"Innovation is not a department"

The spillover effects of co-creation between civil servants and startups at the City of Amsterdam

Governments are increasingly interested in ways in which they can use their public procurement budgets to advance strategic policy goals and promote innovative services and products, rather than merely provide the best service for the lowest price. In The Netherlands, the total budget for public procurement is roughly 12 billion euro per year. Researchers and policy makers often quantitatively measure innovation input, such as R&D expenditure or patent applications, rather than output, and focus even less on unintended benefits, such as spillover effects. Research on innovation in the public sector has found that people working in government play a very important role, which is why civil servants are the centre of attention in this research project. This research adds value to the existing body of literature by using qualitative methods to explore different types of spillover effects in a public-private partnership between startups and the municipality of Amsterdam, in the framework of an innovative public procurement strategy. The aim of the programme is for startups and civil servants to work together on a social challenge, in which civil servants act as the challenge-owner. This project compares the expectations of challenge-owners with their ideas about their role as challenge-owner, which is different from their day-to-day work. In addition, four themes of positive spillover effects are identified, namely cross-domain partnerships, new methods, experiments and new "energy". By doing so, this project provides an improved framework to study the impact of public innovation.

Keywords: innovation, spillovers, public procurement, municipality, startups

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Contents

1. Introduction

Governments, both on local or national levels, are responsible for the provision of many types of services, products and infrastructure to their inhabitants. Especially in local government, those who make the decisions and political strategies, often work closely with those who are responsible for the implementation, including private or semi-public suppliers. Public procurement is the purchasing of these services and products, which are either acquired for internal operations of the governmental departments, or to provide public services. In The Netherlands, the total budget for public procurement in 2018 is estimated at 12 billion euro (Berenschot, 2018). It's important to note that "the quality of the purchasing process has an impact on the quality, innovativeness and cost of urban services" (Van Winden & Carvalho, 2018, p. 2). Governments are increasingly interested in ways in which they can use their public procurement budgets to advance strategic policy goals and promote innovative services and products, rather than merely provide the best service for the lowest price (DG GROW, 2015; Edler & Georghiou, 2007). Edler and Giorghou argue that this change in procurement strategies is motivated by "sense that traditional supply-side innovation policies are insufficient to meet the challenges posed in promoting competitiveness" (Edler & Georghiou, 2007, p. 952). They argue that the main focus has been on the supply side of innovation, thereby ignoring the effect of the demand for innovation from governmental institutions (Edler & Georghiou, 2007). At the same time, the call for more innovation in governmental institutions is growing louder, and the call for more insights into the impact of particular policies is also growing in importance. Most research connected to innovation and public procurement, however, looks either at the way in which innovative policies for public procurement are implemented, or at the resulting innovations in products or services that are developed in these processes, so either the starting point or the result of public procurement (Sørensen, 2017). At the same time, most research on governmental innovations focuses on widely-known examples that are not representative for the majority of procurements assigned, both in terms of the type of innovations that are presented, and in terms of the level of government at which they take place, since research often focusses on large national projects (Uyarra & Flanagan, 2010). For example, a recent literature review found that public procurement in the construction sector formed the biggest category of papers published on public procurement, meaning that many other goods and services remain understudied (Lange, Telgen, & Schotanus, 2014). Lastly, Uyarra and Flanagan state that often "emphasis is placed on the direct effects of procurement on innovation while the possibility of indirect impacts and wider spill over [sic] effects are downplayed" (Uyarra & Flanagan, 2010, p. 124).

In order to address the research gap with regards to the impact of public procurement initiatives and public-private partnerships with SMEs within city government, and especially the spillover effects thereof, this project researches five different case studies of a municipal startup incubator, Startup in Residence. The programme was developed at the City of Amsterdam in 2015, and has been launched in nine other municipalities, provinces and ministries at the beginning of 2018. The question this study aims to answer, is: What type of spillover effects can be distinguished in a public-private partnership between startups and the municipality, in the framework of an innovative public procurement strategy?

Most research on innovation in the public sector is done in the domain of organisational or public administration studies, where the focus is mostly on barriers for innovation and how to overcome them (Ringholm, 2017, p. 4). In addition, researchers have identified an overuse of quantitative methods and a lack of qualitative methods to study innovation (Acs & Audretsch, 2010). Acs and Audretsch found that studies often measure input rather than output, and use patent rates interchangeable for innovation (2010). The need for more insights into spillover effects calls for qualitative methods, rather than quantitative methods, since a qualitative approach "enables the researcher to arrive at a systematic analysis of people's perceptions and actions in their social settings" (Preuss, 2011). In order to situate this research within the appropriate academic context, the next chapter provides an overview of literature on innovation in public procurement, both within the larger context of innovation in the public sector, as well as specifically with regard to Small and Medium-Sized Enterprises (SMEs). Secondly, it links this literature review to the goals that Startup in Residence aims to achieve. The third chapter describes the use of the case study approach and data collection through participant observation and semi-structured interviews. The fourth chapter presents the results of this research project. The results are discussed in the fifth chapter, highlighting the implications of these empirical finding with regards to innovation in public procurement, followed by the conclusion.

2. Theory review

In the 1990s, performance-based governing became a major focus point in public administration (Heinrich, 2003). Public administration scholars distinguish two important changes in the role of public administrators over the past decades (Peters & Pierre, 2003). The first trend is the move towards public managers instead of public administrators, where private sector standards of efficiency and effectiveness have become more prominent. The second trend is the increased dependency of the public sector on businesses in the private sector to deliver public services (Peters & Pierre, 2003, p. 5). One important point on which both national and local governments are increasingly held accountable for, is whether or not they incentivize innovation (Heinrich, 2003, p. 32). Additionally, in response to a decline in financial resources, public administrators are stimulated "not only to maximise efficiency in the provision of services, but also to innovate and discover new ways of doing things in order to 'achieve more, with less'" (Bartlett & Dibben, 2002, p. 108). Innovation has received a lot of attention over the past few decades, and Edler and Georghiou have demonstrated, using earlier scholarship, that public procurement can be an example of innovative demand-oriented policy. This chapter, therefore, is dedicated to some key debates on innovation in relation to public procurement.

2.1. Innovation in the public sector

In the academic context, one of the most-cited scholars on innovation is Joseph Schumpeter. His definition of innovation is "(…) simply the doing of new things or the doing of things that are already being done in a new way" (Schumpeter, 1947, p. 151). He emphasised the importance of innovation as a critical dimension of economic change. Most academic and popular literature on innovation in the private sector focuses on product innovation, innovation in services or process innovation (Moore & Hartley, 2008, p. 18). However, the systemic contribution of local and national governments to product or service innovation is still often overlooked (Moore & Hartley, 2008).

