3 : Team						0
To what extent does the team cover all skills necessary for creating a business?						
To what extent do you estimate the commitment of the team with the project?						
How credible and motivated does the team appear to be?						
Dimension 4 : Technology						0
How do you rate the application responsiveness and overall performance?						
How do you rate the application usability for end users and administrators?						
How do you rate the market readiness of the application features?						



FINAL RESULT:

[All information provided by you and contained in the survey will be considered confidential information and as such will be protected and preserved, pledging to take steps at all times to maintain

4.4 Format

As an example of Business Lounge we provide one of the examples developed through the project (also provided in deliverable D3.2) that can be useful when developing your own version.

Date: 29th of June 2013

Location: City hall, Amsterdam, Netherlands

Title partner event: Amsterdam Hackathon

Goal of the BL	To connect the (local) open data community with a network of investors (entrepreneurs, venture capitalists, social enterprises and non-profit organizations) and stimulate advanced open data app makers to transform their app (idea) into a business. This format did this by organizing speed date sessions with a selection of best open data app makers and invited investors to talk about the business side of their open data app in a businesslike atmosphere.
Venue / BL area	Separate room with transparent walls, close to the rest of the event, open to visitors and hackathon participants.
Floor plan	<p>Plattegrond Business Lounge</p> <p>Featuring a bar and 8x3 comfortable chairs for speed date sessions</p>

Participants	<ul style="list-style-type: none"> • 8 Apps for Europe partners (expert interviews, video's, moderation) • 8 Business and investment experts • 16 App concepts in teams of two developers (32 in total) (overall level: beginners, all apps had a 'business idea' without a business plan) • 15-20 Visitors dropping in and out during the day 																				
Programme/ Activities	<table> <tr> <td data-bbox="512 581 622 610">09.00</td><td data-bbox="622 581 1248 610">Final preparations</td></tr> <tr> <td data-bbox="512 610 622 640">10.00</td><td data-bbox="622 610 1248 640">Walk in Business Lounge</td></tr> </table>	09.00	Final preparations	10.00	Walk in Business Lounge																
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10.00	Walk in Business Lounge																				
	<table> <tr> <td data-bbox="512 662 622 691">10.30</td><td data-bbox="622 662 1248 691">Opening Business Lounge – explaining purpose of the day</td></tr> <tr> <td data-bbox="512 691 622 720">10.45-13.00</td><td data-bbox="622 691 1248 720">Apps for Europe expert interviews and 1- minute videos</td></tr> <tr> <td data-bbox="512 720 622 750">13.00-13.40</td><td data-bbox="622 720 1248 750">Lunch [optional]</td></tr> <tr> <td data-bbox="512 750 622 779">14.45</td><td data-bbox="622 750 1248 779">Walk in Speed Date sessions</td></tr> <tr> <td data-bbox="512 779 622 808">15.00</td><td data-bbox="622 779 1248 808">Opening Business Lounge Speed dates</td></tr> <tr> <td data-bbox="512 808 622 837">15.10-16.40</td><td data-bbox="622 808 1248 837">Speed date sessions (see detailed plan and score card below)</td></tr> <tr> <td data-bbox="512 837 622 866">16.40-17.00</td><td data-bbox="622 837 1248 866">Networking opportunities in the Business Lounge</td></tr> <tr> <td data-bbox="512 866 622 896">17.00-17.05</td><td data-bbox="622 866 1248 896">Marleen Stikker (Director Waag Society) speech at Hackathon main stage</td></tr> <tr> <td data-bbox="512 896 622 927">17.05</td><td data-bbox="622 896 1248 927">Announcement of Business Lounge day winner</td></tr> <tr> <td data-bbox="512 927 622 956">17.05-18.05</td><td data-bbox="622 927 1248 956">Continue networking with drinks on the rooftop terrace of Amsterdam city hall.</td></tr> </table>	10.30	Opening Business Lounge – explaining purpose of the day	10.45-13.00	Apps for Europe expert interviews and 1- minute videos	13.00-13.40	Lunch [optional]	14.45	Walk in Speed Date sessions	15.00	Opening Business Lounge Speed dates	15.10-16.40	Speed date sessions (see detailed plan and score card below)	16.40-17.00	Networking opportunities in the Business Lounge	17.00-17.05	Marleen Stikker (Director Waag Society) speech at Hackathon main stage	17.05	Announcement of Business Lounge day winner	17.05-18.05	Continue networking with drinks on the rooftop terrace of Amsterdam city hall.
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	<p>8. Do you plan to monetize your App? If yes, is there a good ratio of revenue per customer (LTV) and cost of customer acquisition (CAC)?</p> <p>1-minute video's</p> <p>Following the interviews the participants are approached to make a 1-minute video on their App. This video is used for promotion.</p> <p>Speed dates</p> <p>The speed dates are planned with 16 app developers and 8 experts on capital investment, crowd funding, incubation, angel investment and business (bio's are attached in briefing document). In 8 rounds of 10 minutes each, the app developer explains and discusses their proposition with the expert. Based on the speed dates the experts will fill out a scorecard, which will lead to a Business Lounge day winner. Moderator keeps track of the time, using a big bell. The participants are judged on four criteria, using the WP3 score card:</p> <ul style="list-style-type: none"> 1. Technology (performance, usability, maturity) 2. Innovation & business (unique service, innovation in use, business model) 3. Market (user base, impact, EU potential) 4. Organization (team, motivation and presentation) <p>Networking</p> <p>During the day, but especially after the speed dates and later after the announcements there are network opportunities with drinks and snacks provided.</p> <p>Announcement</p> <p>Starting the day final and hackathon presentations, we announced the Business Lounge day winner. The winner was selected based on the total scores on the scorecards.</p>
Preparation activities	<p>Call for participation</p> <p>Send out a call for participation in the open data community. Open data appmakers could register for the BL event via http://www.appsforeurope.eu/businesslounge-apply by filling in a short questionnaire 6 weeks before the event took place.</p> <p>Select and brief best open data apps</p> <p>Make a selection of the best open data appmakers that have signed up. In the Amsterdam event we selected 16 out of 25 applications and communicated the details of the event 1 week before the event to them in a briefing document (which included the location of the venue, schedule and very detailed information about the investors profiles)</p> <p>Brief investors</p> <p>Search for and confirm participation of investors and communicate the details of the event to them in a briefing document one week before the event (which includes the location of the venue, schedule, very detailed information on the open data app makers and the score card)</p>

	Brief experts Search for and confirm participation of experts for the expert session and communicate the details of the event to them in a Briefing document 1 week before the event (which includes the location of the venue, schedule, very detailed information on the open data app makers and the score card) NB. To ensure commitment and involvement of investors and (external) experts timely and personal communication is very important. Make sure to have a call with them to explain the purpose of event and their role, send invitations and briefings in a timely manner etc.
Aftercare activities	Consult appmakers, investors and experts individually and evaluate the event. Identify successful matches between appmakers and investors and confirm investors for the Apps for Europe Investors network.
Winner prize	The Business Lounge winner received 250-euro travel budget to come to the Pitch & Prize event. This money was financed via local Apps for Amsterdam budget.
Catering	In the morning there were candy bars, water bottles, energy drinks freely available at the bar (funded by Apps for Amsterdam). During the speed dates champagne and snacks are served at the Business Lounge bar. The hackathon organizer financed coffee, tea, lunch and networking drinks and snacks outside of the Business Lounge.
Decoration	Nice bar (rented), big flower bouquets, local organizer/partner banners that created an informal yet also a professional and businesslike atmosphere.
Promotional materials	Apps for Europe banners and flyers
Organization/production	Waag Society (WP2/ WP3) Kennisland (WP3) Hack de Overheid (WP2)
Budget	Venue – funded by local Apps for Europe partner Hack de Overheid Catering – funded by Hack de Overheid and Apps for Amsterdam Decoration / Promotional material – funded by Apps for Europe Winner prize – funded by Apps for Amsterdam Estimated out of pocket budget: € xxxx Estimated hours spent: xxx

5 Case studies

We reproduce here two cases studies, the case of Flanders and Amsterdam that can also be found in D3.2 but we consider that they could be illustrative provide concrete examples of implementation.

5.1 Business Lounge Flanders

The first business Lounge organized by Apps for Europe was help in Flanders, 14th of June, 2013.

On the 14th of June 2013 a second edition of the Flemish Open Data Day took place in 'het Bouwijngebouw' which hosts the main datacenter of the Flemish government in Brussels. Not only authoritative international speakers succeeded in attracting public attention; also *Apps for Flanders* was responsible for a great deal of interest. The event *Apps for Flanders/Business Lounge* proved that Flemish developers – with some guidance – are able to launch innovative and viable open data applications that may find their way into many smart phones and tablets for users of all kind.

'Open data' is the next big thing in the world of ICT – so is being said for quite a while now. In this context, Tim Berners-Lee, the inventor of the World Wide Web and the founder of W3C, propagates (also already quite a while) the semantic web or Web 3.0 where all data and applications could be aligned and integrated. To make this possible, data has to be 'open': it should be freely available for everyone to use, republish and linked to other data, without restriction. But open data requires open standards: not only the data but also the formats in which they communicate with one another should be accessible for everyone, hence: identical. The Flemish ICT organisation V-ICT-OR is pioneering in this field. With the OSLO-project they developed a standard which makes it possible for local administrations to manage data of citizens in a more efficient, customer-friendly and smarter way.

In close cooperation with V-ICT-OR, the Open Knowledge Foundation Belgium and i-Minds Multimedia Lab, The Flemish Government organised the *Apps for Flanders* business lounge on the second Flemish Open Data Day. *Apps for Flanders* endorses the values and goals of *Apps for Europe*. Also *Apps for Flanders* wishes to stimulate both governances and app developers to get to work with open data and to improve their value them socially and economically.

To realise these goals, programming contests took place in Flanders where open datasets served as the basis for the development of new digital applications. In previous editions participants worked with data sets from local and central

governments as Ghent, Antwerp and the Flemish government, but also from a thematic perspective, such as geographic information and labor market data.

What were the lessons learned from these contests? On the one hand, a lot of creativity and know-how exists in Flanders to develop smart applications based on open data sets. On the other hand, solid business models to bring these apps to the market and make them viable are often lacking. Therefore, *Apps for Flanders* was organised around the format of a business lounge and a team of experts was invited to coach the selected contestants to develop solid business models during one intensive day.