Scholars have argued there are some key differences between innovation in the private and public sector, and emphasise that using a correct definition is key to talking about these topics (Bugge & Bloch, 2016). According to Moore, "innovation in the [private sector] is driven primarily by competitive advantage—this tends to restrict the sharing of good practice to strategic partners. By contrast, the drivers in the public sector are to achieve widespread improvements in governance and service performance, including efficiencies, in order to increase public value" (Moore, 1995, as qtd in Hartley, 2005, p. 27). Innovation in the public sector or in governance is seen as more "ambiguous" (Hartley, 2005, p. 27), "more diverse and

complex" (Bugge & Bloch, 2016, p. 282) and "multidimensional" (Hartley, 2005, p. 28), since it works across many domains and different organisations, rather than staying contained in one department, product or service. Moore and Hartley found that "many of the most widely remarked and celebrated innovations in the government sector seem to be of these broader, more structural types where production, financing, and decision-making are all moved around in a new configuration to reshape the system that determines what gets produced, how it gets financed, and whose values are given emphasis in guiding the process of social production" (Moore & Hartley, 2008, p. 12). They argue, therefore, that instead of looking at singular innovations in products or services, the value of innovation in the public sector is found in changes or new methods of governance. Tools to measure innovation in the private sector are largely unsuitable to measure this innovation in governance, which calls for new methods to study innovation in the public sector and in governance (Moore & Hartley, 2008).

In fact, Bartlett and Dibben argue that rather than using the diffusion model "which sees the innovation itself as lying at the heart of the process", there is a need to "place greater emphasis on the 'people' aspects of innovation" (Bartlett & Dibben, 2002, p. 113). In fact, another research project that employed interviews within case studies in Norwegian municipalities, found that accountability was one of the main motivations for civil servants to engage with innovative products and services (Ringholm, 2017). This was termed "professional conscience", to indicate what motivated public administration officials to find more innovative and better ways to improve the standard of the municipal services (Ringholm, 2017, p. 14). On the one hand, civil servants are identified as important drivers of innovation in public administration, and at the same time, they are the ones who will be part of the innovation in governance (Bartlett & Dibben, 2002; Moore & Hartley, 2008; Ringholm, 2017). For these reasons, the focus in this research project will be on the public administration officials involved in the SIRA programme, rather than the innovations themselves being developed.

2.2. Innovation in Public Procurement

As mentioned above, public procurement is increasingly seen as a tool to advance policy goals (DG GROW, 2015; Edler & Georghiou, 2007). "While some analysts focus primarily on innovation as a contribution to improving service ''delivery'', others also recognise its potential for reclaiming some legitimacy of government as a value-creating institution, by being more responsive to the needs and aspirations of citizens and users of services" (Moore & Hartley, 2008, p. 4). By focusing more on the needs and actual uses for citizens, public services can be improved, and this is argued to be an important part of innovation in governance. However,

in order for municipal governments to employ more user-centric methods, they need to introduce different working methods across all stages of public procurement.

Edler and Georghiou argue that there are two main forms of public procurement for innovation, but these are usually not clearly demarcated. On the one hand, there is the call for innovation in public tenders, which may be used as a criterion for awarding a tender. In addition, there is "strategic procurement", which refers to a demand by the public sector in order to stimulate the market (Edler & Georghiou, 2007, p. 953). In fact, the government can act as a catalyzing force for a particular technology, service or even industry by becoming an initial user, or by stimulating the market through public procurement, leading to an increase in private demand for the same product (Edler & Georghiou, 2007, p. 956). Other scholars have referred to this as 'triggering' innovation through public procurement: "Triggering demand for innovation happens when the buying organisation actively evokes market players to develop a specific innovation that services its needs; the innovative solution can be developed by suppliers in-house, or in co-operation between the public organisation (as user) and the suppliers" (Van Winden & Carvalho, 2018, p. 2). In order to do so, it is important that there is close cooperation between different levels of government and private parties alike: "[T]he major requirement for a strategic procurement policy thus is to bring future needs and future supply together at an early stage" (Edler & Georghiou, 2007, p. 959). The "Startup in Residence" programme from the City of Amsterdam is an example of a programme that aims to trigger innovation through public procurement. Social challenges are defined by participating civil servants, and these serve as the starting point for the European Tender. If proven successful, the City of Amsterdam wants to become a launching customer for the startup, or at the very least a long-term partner, offering financial rewards or immaterial benefits such as validation and proof of pilots.

2.3. Public Procurement and Small and Medium-sized Enterprises

Research consistently shows that in traditional procurement processes, Small and Medium-sized Enterprises (SMEs) are often left out (see e.g. Eßig & Glas, 2016; Andreas, 2016; Loader, 2011). This this has been a focus for policy makers, scholars and public procurement professionals for a number of years (Kidalov & Snider, 2011). The amount of policy initiatives throughout all levels of government is too large to discuss here, but several documents from the European Parliament and European Council have strongly suggested increasing SME participation in public procurement (Kidalov & Snider, 2011, p. 7). However, even if special measures are adopted to include more SMEs in public procurement processes, this does not

automatically guarantee that more SMEs will take part, emphasising the importance of careful evaluation (Eßig & Glas, Andreas, 2016; Preuss, 2011).

Scholars have argued that the European approach for many years was to level the playing field for SMEs in procurement processes, thereby moving the focus from the actual outcome of the initiative (i.e. more successful tenders awarded to SMEs) to equal opportunities, although the attention is shifting to actual measurements of startup participation (Kidalov & Snider, 2011, p. 8). The result is that although policy documents may raise significant awareness for the plight of SMEs in public procurement, the measurement of the desired outcomes is not standardised yet, let alone any type of documentation on the spillover effects (Uyarra & Flanagan, 2010). This stresses again the need for more empirical research on the effect of these SME-inclusive procurement policies. Even though this is not the main focus of this research project, Startup in Residence is an example of an SME-inclusive procurement policy. Van Winden & Carvalho state that the fact that the programme has run for three consecutive successful editions, resulting in more than 20 long-term partnerships between startups and the City of Amsterdam within the framework of European Tenders, already demonstrates that the programme is successful in this regard (Van Winden & Carvalho, 2018, p. 7).