The format of a business lounge might serve as a good practice for other members within the *Apps for Europe* consortium, so we will give a brief overview of the day.

First, Hans Tubbax of the Business Competence Centre (BICC) of Thomas More University College gave an inspiring presentation on the challenges and hazards of app building. He compared pursuers off the killer app with climbers of the Mount Everest. To reach ‘the top of apps’, drive and endurance is needed and one must realise that on the way to the top there’s a traffic jam: today 896.720 apps are active and 790 new ones are released daily... To reach the top the assistance of ‘Sherpa’s’ – experts in finding the competitive business models needed – are indispensable.

Secondly, the ‘Sherpa’s’ came in. After a warning that “no business plan survives first contact with a customer”, Peter Bertels of Flanders DC led a brainstorming session to list all aspects of a successful business plan. Thereafter the contestants were ready to fine-tuning the presentations of their apps guided by individual coaches.

Finally, the pitching session followed. A jury of experts nominated three winning apps based on the following questions. Is the market for the app well known and how is it achieved? Is the revenue model realistic? What is the economic and social value of the app? How reliable are the open data sets that were used? The best answers made it possible to select three winning apps.

The third prize of €2000 went to *Enerxia*, an app that raises the awareness of citizens about their energy consumption by means of a gamification approach. The game simulates the use of energy in a certain city and stimulates the player to reflect upon the value of sustainable energy and energy saving efforts.

The second prize of € 3000 went to *Pinitag*. With Pinitag! It is possible to report annoyances in the public space of cities to those responsible within a minute. The intelligent app decides to which city service the pinned and tagged report has to be sent.

The ultimate winner was the app Nostalgeo which combines contemporary streetviews with old postcards and recreates streetviews of the past. During real

walks, Nostalgeo also allows taking virtual walks through the past. The jury expects that many people in Flanders and Europe will use this app during touristic visits of cities and regions. Also the representative of minister Bourgeois, responsible for Administrative Affairs, was enthusiastic about Nostalgeo because it puts the old and the new sights of Flanders in the picture in an innovative and user centered way. The team behind Nostalgeo received € 5000.

All three winners look forward to take part in the contest of *Apps for Europe*. Thanks to the input of the business lounge they became aware that an app needs more than technical data managing skills. Also a solid business plan is key to making an good quality app.

5.2 Business Lounge Amsterdam

The second Business Lounge was held in Amsterdam. It also was a part of project – initiative – Apps for Europe. It gathered 17 teams of young IT professionals representing 4 European countries - Netherlands, UK, Finland, and Austria. Majority of projects were dedicated to transport, education and culture. All projects are based on open data published by European public administrations.

More than 200 participants and 17 potential start-ups attended. High technological performance. New innovative solutions for improving our daily life. New business opportunities and much more. This was the first Business Lounge which, celebrated on 29th of June, in Amsterdam.

Participants were carefully chosen before the event through the online application and evaluation form.

Between the experts and investors, who evaluated and selected teams for Business Lounge, giving them chance to meet a potential investor, were professionals from UK, Netherlands, Portugal, Bulgaria, Spain and Finland.

The Business Lounge was organized as a “speed networking” offering each team 2 sessions each 15 min long. **The projects were evaluated by 3 experts who tried to categorize each initiative by its maturity and business potential.** An important part behind the sessions was **giving suggestions for improving or adapting the idea for turning it into a successful business model.**

Beside the chance to participate in the first Business Lounge, new professionals had an opportunity to access knowledge and networks to support them turn their apps into business.

Based on the Business Lounge criteria (Technology, Innovation&Business, Market and Organisation) the final ranking was as follows:

- i-Kringloop
- Digiloket
- Push2Press

The local winner won a free ticket to pitch to an international network of investors at Future Everything in Manchester.

Implementation strategy

Date: 29th of June 2013

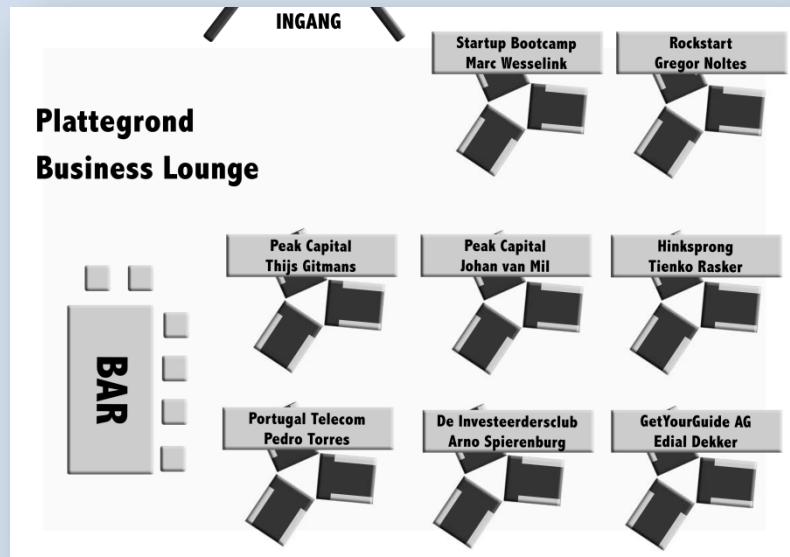
Location: City hall, Amsterdam, Netherlands

Title partner event: Amsterdam Hackathon

Goal of the BL To connect the (local) open data community with a network of investors (entrepreneurs, venture capitalists, social enterprises and non-profit organizations) and stimulate advanced open data app makers to transform their app (idea) into a business. This format did this by organising speed date sessions with a selection of best open data app makers and invited investors to talk about the business side of their open data app in a businesslike atmosphere.

Venue /BL area Separate room with transparent walls, close to the rest of the event, open to visitors and hackathon participants

Floor plan



Featuring a bar and 8x3 comfortable chairs for speed date sessions

Participants	8 Apps for Europe partners (expert interviews, video's, moderation)
	8 Business and investment experts
	16 App concepts in teams of two developers (32 in total) (overall level: beginners, all apps had a 'business idea' without a business plan)
	15-20 Visitors dropping in and out during the day

Programme/	09.00	Final preparations
Activities	10.00	Walk in Business Lounge
	10.30	Opening Business Lounge – explaining purpose of the day
	10.45-13.00	Apps for Europe expert interviews and 1- minute videos
	13.00-13.40	Lunch [optional]
	14.45	Walk in Speed Date sessions
	15.00	Opening Business Lounge Speed dates
	15.10-16.40	Speed date sessions (see detailed plan and score card below)
	16.40-17.00	Networking opportunities in the Business Lounge
	17.00-17.05 main stage	Marleen Stikker (Director Waag Society) speech at Hackathon
	17.05	Announcement of Business Lounge day winner
	17.05-18.05	Continue networking with drinks on the rooftop terrace of Amsterdam city hall.

Short description activities	Expert interviews
	<p>The expert interviews (15 minutes) are conducted by 4 Apps for Europe partners in teams of two. Moderator keeps track of the time, using a big bell. The goal is to get to know the app developers, understand their ideas and questions and get a first impression on the status and potential of their app.</p>

Interview questions you could use are:

Is your app regional/national/international level? Or does it have a potential to grow to national, international level?

Which are your target customers? How do you reached them so far?

Is your app sustainable?

How much financial support you need and for which activities you are planning to use it?

Is the idea new? Is it obvious why people should use your App? Is it clear how to use it? Is it easy to explain?

Are you in a defensible position against any current competitions with respect to your ideas?

Which are the biggest risks of your project?

Do you plan to monetize your App? If yes, is there a good ratio of revenue per customer (LTV) and cost of customer acquisition (CAC)?

1-minute video's

Following the interviews the participants are approached to make a 1-minute video on their app. This video is used for promotion.

Speed dates

The speed dates are planned with 16 app developers and 8 experts on capital investment, crowd funding, incubation, angel investment and business. In 8 rounds of 10 minutes each, the app developer explains and discusses their proposition with the expert. Based on the speed dates the experts will fill out a scorecard, which will lead to a Business Lounge day winner. Moderator keeps track of the time, using a big bell. The participants are judged on four criteria, using the WP3 score card:

Technology (performance, usability, maturity)

Innovation & business (unique service, innovation in use, business model)

Market (user base, impact, EU potential)

Organization (team, motivation and presentation)

Networking

During the day, but especially after the speed dates and later after the announcements there network opportunities were stimulated with drinks and snacks.

Announcement

Starting the day final and hackathon presentations, we announced the Business Lounge day winner. The winner was selected based on the total scores on the scorecards.

Preparation activities

Call for participation

Set out a call for participation in the open data community. Open data appmakers could register for the BL event via <http://www.appsforeurope.eu/businesslounge-apply> by filling in a short questionnaire 6 weeks before the event took place

Select and brief best open data apps

Make a selection of the best open data appmakers that have signed up. In the Amsterdam event we selected 16 out of 25 applications and communicate the details of the event 1 week before the event to them in a Briefing document (venue, time table, very detailed information about the investors profiles)

Brief investors

Search for and confirm participation of investors and communicate the details of the event to them in a Briefing document 1 week before the event (venue, time table, very detailed information on the open data app makers and the score card)

Brief experts

Search for and confirm participation of experts for the expert session and communicate the details of the event to them in a Briefing document 1 week before the event (venue, time table, very detailed information on the open data app makers and the score card)

NB. To ensure commitment and involvement of investors and (external) experts timely and personal communication is of essence. Make sure to have a call with them to explain the purpose of event and their role, send invitations and briefings timely etc.

Aftercare activities	Consult appmakers, investors and experts individually and evaluate the event. Identify successful matches between appmakers and investors and confirm investors for the Apps for Europe Investors network.
Winner prize	The Business Lounge winner received 250-euro travel budget to come to the Pitch & Prize event. This money was financed via local Apps for Amsterdam budget.
Catering	In the morning there were candy bars, water bottles, energy drinks freely available at the bar (funded by Apps for Amsterdam). During the speed dates champagne and bites are served at the Business Lounge bar. The hackathon organizer financed coffee, thee, lunch and networking drinks and snacks outside of the Business Lounge.
Decoration	Nice bar (rented), big flower bouquets, local organizer/partner banners that created an informal yet also a professional and businesslike atmosphere.
Promotional materials	Apps for Europe banners and flyers
Organization/ production	<p>Waag Society (WP2/ WP3)</p> <p>Kennisland (WP3)</p> <p>Hack de Overheid (WP2)</p>
Budget	Venue – funded by local Apps for Europe partner Hack de Overheid

Catering – funded by Hack de Overheid and Apps for Amsterdam

Decoration / Promotional material – funded by Apps for Europe

Winner prize – funded by Apps for Amsterdam

Estimated out of pocket budget: € xxxx

Estimated hours spent: xxx

6 Blog

A blog has been created on the Apps for Europe website where organisers of Business Lounges share their experiences, photos from their events, Twitter feeds, and write ups from these events. This blog will be regularly updated throughout 2014, and provides valuable information about getting the best out of your Business Lounge.