2.4. Knowledge spillovers in entrepreneurship

Where innovation takes place, there are always unpredicted or unintended positive side effects or learning points. When properly employed during or after the development process, these new applications can spill over into different industries and economies, securing possible benefits that were not taken into account beforehand (Eliasson, 2017, p. 31). "Provided sufficient local entrepreneurial competence exists, spillovers appear as new firm formation, new product introductions in existing companies, and net export increases" (Eliasson, 2017, p. 31). In the field of entrepreneurship studies, the concept of spillovers is used both to indicate the 'input' and the possible 'output' of innovation in Small- and Medium-Sized Enterprises, but these are often two very distinct fields of study (Acs & Audretsch, 2010).

In terms of output, especially in the tech sector, research on possible spillover effects is measured mostly quantitatively, and indirectly (Acs & Audretsch, 2010). Some spillover effects are only visible in the long term, making it even more difficult to measure them on a short term. When it comes to technological innovations, Acs and Audretsch argue that so far, there are three main ways of measuring spillovers that result from business innovation: "(1) a measure of the inputs into the innovative process, such as R&D expenditures, or else the share of the labor force accounted for by employees involved in R&D activities; (2) an intermediate

output, such as the number of inventions which have been patented; or (3) a direct measure of innovative output" (Acs & Audretsch, 2010, p. 275). Next, they argue that the first type of measurement is in fact the amount of resources that is put in to a development process, but does not guarantee a positive result. The second type also provides a flawed measurement of innovation, since not every invention is patented, because costs and procedures differ greatly across industries, and again, a patent does not guarantee economic or technological impact (Acs & Audretsch, 2010, p. 277). More recently, scholars have attempted to measure innovative output by constructing databases of innovations, which are then reviewed by multiple experts to create scales that can measure, for example, the number of innovations per 1000 employees. However, "just as it is implicitly assumed that each dollar of R&D makes the same contribution to technological change, and that each invention, which is patented, is equally valuable, the output measure implicitly assumes that innovations are of equal importance" (Acs & Audretsch, 2010, p. 278). Other research has found that studies of social innovation put more emphasis on input, than on measuring output (Voorberg, Bekkers, & Tummers, 2015). This research project employs qualitative methods, rather than quantitative methods, since a qualitative approach "enables the researcher to arrive at a systematic analysis of people's perceptions and actions in their social settings" (Preuss, 2011). By taking an explorative approach, qualitative methods can help define possible outcomes of social innovation in public administration, and this research project does so by looking specifically at spillover effects. Although there is a lack of research on social enterprises and spillover effects, there is a similar type of entrepreneur that fits the characteristics of a social entrepreneur, and has been studied in relation to spillover effects.

2.5. Knowledge spillovers in creative and social entrepreneurship

Recently, scholars and policy makers have started to become more interested in spillover effects of arts, culture and creative industries. The European Commission first put this topic on the agenda in 2012, and has since published several research reports and policy recommendations (Fleming, 2015, p. 8). In a 2015 report, the following definition of creative and cultural spillovers is used: "the process by which activity in the arts, culture and creative industries has a subsequent broader impact on places, society or the economy through the overflow of concepts, ideas, skills, knowledge and different types of capital" (Fleming, 2015, p. 15).

As mentioned before, the dynamic of increasing accountability concerning public funding is seen in the arts and creative sector as well, which explains the interest in spillover effects, to demonstrate the added value of arts and culture. Within these fields, self-employed workers

and creative and cultural entrepreneurs play an important role (Lazzaro, 2018, p. 33). Lazzaro stresses that "a mere economic vision crucially limits the capturing of the full value that cultural and creative firms and organisations generate (or co-generate at the inter-sectoral level) in the wider economy and society, in terms of overall growth, innovation, societal development and wellbeing, among others" (Lazzaro, 2018, p. 35). Moreover, scholars in cultural studies have developed concepts such as "soft innovation" to indicate innovations of an aesthetic or intellectual nature, rather than economic impact (Stoneman, 2010).

Lazzaro has argued that cultural and creative entrepreneurs are similar to other entrepreneurs, in the sense that they are developing their new business to generate new products or processes, and aim for a financial reward in return (2018). However, some characteristics set entrepreneurs in creative sectors apart from general entrepreneurs. These same differences are also highly relevant to another category of entrepreneurs, namely social entrepreneurs, since they aim for added societal value, rather than profit. According to Lazzaro, the most important differences between general and creative entrepreneurs are related to the "for-profit orientation", the increased importance of networks, the business model and manner in which business is conducted, and different growth models (Lazzaro, 2018, p. 33). These same characteristics could be applied to social entrepreneurs as well, and were found to be true for the majority of the case studies discussed in this paper. As mentioned above, the focus of this research paper is on the side of the human contribution, especially from the side of the civil servants. This research paper, will therefore use the definition of spillovers as proposed by Fleming, but with an adjustment to focus on the Startup in Residence programme: the process by which Startup in Residence has a subsequent broader impact on public administration, society or the economy through the overflow of concepts, ideas, skills, knowledge and different types of capital.

3. Method & research design

3.1. Startup in Residence

Startup in Residence started in 2015, and is currently preparing for a consecutive fourth and fifth edition, with a very first regional programme in Amsterdam Metropolitan Area on the way. In addition, it has been implemented in more than three other major cities in the Netherlands, three provincial government administrations and three ministries. The key stakeholders at Startup in Residence are the SIRA programme team from the municipality of Amsterdam, the clients or challenge-owners, the startups, the mentors and the trainers. During the research period, the SIRA programme team consisted out of three full-time employees, two part-time employees and two research interns. This team is responsible for all policy, budget, logistics and planning related matters, in short, organising the programme from selection to finish.

The team invites all civil servants of the City of Amsterdam to submit a social challenge. When selected, it asks for a commitment in terms of finances (contribution to training programme and a certain amount reserved for the costs of the pilot), time (at least two hours every week from at least one civil servant), space (a workspace that can be used by the startups) and of course enthusiasm. These civil servants are called clients, because they commission the startup to work on the social challenge. However, during the project, several civil servants mentioned that they did not find this title appropriate, because it gave very different expectations in terms of the involvement and co-creation, so 'challenge-owner' became the term to refer to this group. Over the course of a few months, selected startups receive help and advice from a dedicated business mentor with experience in entrepreneurship and/or partnerships with the municipality. Entrepreneurs take part in a training programme with trainers, doing workshops and masterclasses ranging from public procurement to business models, and from pitching to growth hacking. Besides the main stakeholders mentioned above, there are of course many more people involved, such as colleagues of challenge-owners, semi-public and private organisations, but also Amsterdam citizens, who benefit, either directly or indirectly, from the innovative solutions being developed.

3.2. Goals for Startup in Residence

Uyarra and Flanagan define public procurement as "the acquisition of goods and services by government or public sector organizations" (Uyarra & Flanagan, 2010, p. 126). They add that public procurement "is already a multi-objective policy", (Uyarra & Flanagan, 2010, p. 128). This is also reflected in the many goals that Startup in Residence is aiming for. The two main

goals, however, are to improve the startup ecosystem in Amsterdam, and secondly to make public procurement at the City of Amsterdam more innovative (private communication with programme lead).

The City of Amsterdam has already undertaken several steps to invite Dutch and international entrepreneurs to set up their business in Amsterdam. A recent report by StartupAmsterdam documented the number of tech-centric companies in Amsterdam, and found that roughly 11 % of all jobs in Amsterdam's employment market are found with these 1,052 tech-centric companies in Amsterdam and around Schiphol Airport between 2015 and 2017 (Dealroom, 2017). In addition, they found over 750 tech startups based in Amsterdam, meaning these companies had at least two and a maximum of 50 employees (Dealroom, 2017). However, both tech-centric and non-tech startups rarely have access to an assignment or partnership with one of the largest budget holders in Amsterdam, namely the City's government. In order to contribute to the startup ecosystem, the City of Amsterdam aims to partner up with smaller businesses, including startups and scale-ups, or even to become their launching customer. This collaboration could provide important validation and credibility to the product or service supplied by a startup.

The second goal, making public procurement at the City of Amsterdam more innovative, involves multiple objectives as well: on the one hand, the aim is to make the process of public procurement more innovative, and on the other hand, to allow for more innovative products and services to be purchased by government officials. Startup in Residence aims to make the legal procedures more SME-inclusive, by rewriting the European Tender into a 30-page tender with less judicial jargon, without losing its legal validity. Instead of asking for a minimum number of years of personal and corporate experience in a relevant field, the requirements ask for a maximum. The application includes a first selection round, and a maximum of three startups are selected to pitch their solution and possible Minimum Viable Product (MVP) at the second selection round. The reward for this process is the chance to participate in the training programme, and to be able to test the idea or prototype together with the municipality in Amsterdam. Because the product or service is still in a developmental phase and is tested in different pilots throughout the programme, it can be tailored more closely to the needs of the municipality, while using the latest technologies, eventually resulting in more innovative solutions to social challenges (personal communication).

In a recent policy study by the Amsterdam University of Applied Sciences, Van Winden and Carvalho conclude that Startup in Residence is successful as an example of innovative, SME-inclusive procurement policy. They state their doubts, however, about the long-term, economic impacts, and the application of this programme to larger, more complex issues (Van

Winden & Carvalho, 2018, p. 17). At the same time, they agree that "the success of the (…) programme should perhaps not be seen on a per round basis, but rather as an accumulation of learning and experiences over a number of editions that may slowly trigger change in the way city departments look for innovations for their challenges" (Van Winden & Carvalho, 2018, p. 15).

3.3. Case study approach

For this research project, a case study approach is used, following the definition of Yin: "an empirical inquiry (…) [that] investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident" (2009, p. 18). Case studies are usually considered a research strategy, and not a research method in itself (Yin, 2009). Instead, it encompasses various research methods that can be applied to investigate selected cases. Case studies are often used in policy research, because they "provide examples of good practice in the delivery of a specific policy or programme, (…) providing examples of the impact of a policy" (Keddie, 2006, p. 20). Because each collaboration in the Startup in Residence programme is very context-dependent, it might prove difficult to generalise findings of this study to other cases of government-startup partnerships (Keddie, 2006). At the same time, a case study approach allows for exploratory conceptual analyses (Bartlett & Dibben, 2002). The goal on the one hand is to provide examples of possible impact within the framework of this programme, and on the other hand to contribute to theoretical frameworks on spillovers within the context of government-startup partnerships and public procurement (Yin, 2009, p. 15). The approach is a multiple embedded case study, meaning that if possible, multiple civil servants were interviewed for one case study, but these results are then combined per case study (Yin, 2009, p. 59). The two main methods are participant observation and semi-structured interviews.

3.3.1. Participant observation

The main assumption in participant observation is that "[o]nly by extensive participation with the group under study can one understand how they view themselves, their purpose, their activities, and those with whom they deal" (Kurz, 1983, p. 93). The research data include observations and interactions in the field, documents and other visual materials, and the researcher's thoughts about them, often recorded in field notes afterwards. Because it is combined with qualitative interviews, it has an added bonus of seeing and hearing how participants conduct themselves in different situations, while hearing how they interpret and describe these situations in interviews (Kurz, 1983, p. 93). In this case, the author worked as

a research intern at the Startup in Residence team, at the municipality of Amsterdam, for five months. Besides the research project and the interviews, she also had some marketing and communications responsibilities for this project, meaning she was engaged in day-to-day operations as well. In the first three months, she took notes almost daily, about the interactions and conversations that were taking place. Most of the times, she introduced myself as a researcher for the Startup in Residence programme. In addition, she was present for several feedback sessions with different participants of the second and third programme, and one of the training days for civil servants, about "Working like a startup". The researcher had access to all policy and planning documents from the first two editions, and wrote texts for both on- and offline marketing purposes. Still, the focus is on the third edition of Startup in Residence, which started in December 2017 and ended in June 2018, because it was in full operation at the time she was doing research.

3.3.2. Semi-structured interviews

In addition to the participant observation, semi-structured interviews with nine challenge-owners of the five different case studies were scheduled during May and June 2018. Interview respondents were selected on the basis of selective sampling. The goal was to interview multiple civil servants involved in the same case study, in order to see how people in different roles experienced the programme and possible spillover effects. However, this was only possible for the first two case studies, since many civil servants joined Startup in Residence without getting colleagues involved from the beginning, or because their colleagues had since left the department. The strategy then changed, and the interviewer strived for diversity in interview respondents, on the basis of their participation in different SIRA editions, their corresponding departments and the level of cooperation with a startup. The selected civil servants and case studies are further detailed below.

Appointments were made either in person, when meeting for another SIRA event or meeting, or via email. Interviews took place face-to-face, in several different municipal offices throughout Amsterdam and lasted between 40 to 70 minutes. Semi-structured interviews make use of an interview guide, which can be found as an attachment to this document. In addition, follow-up questions and probes were used frequently (Keddie, 2006). Data collected through interviews provides an insight into the attitudes, perceptions or opinions of respondents. "At the same time, it is also important to recognize the influence of the context on the interview; respondents form their opinions before, during and after the interview and these might change continually" (Holstein & Gubrium, 1999, p. 109). In addition, interviewers should also recognise

their own role and influence on the interview process, which is true for both data collection methods, as mentioned above.