<http://www.appsforeurope.eu/blog>



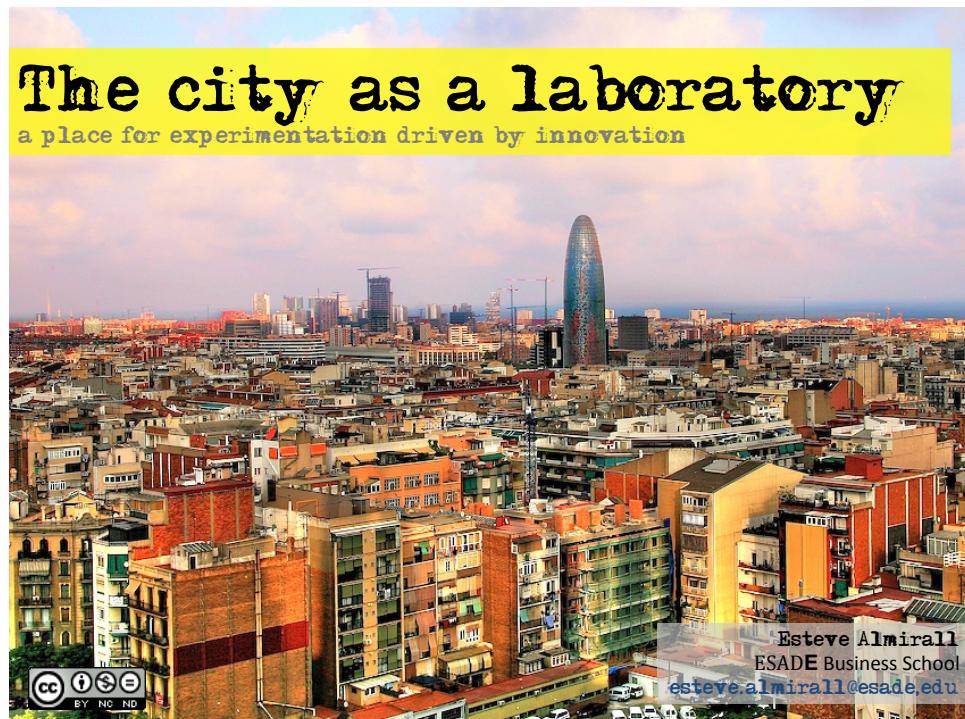
The screenshot shows the Apps for Europe website's blog section. At the top, there's a yellow banner with the text "The winner of the jury prize is BikeCityGuide!" and a photo of Neelie Kroes. Below the banner, the main content area features the Apps for Europe logo and the text "turning data into business". On the right, there's a sidebar with "Recent blog posts" and a link to "Read more >". The main content area has a heading "Apps for Europe Business Lounge at Coding Da Vinci" and a link "Read more >". Below the heading is a photo of a group of people sitting in a room, attending the event. A caption below the photo reads: "Coding da Vinci, the first ever German open cultural data hackathon, started in Berlin with the first round on the 26th & 27th of April. The joint project by the [German Digital Library](#), [Service Centre Digitization Berlin](#), [Open Knowledge Foundation Germany](#), [Wikimedia Germany](#) drew more than 150 participants and 11 cultural heritage institutions from all over Germany." At the bottom, there's a graphic titled "EIN HIGHLIGHT DER KULTUR-HACKATHON" with various icons and text related to the event.

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8 ANNEXES

8.1 ANNEX I – PRESENTATION EXAMPLE FOR POLICYMAKERS



ESADE
Business School

Problem.-

Increasing {number
diversity} of services

Decreasing budgets

Opportunity.-

Re-invent cities (Smart Cities) . . .

ESADE

Ramon Llull University

Despite access to the same technologies applied by these (private) innovators, our government had historically failed to tap into the expertise of the American people to help to solve our nation's biggest challenges.

Annesh Chopra
U.S.A. - CTO

ESADE

Ramon Llull University



180.000 + jobs

Hack the Graph
Build with the Open Graph. Integrate deeply into the Facebook experience. Grow lasting connections with your users.
[Get Started](#) or [Learn More](#)

Latest Updates

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- Facebook-Sponsored New Payer Promotions March 23 by Pratap PV
- Developer Spotlight: Foodspotting March 22 by Jeff Sherlock

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Facebook Developer, Double Down, purchased for \$500M
 Gambling giant IGT buys Double Down for \$500M to move into Facebook games. [Read this and other news](#)

Showcase

 See how companies make their sites personalized and social with Facebook

[Like](#) [Send](#) Ying-Chieh Huang, Gregori Mora Cogul and 484,464 others like this.

Facebook © 2012 · English (US)

About Platform Policies Privacy Policy

Data becomes a platform for developers to create apps providing unexpected services

OPEN DATA - ECOSYSTEMS

ESADE

Ramon Llull University

a problem

How to provide an increasing number and diversity of ICT services while fostering innovation ecosystems?

ESADE

Ramon Llull University

The Old Way

1.0

you know
the way it's done now

ESADE
Business School

The New Way
Open Data

+

2.0 → Citizen talent

+

Fame and fortune

=

?

ESADE
Business School

Portland - Oregon



unexpected results when sharing data in Public transportation

Sleep soundly.

The [iNap](#) app will wake snoozing commuters as their stop approaches.

Predict arrival.

The city doesn't provide live GPS tracking of its trains and buses, but the app [ArrivalTracker](#) uses an algorithm and city API data to predict arrival times fairly well.

Portland's Tri-County Metropolitan Transportation District was one of the first to release actionable data, way back in 2008.

Fast Company, October 2011

ESADE
Business School

Boston



unexpected results when sharing data in Public transportation

Crowdsouce trouble.

OpenMBTA searches Twitter to relay what problems riders are reporting.

Hear it straight.

[How Fucked Is the T?](#) bluntly sums up the state of each subway line like a native Bostonian would. Sample: If the Orange Line's average wait time is 5.5 minutes, the line "might be a little fucked."

Massachusetts has more than 200 mobile startups, which have developed dozens of transit apps for navigating the finicky Massachusetts Bay Transportation Authority.

Fast Company, October 2011

ESADE
Business School

unexpected results when sharing data in Public transportation



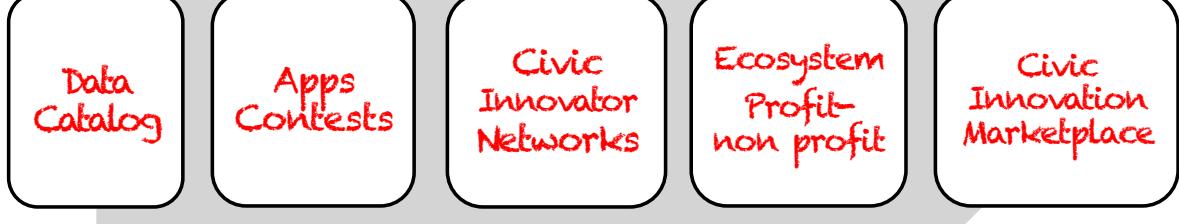
Come and go efficiently.

[Exit Strategy NYC](#) lets subway riders fulfill the eternal Gotham need: leave and enter stations at the most convenient staircases.

The Metropolitan Transportation Authority has released limited data, so app development is slow. But that may change. The MTA's App Quest contest will give a combined \$15,000 in prizes to transit app developers. Winners are announced November 1.