3.3.3. Case studies

In the table below, an overview is presented of the different case studies. The reference number is assigned for clarity, and the first column describes the name of the social issue or theme of the challenge, to indicate the topic the municipality and the startup are working on together. The second column briefly describes the challenge, whereas the third column indicates the Startup in Residence edition that the challenge was a part of, since there were three editions so far. Some of the interviewees took part in multiple editions, so these are included in parentheses. The last column contains the letter used to refer to an interview respondent.

Figure 2 – Case studies and interview respondents

f	Name challenge	Challenge description	Edition Startup in Residence	Respondents
1.	Waste	Find a good solution to keep bulky waste off the street.	3 (+ 1 + 2)	A. B. C.
2.	Sport Facilities	Find an innovative way to inform and motivate people to get physically active, using Amsterdam sports activities and facilities.	3	D. E. F.
3.	Water Traffic	Develop a tool to enable canal users to contribute to a smooth passage and safe sailing, even at peak times.	2	G.
4.	Urban Development (Wildcard)	Do you have a great solution for a social challenge that we did not define? Please apply for the wildcard!	3	H.

| 5. | Influencing Behaviour | Find an innovative way to diminish misbehaviour of the visitors of Rembrandt square. | 3 (+ 2) | I. |

Because the goal was not to construct an exhaustive list of spillover effects, but rather to explore different spillover effects generated within this programme, case studies were not selected on the basis of similarity, but rather, difference. The goal was to see what happens across different municipal departments and teams. For this, we needed at least one, but preferably more challenge-owners to talk to per case study, and the preference was that the pilot contract was already signed (challenge 1 & 2), or even a follow-up contract (challenge 3 & 4). In addition, we looked for startups from different developmental stages, including those who started the programme with just an idea (challenge 2 & 5), or an advanced prototype (1, 3 & 5).

3.4. Data analysis

It is important to note that information contained in the data from the interviews were self-reported. Although the researcher did not observe the interview respondents at work and could not verify the exact effects they mentioned in the interviews, interview data were checked against participation observation notes from formal and informal meetings not related to this research project, where challenge-owners discussed their experiences. It is important to note that participant observation notes from moments not directly concerning any challenge-owners was put aside in this initial stage. Since the challenge-owners are the main focus of this study, the coding process revolved around them and their work. No software was used in the coding process, the data was coded manually. In the first round of open coding, 121 different codes were written down. Throughout two consecutive rounds of coding, they were grouped into themes, using thematic analysis, leaving three main themes (Braun & Clarke, 2006).

4. Results

Throughout the coding process and based on the interview transcripts and participant observation notes, three main themes emerged, each with some very distinct codes and some overlapping codes. The three themes are expectations of participation, role of challenge-owner, and effects of participation. Together, they provide an answer to the research question: What type of spillover effects can be distinguished in a public-private partnership between startups and the municipality, in the framework of an innovative public procurement strategy? The first theme, expectations of participation, explains what the intended outcomes were for participating civil servants, and the manner in which they use the Startup in Residence programme to create more space for innovation and experimentation within their own department. The second theme, role of the challenge-owner, expresses how respondents look at their own role and responsibility as a challenge-owner, and what the municipality should be responsible for. Thirdly, effects of collaboration looks at the different results gained from participation in the programme, as identified by respondents in the interviews, and as coded by the researcher after the interview took place. Combined with the previous two themes, this theme provides insights into possible spillover effects that can be identified as a result of participation in SIRA.

4.1. Expectations of participation

In order to see what civil servants were hoping to get out of their participation, they were asked about their reasons for submitting a challenge. The expectations varied, with some differentiation between first-time challenge-owners and respondents who were participating for the second or third time, since first-time challenge-owners were not completely sure what to expect. This first theme illustrates the diversity between the many different startup-government partnerships that were formed over the course of three Startup in Residence editions, but also highlights that motivations have a lot of overlapping goals.

Challenge-owner, C., of the first challenge, Waste, and the challenge-owner of the fifth challenge, J. for Influencing Behaviour, both explained that it was their positive experience in previous years which made them decide to participate in SIRA again. However, both are working in very different professional environments. J. explained that he was working on a temporary project, with the goal to try and test as many innovative solutions as possible, and that participation with SIRA fit exactly in line with his project. On the other hand, C. described

his department as rather conservative, even within public administration, but he saw SIRA as an excellent opportunity to check what type of solutions private parties are working on:

> "The closer [the challenge] is to an issue that we are working on ourselves, the more motivation, and, of course, time, we have to work together with the startup to solve it. So we choose something that we are already working on. Or something that we are trying to find a solution for, or we think: let's see what can come out of a programme like this. Maybe something very unexpected."

> (C., Waste)

In fact, many other challenge-owners mentioned the opportunity to work with entrepreneurs that are perhaps already working on new solutions as one of the main reasons to participate. First-time participants also mentioned the opportunity to work together on something that they had not been able to start working on yet, like D. from the second challenges, sport facilities:

> "We had a challenge, a problem that we couldn't solve. So we thought, maybe it's good to look at it together with startups, to see if they know any creative solutions for this."

> (D., Sport facilities)

She explained that due to limited resources and time, and because other tasks had been more important up until that point, she and her colleagues had spent relatively little time on this issue.

Two of the challenges from case studies three and four, respectively Water Traffic and Urban Development, were taken on by challenge-owners who were not involved in the formulation of the social challenges at the start of the SIRA programme. G. became the main challenge-owner in Water Traffic after taking over from a colleague. In the case of the fourth case study for this project, Urban Development, the startup had applied through a wildcard. This means that the civil servants were approached after successful application of the startup, and were matched after the startup had been accepted into the programme. In this case, the department of civil servants had already been working with the founder of the startup in other projects, so there was not much of a delay at the start of the programme.

Several challenge-owners highlighted the importance of innovation for public government and for the improvement of the public services that they deliver to the inhabitants of Amsterdam. This resonates with Ringhold's concept of professional conscience in relation to innovation in public administration (Ringholm, 2017).

> "As the government, we have to keep the goal in mind. You work for the people, the Amsterdam citizens, to make it easier, better, nicer for them, whatever you want to call it. And you have to keep that goal in mind, so we have to monitor the progress, to see if we're still headed in the right direction. I think that's important."

Within this theme, it is clear that SIRA is recognised as a strategic tool for civil servants to work on innovative solutions. It is not their only tool for more innovation, several other options were mentioned over the course of the interviews ranging from students, interns, large corporate partners and subsidised organisations, but the above elements make SIRA a compelling option. The civil servants participating in this programme are actively looking for more ways to improve their work and their work environment, and introduce innovations. As found in previous studies, many civil servants who are not working as a procurement officer themselves consider the procurement laws and regulations as a barrier in their work, especially when it comes to taking more innovative approaches (Loader, 2007). The SIRA programme creates more room for innovation and piloting, for example by taking care of the procurement process and providing ample legal support, and this is greatly appreciate, because it allows the challenge-owners to work with the startups, while having support to fall back on.

4.2. Role of challenge-owner

The role and responsibilities as a challenge-owner were an important theme as well. Challenge-owners are expected to take an active role in the co-creation with startups, but they do not all follow the exact same route. As already mentioned in the previous chapters, scholars have stressed the importance of looking at the people who are championing innovation in their professional environments, rather than only at the innovations themselves (Bartlett & Dibben, 2002; Ringholm, 2017). In order to get more insights into the importance of 'human capital', challenge-owners were asked how they see their own role and responsibilities within the SIRA programme. One of the most common answers was 'to ask questions'. This was meant in a constructive way, in order to support the startup and help improve the solution they were collaborating on. The second most given answer was 'to provide knowledge and expertise'. Since the government officials and their colleagues have been working on a certain issue already, they are happy to share their experiences and previous findings on this topic with the entrepreneurs.

> "I give them an assignment, I think it's my responsibility to know how things are going, to ask how they are doing. Can you develop your solution as envisioned? I see an important role in that, as the municipality, asking critical questions. This is meant to help them out, to get something positive out of it."

(E., Sport facilities)

One challenge-owner explained that they helped the startup with some administrative tasks, such as sending out the newsletter. She saw the responsibility as a challenge-owner in two ways, namely from a procurement perspective, as a potential customer, and in a more content-focused way.

> "To help them out, what we do, for example, is send their email newsletter. It saves them a lot of money, and for us, internally, that is just a tiny amount."

> (A., Waste)

Although the challenge-owners agreed to being very committed to the content and the form of the solution being developed, they stated that discussions about business models were outside of their responsibility. This was particularly true for the challenge-owners involved in the second challenge, Sport Facilities, because the entrepreneurs they were working with, did not have a clear idea about their business model yet.

> "As city government we facilitate, they can use our knowledge, our resources, our contacts. But in the end they are the ones who want to start a business, so they have to think about how they are going to make money if the city administration falls away."

> (F, Sport facilities)

On the other hand, another challenge-owner asked himself whether the municipality should do more to support the startups financially. It currently does not support participating entrepreneurs, because the money awarded for pilots is only meant for development or implementation costs, and for running the pilot itself, not as a salary for those working on it. This means that startups have to secure their own funding or have other forms of employment, to pay for living costs.

> "In a conversation with [the startup] we discussed the challenges in their proposal, in their business model, and we asked: does the municipality want to purchase this? We talked a lot about this. Because I noticed, that in our challenges, as we formulate them, there is not a clear business model. Often, a lot of value is created, but we have to add money (…). It is not a value that you can earn money with."

> (C., Waste)

4.3. Effects of participation

In the interviews, different results, both intended and unintended, of participation in SIRA and the subsequent collaboration with a startup were mentioned. On the basis of the codes, these effects were divided into three different categories: procurement process, programme specific effects and spillover effects. The first two categories can be viewed as direct consequences of (parts of) the SIRA programme, and they are therefore separated from the third category, which

comprises the additional effects. They are spillover effects because they are on the one hand not part of the main goals as described in chapter 2.8., and they cannot be dedicated to specific parts of the Startup in Residence programme, but are attributable to the general process of the programme (Fleming, 2015).

4.3.1. Procurement process related effects

Challenge-owners were very positive about the procurement process. When asked what this social challenge would look like if they had not participated, challenge-owners explained that they would not have been able to work together with a startup or social enterprise within the context of a European Tender, that they would not have started working on this particular issue yet, or that the solution would come about a lot slower, or less professionally. This means that the effect of participation in SIRA is that civil servants started working on an issue that they would have otherwise postponed for an even longer time, or that they would have not started yet.

> "Because the European Tender has already successfully passed, a small company can grow further as a startup. You don't have to ask, do I still have to take care of this, the entire procurement process is already finished, which makes it easier. They have four years' time to become a fully grown company."
>
> (G., Water traffic)

> "So what makes it very convenient, is that Startup in Residence includes the procurement process, so if we find a good party to work with, we can immediately start something, instead of running into all kinds of issues, like, oh, we can't purchase this, because it doesn't follow the rules."
>
> (C., Waste)

The above quote illustrates the constraints civil servants feel when it comes to public procurement. A governmental organisation often has a dedicated procurement department, which follows the European procurement legislation. Procurement is often considered a barrier in public-private partnerships, but SIRA solves this problem by taking care of the procurement process at the start of the programme (Van Winden & Carvalho, 2018).

4.3.2. Programme specific effects

Programme specific effects contain the effects that can be derived directly from one specific aspect of the programme. Three different elements of the SIRA programme and their particular effect on the process of cooperation were mentioned several times during the interviews. These are intentional effects, since the programme is set up to reach these goals. First of all,

the impact of the business mentors on the startup's business process was mentioned several times. Mostly, it was praise for the individual mentors' help in professionalising or structuring the manner in which the entrepreneurs were working together with the municipality. In most cases, the business mentors were not only involved in the process, but also in the content and direction of the startups, but this was mentioned less by the respondents. Secondly, the training programme for startups was also mentioned as an influential element of the SIRA programme. Although the challenge-owners were not aware of the entire training schedule for startups, they pointed out specific moments during the programme where they noticed that the training programme had had an effect on the startup. Again, the result of that was that the startups operated more professionally, or gained more in-depth knowledge about a topic.