Fast Company, October 2011

ESADE
Business School



Using existing Innovation intermediaries

SOURCING FROM EXTERNAL IDEAS

The Street Bump Project

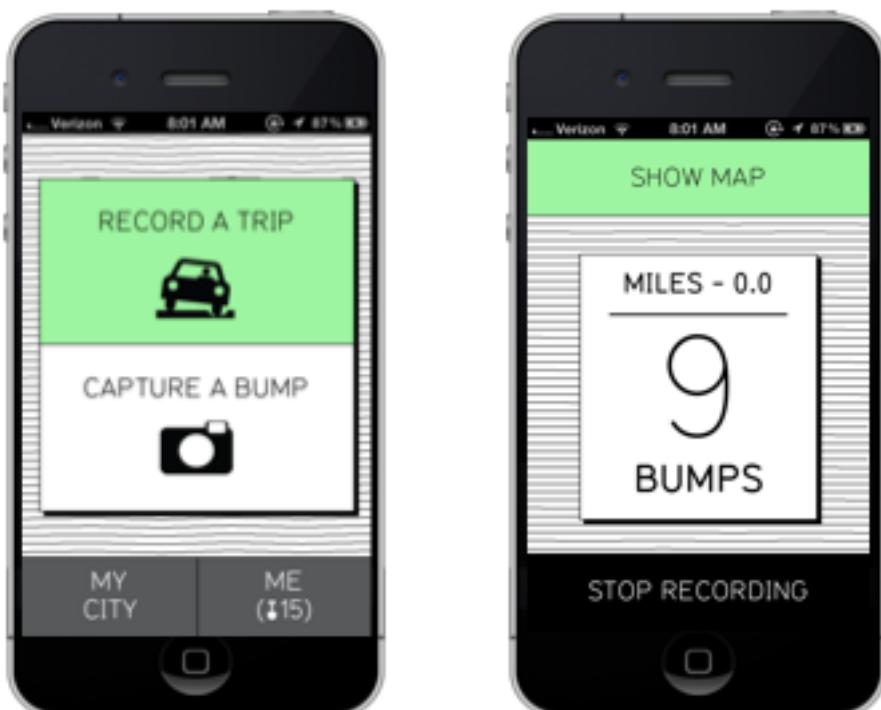


Crowdsourced Problem Solving: StreetBump



5

The Street Bump Project



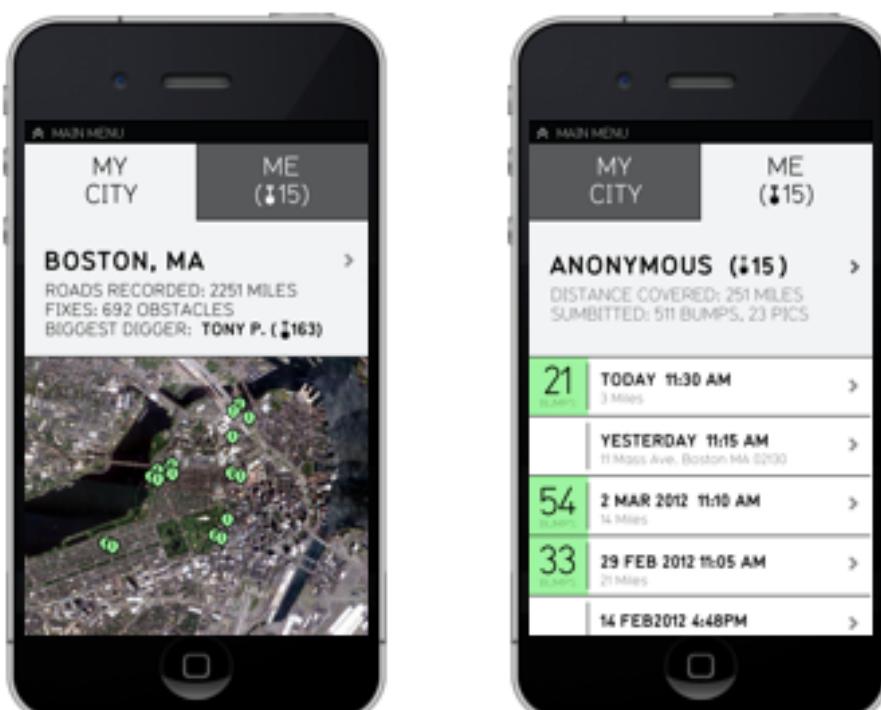
The Street Bump Project

The screenshot shows a web browser displaying the streetbump.org website. At the top, there is a navigation bar with links for 'Street Bump' and 'About'. A 'Sign in' button is located in the top right corner. Below the navigation bar, there is a search bar with the placeholder 'Select city' and a dropdown menu showing 'Boston, MA'. To the right of the search bar is a 'Go to address' input field and a 'Search' button. On the left side of the page, there is a sidebar containing a list of street bump locations in Boston:

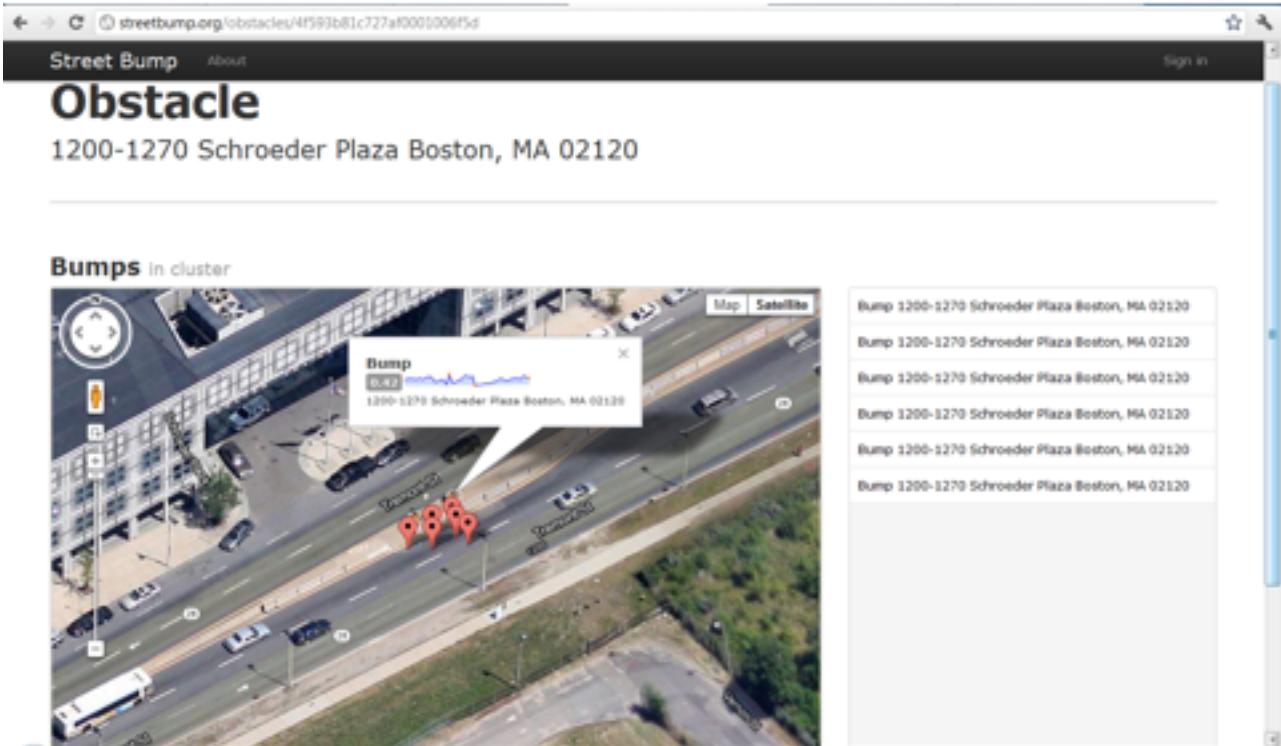
- Obstacle 1200-1270 Schroeder Plaza Boston, MA 02120
- Obstacle 34-56 Bennett St Boston, MA 02135
- Obstacle 00 Charles St Boston, MA 02108
- Obstacle 00 Charles St Boston, MA 02108
- Obstacle 508 E Broadway Boston, MA 02127
- Obstacle 464 W 4th St Boston, MA 02127
- Obstacle 176-226 W Broadway Boston, MA 02127
- Obstacle 272 Dorchester Ave Boston, MA 02127
- Obstacle 698 Dorchester Ave Boston, MA 02127
- Obstacle 42.304106, -71.047795
- Obstacle 728 Commonwealth Ave Boston University School of Law Boston, MA 02215
- Obstacle 232 Granite Ave Milton, MA 02186
- Obstacle 388-392 Commercial St Boston, MA 02109

www.newurbanmechanics.org

The Street Bump Project



The Street Bump Project



streetbump.org/obstacles/4f593b81c727af0001006f5d

Street Bump About Sign in

Obstacle

1200-1270 Schroeder Plaza Boston, MA 02120

Bumps in cluster

Bump 1200-1270 Schroeder Plaza Boston, MA 02120

www.newurbanmechanics.org

The Street Bump Project



Connecting citizens, reinventing citizenship, sharing, reusing, finding, ...

apps





ADOPT A HYDRANT

Claim responsibility for shoveling out a fire hydrant after it snows.

Email address

I haven't signed up yet
 I've already signed up

Name (visible to others)

Organization (visible to others)

Home phone number 617-555-1212

Mobile phone number 857-555-1212

Choose a password

Sign up

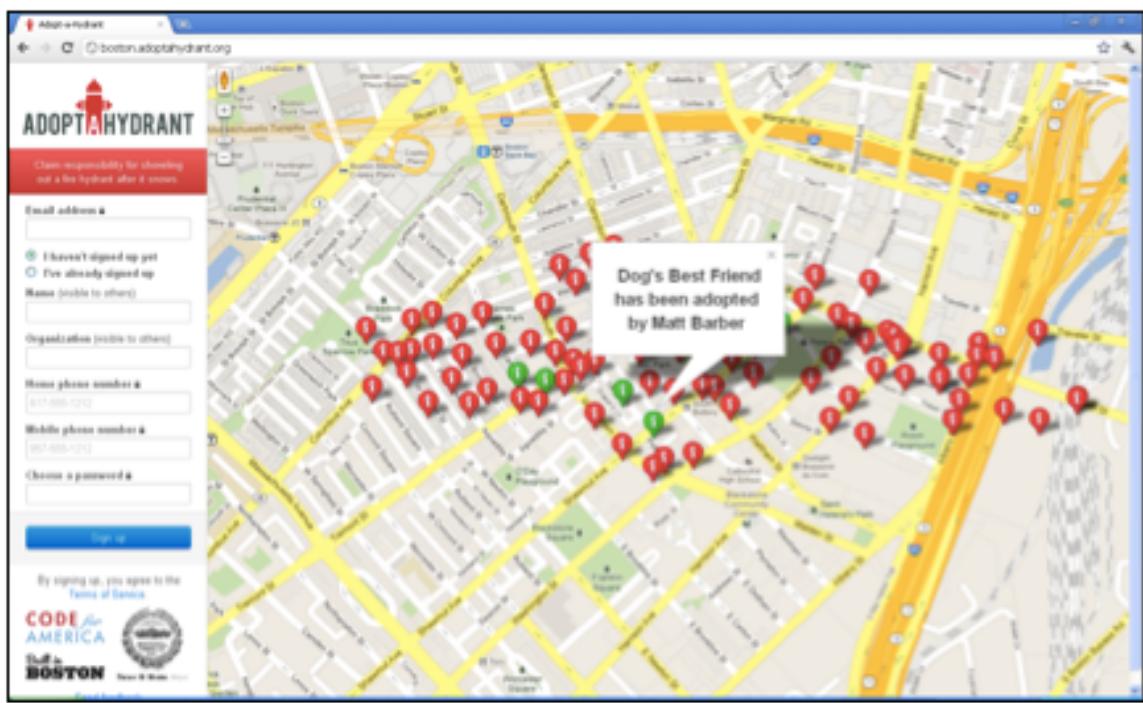
By signing up, you agree to the [Terms of Service](#).

CODE for AMERICA 
Built in BOSTON Thomas M. Menino, Mayor

A map of a city street area with several red pins placed on the map, each marking a location where a fire hydrant needs to be adopted. The map shows streets like Somerset St, Cambridge St, and Congress St. Various buildings and landmarks are labeled, such as the Corrections Dept, Life Insurance, United States Government, Kinsale Pub & Restaurant, Plaza Catering & Deli, and Great Point Investors. A legend on the left side of the map indicates symbols for fire hydrants and adoption status.

Adopt-A-Hydrant

Clicks & Bricks



THE MAYOR'S OFFICE OF
NEW URBAN
MECHANICS
BOSTON

An App Becomes a Platform

ADOPT-A-WHATEVER...



ESADE

Ramon Llull University

1 App. 7 Cities. Many Uses.

Boston, MA

Seattle, WA

Chicago, IL

Buenos Aires,
Argentina

Honolulu, HI

Norfolk, VA

Bloomington, IN

And more everyday...

ESADE

Ramon Llull University

The screenshot shows the Civic Commons Marketplace homepage. At the top, there's a navigation bar with links for ABOUT, BLOG, COMMUNITY, CONTACT, MARKETPLACE, PROJECTS, and WIKI. Below the navigation is a search bar and a "Feedback" button. The main headline reads "Find out what's working, where." followed by the subtext "The Civic Commons Marketplace connects cities around the apps they buy and build..". A blue banner below the headline says "TRACKING 174 APPS IN 45 CITIES". To the left, there's a "BY PLACE" section with a location pin icon. To the right, there's a "PREVIEW" section with a message about being in private preview and a "FAQs" link. At the bottom right, there's a "ADD TO THE MARKETPLACE" section with a "Help us improve government IT by networking govts around the apps they buy and build." link and a note about posting tools.

City, State, US	using	sharing
New York, NY, US	9	4
San Francisco, CA, US	6	3
Boston, MA, US	3	1
Portland, OR, US	2	2
Cedar Rapids, IA, US	1	2
Seattle, WA, US	2	1
Virginia Beach, VA, US	2	

Open Innovation in Cities

A FRAMEWORK

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managing ecosystems



marketplaces

Open Innovation Intermediaries in the Public Sector

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managing ecosystems





Open Innovation Public Sector Intermediaries

Public : Forum Virium, Waag Society, Bdigital, ...

Private : dotOpen, iStrategy Labs, Open Knowledge Foundation, ...



Open Innovation Public Sector Intermediaries

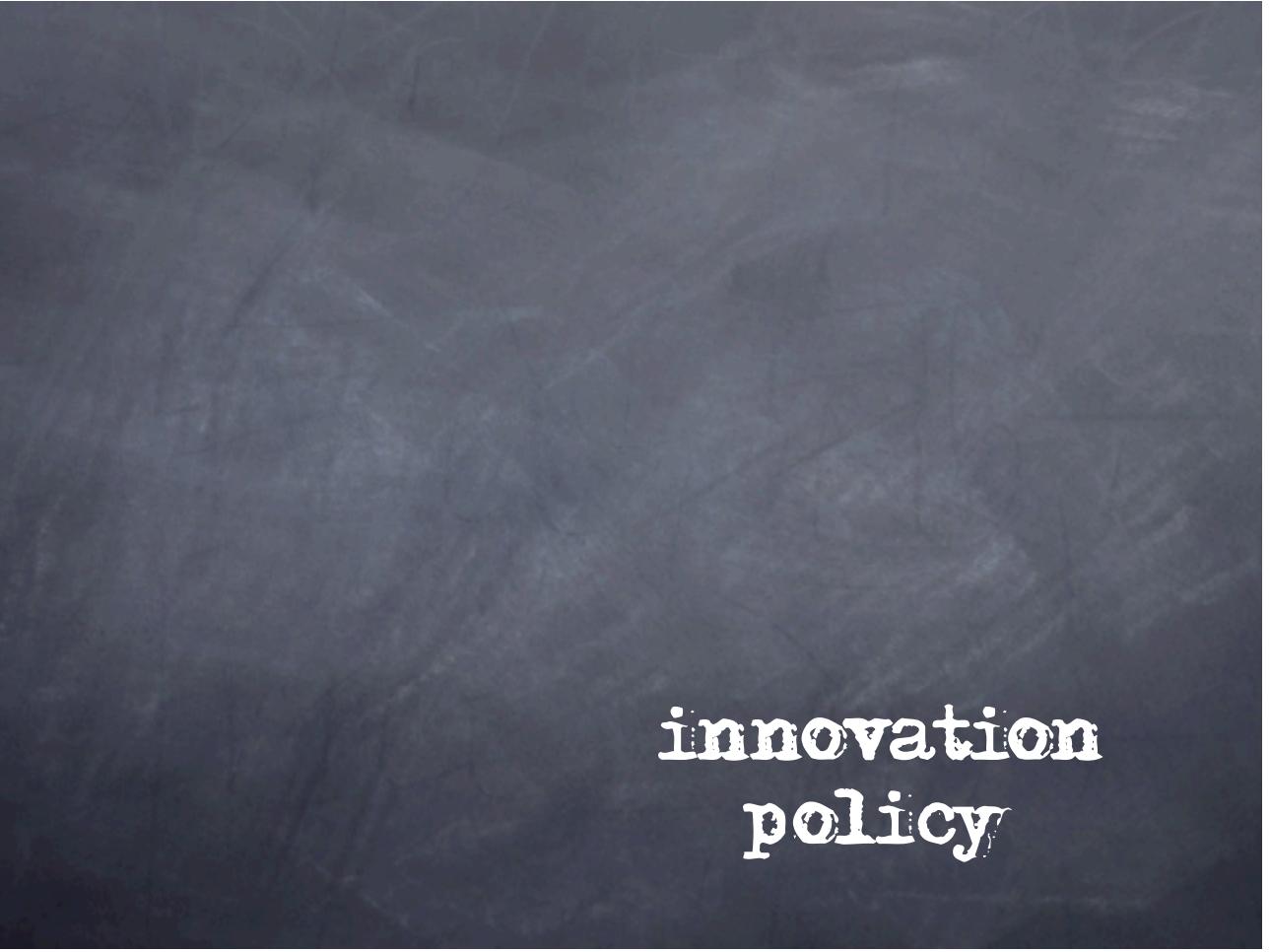
- 1. Bridge the **cognitive gap** bt Public Sector civil servants and citizens, communities, entrepreneurs, ...**
- 2. Provide **structure and governance** to communities.**
- 3. Conduct activities and projects that lead to **new socially negotiated meanings**.**
- 4. Provide an **access path** for entrepreneurs to add and create value in the public sector raising awareness**



ESADE
Business School

Service Providers - govs. - Platform orchestrators

resources to regulate (zero-sum game) resources to leverage on (non zero-sum game)



innovation policy

ESADE
Business School

innovation policy

- I) More targeted
- 2) With more specific objectives
- 3) Tapping into behavioral mechanisms
- 4) Applied to non-linear systems
- 5) In complex environments
- 6) New affordabilities because of IT
- 7) Poorly evaluated

innovation policy

re-invent

- 1) Co-created using with distant agents
- 2) Experimental
- 3) Higher level of abstraction depending on the capabilities of the agents.



one Why



Service Providers - govs. - Platform orchestrators

resources to regulate (zero-sum game) resources to leverage on (non zero-sum game)



Service Providers - govs. - Platform orchestrators

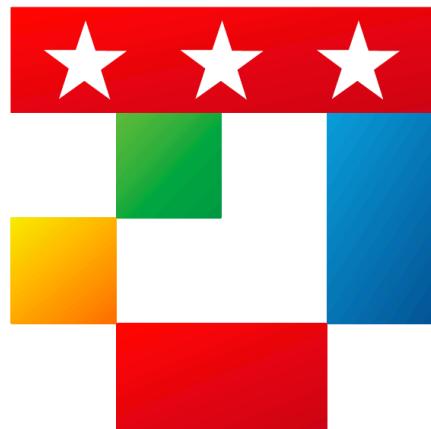
developed in-house
always fall short
high-cost
no sharing
local offer
fragmented

co-developed
with users, communities
free and not-free
empowering entrepreneurship
driven by innovation
stimulating growth

Service providers
Provision
Services
Service providers
govs
Platform
orchestrators
Growth &
reinventing
Citizenship

Thank You!!

8.2 ANNEX II – APPS FOR DEMOCRACY



HOW TO RUN YOUR OWN APPS FOR DEMOCRACY INNOVATION CONTEST

This document will give you a step-by-step explanation of how to create your own Apps for Democracy-style innovation contest. This method can apply to local, state, and federal government, as well as non-profits and for-profit entities.

PREPARED BY

PETER CORBETT, CEO, ISTRATEGYLABS



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Acknowledgements

I would be remiss if I didn't thank some of the hundreds of people who have been a part of Apps for Democracy. Many thanks are due to:

Vivek Kundra - for his vision and inspirational approach to technology innovation, and for taking a risk in saying yes to this experimental model you're about to read through.

Dmitry Kachaev - for being one of the hardest working goadies I know, who besides me, has worked as much on this project as anyone.

Chris Willey - for envisioning a new way to power 311 and putting an open method to the test with us.

Asha Aravindakshan & Ayanna Smith - for working hard and help us bring Apps for Democracy to life.

Scott McCaughey - for designing and developing the website in 6 days on a moments notice.

Tim O'Reilly, Gina Blaber, Laurel Ruma, Jen Pahlka, Craig Newmark - for being our best advocates, helping to get the word out far and wide about this work.

Lastly, the bulk of the credit for the success of this program is due to the 50+ technology developers who've participated in Apps for Democracy, and in the process, inspired the world with their creations.

Their individual contributions can be found at appsfordemocracy.org.



The Backstory of Apps for Democracy

"Apps for Democracy produced more savings for the D.C. government than any other initiative."
-Vivek Kundra, Former CTO of Washington, DC.

For a full overview of Apps for Democracy, a video is available here: <http://bit.ly/appsoverview>

In September 2008, Vivek Kundra (then CTO of Washington, DC; now current Federal CIO) asked iStrategyLabs how we could make DC.gov's revolutionary Data Catalog useful for the citizens, visitors, businesses, and government agencies of Washington, DC. The Data Catalog (<http://data.octo.dc.gov>) contains all manners of open public data featuring real-time crime feeds, school test scores, and poverty indicators, and is the most comprehensive data catalog of its kind in the world.