Many respondents also mentioned the training, "Working like a startup", which is initially aimed at civil servants working together with startups within SIRA, but it is also open to colleagues who are interested in this topic. For some of the challenge-owners, it really helped them understand how some startups operate, for example by working in short cycles, or by testing a product numerous times before having finished the development process.
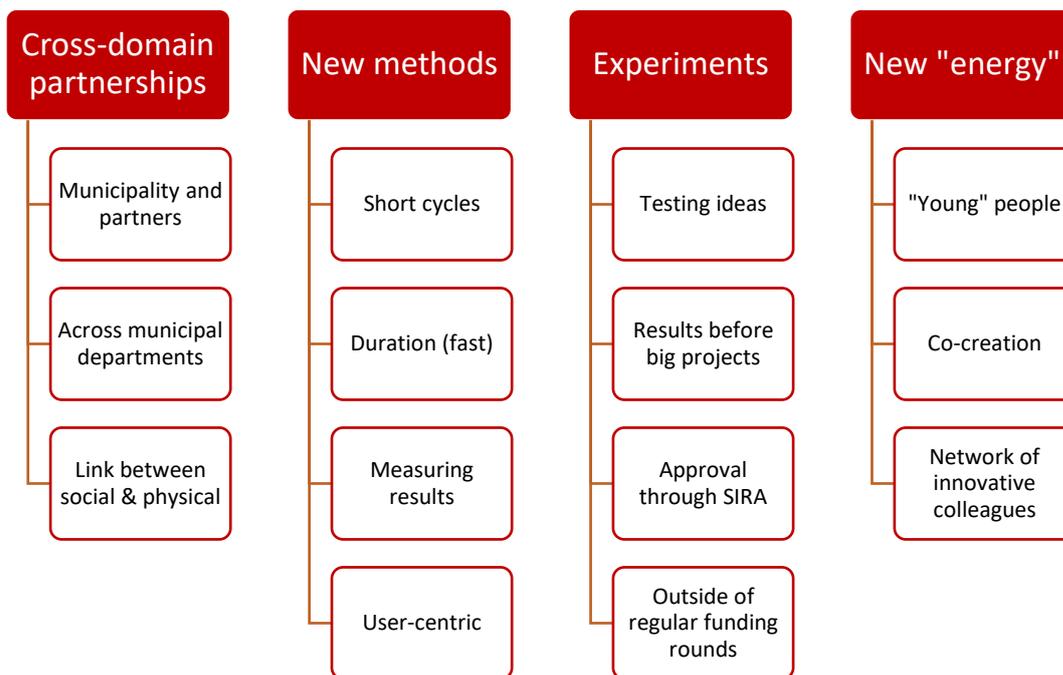
4.3.3. Spillover effects

"I don't think you can make the whole municipality work like a startup, but I think there are some elements that we can incorporate."

(F., Sport facilities)

To repeat the definition as put forward in chapter 2.6, spillovers in this project refer to a subsequent broader impact on public administration, society or the economy through the overflow of concepts, ideas, skills, knowledge and different types of capital from the Startup in Residence programme. Because the focus of this paper is on innovation within public administration, we looked specifically at spillovers that have an effect on civil servants or the municipality itself. The effects can be grouped into four different overarching labels which describe the different spillovers, namely cross-domain partnerships, new methods, experiments and new "energy". This is not to say that these effects have never been observed in a municipal context before, they are not necessarily entirely new. However, the programme has contributed to (re)focusing on these elements, or has accelerated the process of incorporating them into daily work life, according to the interviewees.

Figure 3 - Spillover effects

Cross-domain partnerships	New methods	Experiments	New "energy"
Municipality and partners	Short cycles	Testing ideas	"Young" people
Across municipal departments	Duration (fast)	Results before big projects	Co-creation
Link between social & physical	Measuring results	Approval through SIRA	Network of innovative colleagues
	User-centric	Outside of regular funding rounds	

Cross-domain partnerships are fostered throughout the programme. In the first place, this refers to the many different partners the municipality takes on board during the programme. Not only the participating startups get to know the processes of public procurement and public administration, but also the startups that apply but are not successful in securing a place in the programme. Due to the wide range of media outlets used to advertise the programme, many of them outside of regular municipal communication channels, a wide range of people may have heard about the programme. In addition, mentors, trainers and other partners from both private and semi-public organisations are also included in the programme or participate in events and trainings, adding volume to the audience of Startup in Residence and its goals. Secondly, the programme is fostering partnerships across municipal departments. The SIRA team actively encourages cross-domain challenge-ownership, and has done so successfully multiple times over the course of the programme. An example is case study 2, Sports facilities, where both a department from the central Amsterdam municipality and one of the city's district administrations offices are challenge-owners together, which is relatively uncommon. However, in order to provide enough opportunities for a participating startup to scale-up their solution, the SIRA team decided to match the challenge-owner of the city district to a challenge-owner of the central Amsterdam municipality.

Another example is challenge 3, Water traffic. It was a challenge for the SIRA team to find a challenge-owner, seeing as the canals are split between several responsible departments. For example, the City is responsible for the roads and walls on the waterfront,

but Waternet is responsible for the water in the canals. Although Waternet became the main challenge-owner for this startup, the process put many colleagues around the table to discuss and think more about this divide. Thirdly, some challenge-owners highlight the division between colleagues working in the social domain and the physical domain, in other words, public services and public infrastructure. These are thought of as two separate concepts, but the challenges are evidence of the interplay between these domains.

> "And I have to say that SIRA is very interesting, because a lot of social issues congregate in urban development. I have seen the presentations, the pitches, so you can hear about the other startups. And I have to say, it is very interesting to hear, because you start to think about the other things we could use in our area, so it has this cross-fertilisation."

> (H., Urban development)

New methods refers to the discovery of new ways of working for respondents. The main four ways of working that were discussed in the interviews stem from social entrepreneurship and the lean startup method. Short cycles or sprints are common in tech enterprises, in order to build a product fast and test it intermittently. Several of the startups in the programme use this method.

> "As city government officials, we are very good at making big plans, and then it's one and a half years later. But just, the idea of let's get started, and short cycles, I try to incorporate it in my own work, so that we can work faster. I do that by starting small, and just starting, instead of making too many plans, which is a personal pitfall."

> (F., Sport facilities)

Secondly, the duration of the programme is only six months, which is a very short time to develop an entire product. This forces all parties involved to step up the pace, which means that decisions need to be made faster, especially on the government side. Although, as mentioned before, public administration is expected to work more efficiently and effectively, this does not mean that all departments have found a way to do so yet. Respondents mentioned the uniqueness of the SIRA programme in focusing on measurable results for continuing the partnership with the startup. This changed their outlook on how to do other procurement processes as well. Lastly, the programme provides new ways for civil servants to employ user-centric techniques to provide better services for Amsterdam citizens. They are closely involved in the pilots, and in the development process of the startups, so they also see the ways in which prototypes are tested in the city.