Our answer was to hold an innovation contest where we put the data in the hands of our talented citizens and gave them cash prizes and recognition for their efforts in developing technology for their neighbors and city government. As a result, we created Apps for Democracy – a contest that cost Washington, DC \$50,000 and returned 47 iPhone, Facebook, and Web applications with an estimated value in excess of \$2,300,000 to the city. This figure was provided by DC's Office of Chief Technology Officer as a sum of the individual costs to develop the apps, plus the internal human resources that it would have cost the city to procure and manage the project. Apps for Democracy significantly reduced the time it would take to create new technology for the DC government, from an estimated two-year period to 30 days. We brought the entire contest framework to life and launched it to the world in six days using Facebook, Twitter, Wordpress, Ning, and Eventbrite as our core social technology tools - none of which required any license fees or heavy technology/design customization.

Apps for Democracy has gone on to inspire the Apps for America contests for federal data, Apps for Democracy Belgium (INCA 09), Apps for Democracy Finland, Apps for Democracy New South Wales, Apps for Innovation, Apps for the Army (iStrategyLabs is a contracted advisor to the Army), SF Data Challenge, and NYC Big Apps.

We encourage you to visit <http://www.appsfordemocracy.org> before you dig too deeply into this guide - to see for yourself how citizen talent, combined with open government data, can produce innovation unlike any other method. You will see that a new round just concluded – Apps for Democracy “Community Edition.” This edition of Apps for Democracy was focused on technology development that put to use the world’s first municipal Open 311 API - a web service that allows anyone to query and submit service requests to the city. More on Open 311 can be found at <http://www.open311.org>.

The DC government also wanted to hear citizens’ ideas about problems that could be solved through technology, as well as their ideas about the perfect system to receive feedback and service requests. iStrategyLabs engaged the populace of Washington, DC using AppsforDemocracy.org blog posts, e-mail surveys, video testimonials, voice call-in captures, Twitter update submissions, in-person town halls, physical meetings with community groups, and more. In just three weeks, 230 ideas were submitted and 5500+ votes were cast - you can see those at <http://insights.appsfordemocracy.org>.

We then created teams of tech community ambassadors and gave them the tools to capture insights from their neighbors. These teams competed to capture the deepest and broadest insights possible. The best team was rewarded with a \$1,000 “Social Citizen Award” and public recognition incentives for their participation. The results of our community outreach were provided as research insights to technology developers in the form of a comprehensive multimedia guide covering the “Citizen Driven Technology Requirements,” that informed their work in the technology development contest portion of the campaign.

Through the course of Apps for Democracy “Community Edition,” a dozen 311 applications were created, \$25,000 in prizes were awarded, and Washington, DC gained iPhone, Facebook, and Web applications which enable the city to receive and publish insight about service requests received. Check out <http://www.fixmycitydc.com> as one example.

There are over 450 blog posts, radio interviews, and videos about this project, many of which you can find here <http://delicious.com/corbett3000/bundle:Apps4Democracy> if you’d like more info.



The Approach

There are many moving parts and pieces to running an Apps for Democracy contest. We've broken most of this down into 9 core components.

Table 1 - Project Components	
1	Contest Framework (data, prizes, judges, timeline)
2	Website Creation
3	Marketing to Developers
4	Judge Recruitment
5	Initial Screening
6	Apps Posted Publicly
7	Public Voting for "People's Choice"
8	Awards Ceremony & Final Judging
9	Results of Contest Marketing

Component 1 - Contest Framework Definition

Your contest framework is a set of deliverables that serve as the meat of an Apps for Democracy. I cannot stress enough that the process of defining these should be kept as simple as possible. If your organization is nimble, you can do this in a few days or a week. If you're a part of a big bureaucracy, it will take months.

Table 2 - Contest Framework Check List	
1	Define Data Sources
2	Define Rules
3	Define Prizes
4	Define the Registration and Submission Process
5	Define Judging Format and Judges
6	Define Timeline



Item 1 - Define Data Sources

You *could* have an Apps for Democracy without publishing your own data, but using your organization's raw data will ensure that what is developed puts to use the wealth of information that isn't currently being leveraged by civic hackers for application development.

The DC government has been the pioneer in this space, and a number of other governments have subsequently published open government data for consumption and repurposing by citizens. Here are some to take a look at that may inform your data source definition process:

Geography	Data Site	Contest Site
Washington DC	http://data.octo.dc.gov	http://www.appsfordemocracy.org
US Federal	http://data.gov	http://www.bit.ly/apps4amer
San Francisco	http://datasf.org	http://spot.us/pitches/272
New York City	http://nyc.gov/data	http://www.nycbigapps.com
Toronto	http://toronto.ca/open	N/A
Nanaimo	http://nanaimo.ca/datafeeds	N/A
Vancouver	http://data.vancouver.ca	N/A
Finland	http://mindtrek.org/2009/democracy_finland/datacatalog	http://mindtrek.org/2009/democracy_finland
Belgium	http://inca-award.be	http://inca-award.be
London	http://data.gov.uk/	N/A

Item 2 - Define Rules

Rules are the enemy of creativity and innovation. Avoid rules at all costs. With Apps for Democracy our only rule was to use at least one data source from <http://data.octo.dc.gov> to build an application of some kind.



Item 3 - Define Prizes

The psychology of prizes is fascinating, and something we think about a lot at iStrategyLabs. The first Apps for Democracy contest featured 60 prizes, with a total of \$20,000 up for grabs. Here is the prize breakdown from the initial contest:

Some interesting things to note here:

- Most people don't think they'll win a contest so they're less likely to participate. We mitigated this risk by having lots of prizes - 60 in all. Developers got the sense that they had a great chance of winning at least something.
- We segmented prizes by Indie (independent developers) and those who worked at Agencies (web/ad agencies) so that the indie developers didn't feel like they were 'going up against the big guys', while the agencies could feel like they were showing the market place they had better skills than other agencies.
- The people's choice awards were crucial to driving significant viral distribution of the contest to a broader audience of people than we could have reached without it. As developers submitted their applications in the final week of the contest, they also promoted their entry to their email lists and social networks encouraging people to vote for them to win these prizes. New entrants discovered the contest through this method and submitted apps themselves.

Apps for Democracy An Innovation Contest				
Got what it takes to mash-up DC's data to win some cash and tons of street cred?				
There's \$20,000 in cash prizes up for grabs				
Prizes	Count	Indie	Agencies	Total
Gold	2	\$2,000	\$2,000	\$4,000
Silver	6	\$1,000	\$1,000	\$6,000
Bronze	10	\$500	\$500	\$5,000
Honorable Mention	40	\$100	\$100	\$4,000
Peoples Choice	2	-	-	2 x \$500
Total	60			\$20,000

The contest - Apps for Democracy "Community Edition" had a different prize structure:

- Community Edition focused on using just DC's [Open 311 API](#) - and we were looking for the best possible application to run the city's web and mobile interfaces for the system. Because of this laser focus, we needed to make sure our participants iterated on their applications over time as we provided them with feedback. In order to enable this, we broke the contest up in to 3 rounds of prizeing - evaluating apps in each round and providing feedback so they got better as the final round approached.
- We knew that by placing a really big rule (entrants must use an experimental Open 311 API) that there would be less participation, and therefore prizes needed to be bigger.

Awards	Count	Prize
Social Citizen Award	1	\$1,000
Round 1 First Place	1	\$3,000
Round 1 Second Place	1	\$2,000
Round 2 First Place	1	\$3,000
Round 2 Second Place	1	\$2,000
Final Round	1	\$10,000
Community Grant Option*	1	\$14,000
Total	6	\$35,000



Item 4 - Define the Registration and Submission Process

This should not be complex. Our registration and submission process relied on using [EventBrite](#) as a submission system that collected data from entrants, and allowed us to easily communicate with them via email in a seamless manner. Here's a look at what we collected during registration and submission:

Information to collect		
Contact Information		<i>include required</i>
Prefix (Mr., Mrs., etc.): <input type="checkbox"/> <input checked="" type="checkbox"/>		
First Name: <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>		
Last Name: <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>		
Suffix: <input type="checkbox"/> <input type="checkbox"/>		
Email Address: <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>		
Home Phone: <input type="checkbox"/> <input type="checkbox"/>		
Cell Phone: <input type="checkbox"/> <input type="checkbox"/>		
Address Information		
Home Address: <input type="checkbox"/> <input type="checkbox"/>		
Shipping Address: <input type="checkbox"/> <input type="checkbox"/>		
Work Information		
Job Title: <input type="checkbox"/> <input type="checkbox"/>		
Company / Organization: <input type="checkbox"/> <input type="checkbox"/>		
Work Address: <input type="checkbox"/> <input type="checkbox"/>		
Work Phone: <input type="checkbox"/> <input type="checkbox"/>		
Website: <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>		
Blog: <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>		
Other Information		
Gender: <input type="checkbox"/> <input type="checkbox"/>		
Birth Date: <input type="checkbox"/> <input type="checkbox"/>		
Age: <input type="checkbox"/> <input type="checkbox"/>		
Your Questions		
Application Name? <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>		<i>include required</i> <input type="checkbox"/> <input checked="" type="checkbox"/> delete
Application URL? <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> delete
Description and/or what should we know about your approach? <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> delete
Got any feedback for us on the contest or API? <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> delete
Other team members names for attribution purposes? <input type="checkbox"/> <input checked="" type="checkbox"/>		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> delete
Add another question		

Item 4 - Define Judging Format and Judges

Your mission with this item is three fold - make judging easy on the judges, pick judges that understand technology, and pick judges that can help spread the word about the contest. We use a simple judging guide (see Appendix A), and are able to judge about 50 apps in a half day judging session if everyone is in the room together.



Item 5 - Define the Timeline

While it only took us 6 days to build and launch Apps for Democracy - there's a more 'sane' way to go about this. Below is what an ideal timeline would look like for launching and running an Apps for Democracy.

The color coding below is meant to show distinctions in effort over the course of the program. Lighter colors indicate 'build' periods, lighter resource requirements, and planning phases. Darker colors indicate the completion of components and/or heavier resource allocations during those weeks. The letters included in specific weeks will be addressed in "Item 6 - Bring the Message to the Developer" section below.

	Year				1															
	Month				1			2			3			4						
	Week				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Website Creation																				
Design																				
Copywriting																				
Development																				
Project Management & Strategy																				
Marketing to Developers (Outreach)																				
Key Marketing Events		A				B			C			D				E				
Competition Open for Submission																				
Judge Recruitment																				
Initial Screening																				
Apps Posted Publicly																				
Public Voting For "People's Choice"																				
Awards Ceremony (Event Management)																				
Results of Contest Marketing																				
Facebook Social Ads																				
Facebook Social Ads (Ad Design)																				



Component 2 - Website Creation

iStrategyLabs takes a systematic approach to web design and development. Our process for creating an Apps for Democracy-like website is as follows:

Table 2 - Website Creation	
1	Define overarching site goals
2	Define technology requirements to meet these goals
3	Match technology requirements with hosting environment
4	Receive approval of technical requirements
5	Develop information architecture and wireframes
6	Develop logo and full color design
7	Develop clickable alpha site for client review and input
8	Refine alpha and populate all content
9	Develop beta site for review
10	Refine beta, perform final Quality Assurance Testing
11	Receive approval for site launch

Item 1 - Define Overarching Site Goals

The goal is simple - to enable the marketing and promotion of the contest, as well as serve as a focal point for linking to published open data and associated apps developed for the contest. The following Figures, titled, "Anatomy of a Contest Site," are included in order to give you a sense for how a contest site can be structured:

Figure 1: Top of the Home Page

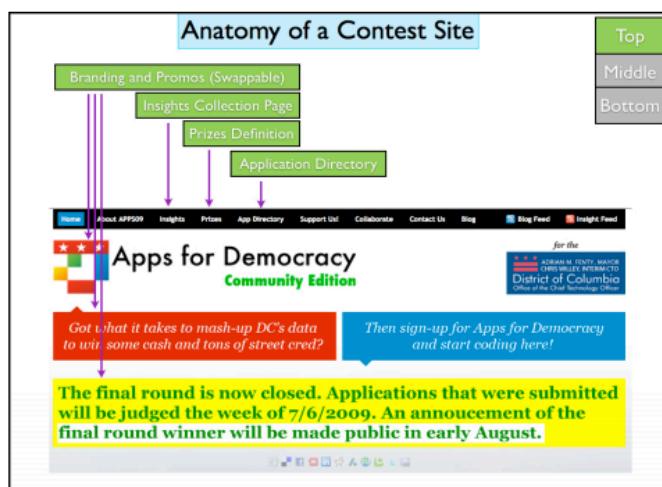


Figure 2: Middle of the Page

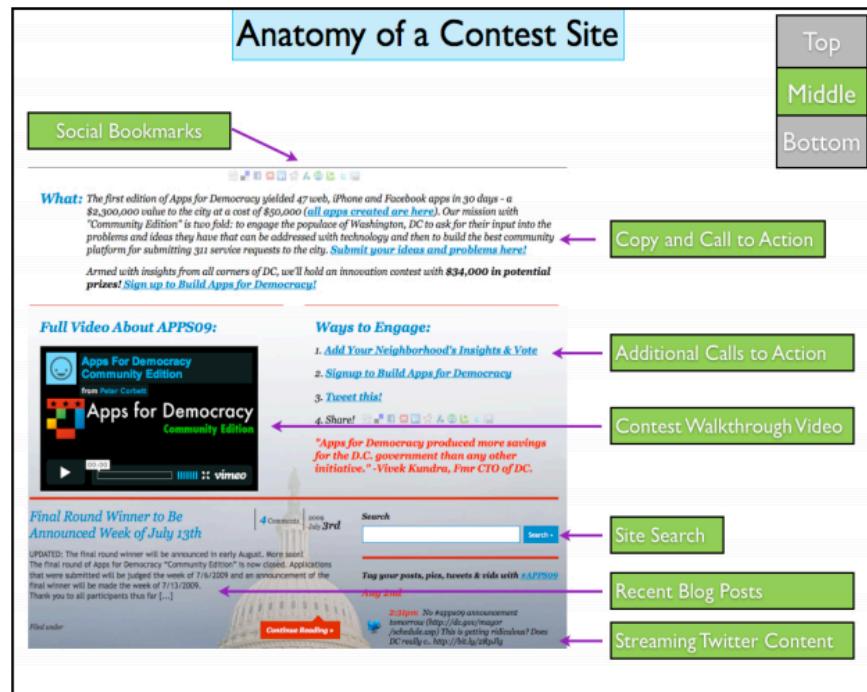


Figure 3: Bottom of the Page

Anatomy of a Contest Site

Tag Cloud Navigation

Recent Blog Posts

Latest Contest News

About the Sponsors

Top
Middle
Bottom

Figure 4: Prizes Interior Page

Anatomy of a Contest Site

Prizes

Sign-up Call to Action

Prize Definition

Prize Rules

Awards	Count	Prize
Social Citizen Award	1	\$1,000
Round 1 First Place	1	\$3,000
Round 1 Second Place	1	\$2,000
Round 2 First Place	1	\$3,000
Round 2 Second Place	1	\$2,000
Final Round	1	\$10,000
Community Grant Option*	1	\$14,000
Total	6	\$33,000

Aug 2nd

- #iTunes** 30 days ago announcement <http://bit.ly/2qzIqge> Does DC really care about the App Store? Does DC really c. <http://bit.ly/2kPqDq>
- #iTunes** #iTunes Do you know what the DC App Store will be overhauled? Looks like no Requests are processed, paid ad rate to Group AppStore #iTunes
- #iTunes** #iTunes #iTunes announcement <http://bit.ly/2qzIqge> Does DC really care about the App Store? This is getting ridiculous! Does DC really care about open code #iTunes #iTunes
- #iTunes** Listening to #iTunespace discuss Apps for Democracy at #iphonedemoamp; #Facebooker 307 Likes, Facebook have asked him to remove his post

Figure 5: App Directory Interior Page

Directory Purpose: Our hope is that these applications will not only serve as a way for you to flex your muscles, win some cash and get the credit you deserve, but also to become a place for people to find interesting ways to modernize the way they live in DC. Please let our fellow technologists and government tech leaders know this place exists and that the applications are all to merits, refine and repeat.

Sign-up Call to Action: Sign up for App for Democracy!

Public Votes: Tap your posts, pics, events & vids with APPF2012

Live App: JACK BE. app URL: <http://www.jackbe.com/dc/applications/carpool>

Figure 6: Insights Interior Page

Question/Call to Action: Do you live in/dive DC and have an idea or problem that can be solved through technology? We want to hear from you!

Top Voted Idea: Where are Washington,DC's social entrepreneurs?

Comments: 47 comments (by top forum)

Vote Button: 601 votes

Idea Status: 377 GPS for bus system arrives

Item 2 - Define technology requirements to meet these goals

We believe in creating sites that can be rapidly deployed, easily updated, SEO optimized, and scalable from a features and traffic perspective. There are a few ways to design sites like that. We chose to use Wordpress as a content management system for Apps for Democracy, using its vast open source plug-in system to create a powerful multimedia publishing platform. Wordpress allowed us to avoid license fees, while leveraging social technology to build viral distribution of our site's content with the click of a button.

Item 3 - Match technology requirements with hosting environment recommendation

Our technical approach for appsfordemocracy.org required a simple server configuration featuring Linux, MYSQL, Apache, and PHP (LAMP). A typical LAMP hosting environment will run between \$10 and \$25 per month from any number of providers like www.landl.com, www.mediatemple.com, etc.

Items 4-11 - These are not explored further in this guide**Component 3 - Marketing to Developers**

The following table provides our framework for how best to engage technology developers in a contest:

Table 3 - How to Market to Developers	
1	Be a Geek - Not a Marketer
2	Build Community Through Collaboration and Learning
3	Focus on a Message of Self Actualization
4	Facilitate Public Recognition
5	Listen to Feedback and Act on it
6	Bring the Message to the Developer

Item 1 - Be a Geek - Not a Marketer

Marketing products, services, contests, and events to the developer community is an activity iStrategyLabs is engaged in on a daily basis internationally. We are technology developers ourselves, so we have the ability to 'talk geek-to-geek' in an authentic and relevant way to our target communities. We do not come off as a marketing or PR agency - something that would not resonate well with developers as they are leery of, and not interested in, engaging with marketers in general. Additionally, since we don't own or license our own proprietary technologies (CMSS, contest platforms, event management systems, etc.), developers don't feel that we're trying to promote our own technology - pushing it on them through the course of a campaign.

Item 2 - Build Community Through Collaboration and Learning

In this vein, we approach marketing to developers as a community building effort. We focus on adding value to tech communities by hosting un-conferences (open format 'camps' driven by the participants) that let them work out together - providing them with other opportunities to learn and collaborate. The guide we created for NPR and PBS's PublicMediaCamp may be useful for your purposes and can be found here: <http://publicmediacamp.org/2009/10/18/the-publicmediacamp-field-guide/>. This guide will show you how to create an un-conference, and include video overviews of what a camp experience is like.



Item 3 - Focus on a Message of Self Actualization

We've learned through the course of running Apps for Democracy that cash prizes are not the primary motivator for participating. The primary motivator is, in fact, self actualization. For example, a developer's family may think "he/she works with computers" and doesn't really understand the skills and important impact a good developer can have on society. We focus much of our approach and messaging around helping developers feel valued and appreciated in the eyes of their city/government/peers and the global technology community around them.

Item 4 - Facilitate Public Recognition

Secondary only to self actualization is a developer's desire for public recognition, which go hand-in-hand. In the technology field, it's typical for only the most elite and well-known technologists to get any kind of substantial public recognition. People like Tim O'Reilly (coined "Web 2.0" and more), Craig Newmark (Craigslist), Evan Williams (Twitter), Marc Andreessen (Netscape, Ning), and other tech rockstars are able to grab headlines, but hundreds of thousands of brilliant developers remain in relative obscurity. Our engagement strategy focuses generating both local and national opportunities for recognition among our contest participants. The winners of Apps for Democracy have been featured in The New York Times, Wired, CIO Magazine, Information Week, NPR, O'Reilly's Radar, Read Write Web, Washington Monthly, The Washington Post, Washingtonian Magazine, Washington Life Magazine, and nearly 500 blog posts across the web. We actively connect winning developers to opportunities to speak at conferences and with the press, helping them receive recognition and, at the same time, spread the word about Apps for Democracy.

Item 5 - Listen to Feedback and Act on it

Technology developers are very smart people - there's nothing worse for a smart person than being asked for input but it not being acted upon. For this reason, during your contest - as with Apps for Democracy - plan to have a mechanism in place for feedback to be received and acted upon during and post-contest. The most common form of feedback throughout your contest will most likely be related to the types of data published, and the format that data is published in. During Apps for Democracy, we worked side-by-side with liaisons both in The Office of the Chief Technology Officer and those responsible for the citywide data warehouse. Developers were able to request new data feeds, in divergent formats, and have access to new feeds within 24-48 hours. While this kind of responsiveness is ideal - it's not absolutely necessary for a successful contest. However, it does generate significant buzz within a technology community when participants feel their requests are being listened to, and acted upon, in near real time. This also helped brand the city as a responsive body, capable and willing to engage with citizen technologists.



Item 6 - Bring the Message to the Developer

It's one thing to know how to market to developers - it's another to know where to find them. Our approach is three-fold, and composed of Key Marketing Elements and a Facebook Social Ads Campaign.

	Year				1				2				3				4					
	Month				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
	Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Marketing to Developers (Outreach)																						
Key Marketing Events		A			B			C						D				E				
Facebook Social Ads																						
Facebook Social Ads (Ad Design)																						

Table 5 - Marketing Detail

Label	Key Marketing Elements
A	Splash page with e-mail sign-up live, press release, initial outreach to media and developers
B	Full site launch, full campaign launch, host first "camp"
C	Integration with a nearby technology conference by sponsoring/speaking/hosting a code jam
D	Host final code jam
E	Host awards ceremony

Key Marketing Element A

The first thing you should do is register a contest website domain, host the site, and publicly display a "Splash page," notifying visitors that the full site will launch on a specific date. At the same time craft a press release and distribute it via wire service and to your own press contacts.

Key Marketing Element B

The best way to kick things off is with a one- or two-day un-conference focused on all things related to the contest. This event will allow you to deeply engage interested technology developers, answer questions about the contest in person, and source initial ideas for applications to be developed. You'll need to secure a venue, provide event operation logistics, and plan for between 50-100 attendees depending on how big a market you run the contest in.

Key Marketing Element C

This element is included in the calendar to show that you'll need another key marketing effort at this point in the contest. You could do another devcamp - or try to host a code jam of some kind at someone else's tech conference. Whatever you do, you look for a good opportunity to a) reach a new audience and b) keep the contest at the top of developers' minds.

Key Marketing Element D

Create and host a final code jam for entrants to participate in. This is the last chance for you to make some noise about the contest, and to get developers engaged to compete.

Key Marketing Element E

iStrategyLabs has created and hosted two awards ceremonies for civic data challenges and numerous other events attended by the technology community and press. For this event, you should think about finding a lounge or other upscale venue to host a cocktail party-style awards ceremony. Don't do a sit down affair; it's overly expensive and not something the tech community will really be into. Make sure you have an A/V setup to demo the apps!



Other Optional Marketing Methods: Facebook Social Ads

Facebook Social Ads can be a highly targeted, efficient way to get the word out about your contest. The social ads platform can be found here: <http://www.facebook.com/ads/create/>. A sample of our campaign from the first Apps for Democracy contest is here:

Apps for Democracy Ad Campaign



Targeting	Targeting Facebook users with an interest in: Coding, Computer Programming, Hacking, New Technology, Programming, or Technology		Targeting Facebook user by geography: Within 100 miles of DC
Creative	<div style="display: flex; align-items: center;"> <div style="text-align: center;"> <small>Got what it takes to mash-up DC.gov's data to win cash & tons of street cred? Join the Apps for Democracy Group. Now till 11/13!</small> </div> <div style="margin-left: 20px;"> <p>\$20,000 App Dev Contest</p> <p>Drove to Facebook Group to generate viral distribution of campaign through "Group join" news feed broadcasts.</p> <p>Kept driving group joins for the first three weeks.</p> </div> </div>		<div style="display: flex; align-items: center;"> <div style="text-align: center;"> <small>Got what it takes to mash-up DC.gov's data to win cash & tons of street cred? Join the Apps for Democracy Group. Now till 11/13!</small> </div> <div style="margin-left: 20px;"> <p>\$20,000 App Dev Contest</p> <p>With a week left in the competition, we swapped creative daily and drove people to the contest site itself to encourage immediate registration.</p> </div> </div>
Metrics	<p>1,337,715 Impressions</p> <p>697 Clicks</p> <p>\$433.31 spent</p>		Very efficient marketing approach!

Component 4 - Judge Recruitment

Judge recruitment is a simple yet effective way of securing additional evangelists who will be likely to spread the word about your contest and provide an expert review of submitted applications. For our Apps for Democracy contests, we have had a mixture of city officials, venture capitalists, academics, and technology leaders act as judges.

Component 5 - Initial Screening

iStrategyLabs has now screened 60+ applications submitted to our own contests, and another 45 during our involvement as a judge of the Apps for America contest. Upon review, we typically provide entrants with feedback so they can further iterate on their submission if the contest deadline has yet to elapse. We've found that this ensures a higher quality of applications, which better meet the needs of the city and citizen. Constructive feedback also gives technology developers a greater chance of winning an award.



Component 6 - Apps Posted Publicly

There are a number of strategies related to posting applications publicly once they've initially been screened. Our recommended approach is to screen the app, and then post a viable one as soon as they've past muster. Posting applications to a directory as they come in is recommended for the following reasons:

- Bloggers and the media often write about new and exciting apps posted.
- Other developers see what has been posted and either a) avoid similar apps or b) build better ones to compete with the posted one. Outcomes 'a' and 'b' are both beneficial for a contest.
- When combined with a "People's Choice" voting mechanism, this encourages developers to get their app finished as early as possible so they have more time to accumulate votes.

Component 7 - Public Voting for "People's Choice"

In the first edition of Apps for Democracy, we created a "People's Choice" award; the top two applications that had the most votes in our directory received \$500 cash prizes. This method drove significant buzz, and encouraged a "promotional war;" application developers reached out to their friends, family, and broader technology community, sending them to our site to vote on their app. During this process, nearly 4,000 votes were cast in the last few days of the contest. New entrants found out about the contest through this promotional activity, and joined the contest by submitting their own application.

Component 8 - Awards Ceremony & Final Judging

iStrategyLabs has now led the judging committees for two Apps for Democracy contests, as well as served as a judge for Apps for America. A sample judging guide is included in Appendix A. As for the awards ceremony, both Apps for Democracy awards ceremonies have been held at upscale lounges, where application demonstrations have taken place. Awards ceremonies for the tech community should not be a 'sit-down dinner' kind of affair - a more informal and inviting format is recommended and preferred.

Component 9 - Results of Contest 1 Marketing

Once all applications have been submitted, and prizes have been awarded, make sure all the relevant media, bloggers, and technology community influentials know about the results. Our experience has taught us that a significant portion of attention garnered by civic innovation contests is driven by people reviewing individual applications in the press and on their blogs. Ensure that for a two-week period subsequent to the awards ceremony you're actively reaching out to those who should know about the results.



Appendix A - Sample Judging Guide

Introduction

On behalf of DC's Office of the Chief Technology Officer (OCTO) and iStrategyLabs, thank you kindly for volunteering your time to evaluate submissions to the Apps for Democracy innovation contest. This brief guide will get you up to speed with regard to how you'll be evaluating applications and recommending them for specific awards.

Purpose

The first key to determine which applications deserve awards is to understand why we created Apps for Democracy in the first place. The purpose of Apps for Democracy is provide applications that make OCTO's data more useful and usable for the citizens, businesses and government agencies of Washington, DC.

Prize Structure

Prizes	Count	Indie	Agency	Total
Gold	2	\$2,000 x 1	\$2,000 x 1	\$4,000
Silver	6	\$1,000 x 3	\$1,000 x 3	\$6,000
Bronze	10	\$500 x 5	\$500 x 5	\$5,000
Honorable Mention	40	\$100 x 20	\$100 x 20	\$4,000
Peoples Choice*	2	-	-	\$500 x 2
Total	60			\$20,000

1. Indie and Agency prize pools are mutually exclusive (1 gold for Indie, 1 gold for Agency)
2. People's Choice awards are not mutually exclusive and will be award automatically to the two applications with the most votes in the Application Directory. You do not need to judge these.

Awards criteria

Please keep the following 4 criteria in mind when evaluating applications.

1. Usefulness to the citizens, visitors and government of Washington DC
2. Potential for application to be useful for other governmental bodies outside of DC
3. Appeal of the application from a usability perspective
4. Inventive and original nature of the application



About Peter Corbett

[Peter Corbett](#) is the founder and CEO of [iStrategyLabs](#) – a creative agency that develops solutions to clients' challenges and brings them to life in the digital and physical world. Peter has won multiple industry awards, including 3 Addys, the Great Washington DC Board of Trade's "One To Watch" award for being "A rising entrepreneur who has a bright and sustainable future in Greater Washington", and has been named one of the most influential Washingtonians under 40 by Washington Life Magazine. Washingtonian Magazine included him in their Tech Titan list of the top 100 people shaping technology innovation in the greater capital area and GovFresh called him a "Top 25 Most Fascinating Communicator in Government IT" and Government Technology Magazine included him in the 2010 "25 Doers, Dreamers and Drivers" list.

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About iStrategyLabs

[iStrategyLabs](#) is a word-of-mouth agency that develops creative solutions to clients' challenges and brings them to life in the digital and physical world. Our headquarters is located at 1510 19th Street, Washington, DC 20036 and our New York office is located at 220 Lafayette Street, Ste #2, New York, NY 10012. Our client work includes GEICO, Intel, Microsoft, American Eagle Outfitters, NASDAQ OMX, NPR, PBS, The US Army, Corona, Rockstar Energy Drink, Fuze Beverage, the Washington DC Conventions and Visitors Bureau (washington.org), the International Society for Technology in Education (ISTE), Share Our Strength, Capital Area Food Bank, DC's Office of the Chief Technology Officer, the Alexandria Community Trust, and more.

We've created successful marketing campaigns that spread via word-of-mouth by focusing on the following three areas: interactive strategy (connecting with communities online), experiential marketing (connecting with communities physically), and content creation (connecting with audiences through content). We are differentiated from other agencies through our ability to execute campaigns both online and offline, as well as by taking a 'social approach' to all that we do. This approach centers on thinking of audiences as communities of individuals that we can add value to – rather than advertise at. We look to bring these customer communities closer together, while creating brand evangelists who spread the word about our clients and campaigns. Over time, we have developed specific specialties in engaging the youth segment (12-24), technology communities, and educators.

[Download Our Full Capabilities Here](#)