> "Really, the focus on 'getting out of the building', like it's called. Back to the users, to the Amsterdam citizens. That's our job. And very practical, I think that day has really

> contributed, and working with the startup, I have secured it in my planner. I have blocked it (…). Today, I'll go outside with my team."

<div align="right">(A., Waste)</div>

Experiments are an integral part of the process, in part because the challenge-owners and startups are working towards the moment where they can pilot the solution in the city. An effect is that challenge-owners are becoming used to the idea that they test a solution before implementing it, or purchasing large contracts with suppliers.

> "It's just an instrument, and it saves us time. And you might not get any large professional partner, so you shouldn't look for them. And you shouldn't expect solutions that are too big, or set out challenges that are too large"

<div align="right">(C., Waste)</div>

This spills over into other projects as well, where civil servants are more critical of what they are actually commissioning. Because Startup in Residence is a recognised entity, and part of the Innovation team of the municipality of Amsterdam, it gives challenge-owners a mandate to work on more experimental projects that do not fit exactly into their job description. The challenge-owners are not used to working on projects that do not have a clear outcome yet, but because it is in the context of this programme, it seems more valid.

> "So perhaps we are working a little under the radar. Because we are part of this programme, we have more space. For example, to deviate from what we agreed on in the beginning. Because it is possible, that they [the entrepreneurs] find something entirely different [in terms of a solution]. And that we slowly move [in a different direction]. And because it is in this context, so we have the approval, they [SIRA] have already created it. And yes, I'm only thinking of this now, this is one of the reasons that we feel the freedom to formulate these challenges."

<div align="right">(C., Waste)</div>

Lastly, because SIRA's timeline does not take into account the year planning of each and every department it works with, this sometimes causes trouble on the one hand for challenge-owners, but also gives them some more freedom to work outside of the traditional calendar. For example, in relation to the continuation of the partnership, challenge-owners are wondering in which budget they should include the startup that they are working with. This means they need to think ahead, but also accept that the pilot disrupts their 'regular' planning.

Several respondents mentioned that participation in SIRA resulted in **more "energy"**. When asked to elaborate on this, several reasons were mentioned. Young people were constantly

connected with innovations, startups and new solutions, and were seen as an important source of this energy.

> "You look for stakeholders who can realise it in terms of hardware, or software, and you continue with them. Often, you look for startups, or at least, I do, because innovation is often found with young people. And it works easier. They often have a new idea, and I have my own ideas, and when I ask whether they can make it, they always say yes!"
>
> (G., Water traffic).

Another one was the process of co-creation, in which policy makers or public managers were involved in the practical details of possible solutions for social challenges, whereas they usually work from a more theoretical or policy-based level. Thirdly, respondents greatly valued the network of innovative colleagues that they came in contact with through SIRA. Having access to a network of people who are also championing innovation within the same organisation was considered an important benefit of participation in SIRA.

> "I have never worked for such a large organisation as the municipality of Amsterdam before, 16.000 people is a lot. But one of the things that I run into as a new civil servant, almost weekly, is, who is responsible for what (…). I think these kind of meetings contribute to getting together people with a similar mindset – I mean, you need to have something innovative in you to become a challenge-owner in Startup in Residence – that it can become a kind of network within the municipality that I can ask for help."
>
> (F., Sport facilities)

Interestingly enough, most of the spillovers mentioned in this chapter are either neutral or positive effects. No respondents had experienced any negative side effects of participation, perhaps because they take a longer period of time to manifest. Negative spillovers remained hypothetical during the interviews, and were mentioned in reference to risk assessments, which most challenge-owners did with their managers or colleagues before deciding to participate. In one of the case studies, Influencing behaviour, the challenge-owner stopped working with the startup before the end of the programme. Due to limited time, the entrepreneur was not able to start working on the prototype for his solution. Still, the challenge-owner remained very positive about participation in SIRA.

5. Conclusion

This paper discusses some major dynamics in local public administration throughout the last decades. Some of these dynamics, such as increased austerity measures and a renewed focus on the effectivity and efficiency of public policy and practice have led to an increased interest in impact measurements in the public sector. However, researchers are becoming more interested not only in the intended and planned effects of a certain type of action, but are also increasingly acknowledging spillover effects. In her chapter on cultural and creative entrepreneurs, Lazzaro concludes that "[c]oncepts such as spillovers (see e.g. Tom Fleming Consultancy, 2015) and, more recently, crossovers (Lazzaro, 2016) are being used to better equip creative professionals as well as policy-makers in generating, organising, acknowledging and fostering more comprehensive effects in and through the cultural and creative sector, including creative entrepreneurship" (Lazzaro, 2018, p. 36). This is true for both cultural and creative entrepreneurs, as well as social entrepreneurs. In addition, the public sector is increasingly interested in identifying these spillover effects in relation to innovation, in order to better explain the benefits of government spending (Ringholm, 2017). Lazzaro continues by saying that more research is needed into "[p]ublic policy, fostering the conditions (e.g. through incubators) for these more systemic effects to happen" (Lazzaro, 2018, p. 36). This research project takes a first step in identifying spillover effects through dedicated public policies, by looking at one particular programme, Startup in Residence. Whereas Van Winden and Cavalhero (2018) assess the SIRA programme based on long-term economic impact, and future feasibility for more complex, interdisciplinary challenges, this study looks at the current spillover effects of participation for civil servants and the municipality in general. Following the notion that people play an important role in championing innovations (Bartlett & Dibben, 2002; Ricard, Klijn, Lewis, & Ysa, 2017; Zerbinati & Souitaris, 2005), this project documents the learnings of civil servants through participation in a governmental startup incubator. It thereby aims to answer the following research question: What type of spillover effects can be distinguished in a public-private partnership between startups and the municipality, in the framework of an innovative public procurement strategy?

Analysing data from participant observation and semi-structured interviews with civil servants resulted in three themes. The first theme, expectations of participation, shows the different ways in which civil servants use SIRA as one of multiple strategies available to them to work on innovative solutions. Several aspects, such as the guidance of the SIRA team, and the support in the procurement process, make SIRA a compelling option. The results showed that civil servants participating in this programme are actively looking for ways in which they

can improve their work and their work environment, and introduce innovations. This resonates with earlier findings regarding management styles for public innovation, where researchers found that civil servants take on different roles to champion or sponsor innovation, and use these as tools to promote further public innovation (Bartlett & Dibben, 2002, p. 108).

The second theme highlighted the role of the challenge-owner in the SIRA programme. Participating civil servants are expected to take an active role during and after the programme, and this theme highlights the level of responsibility that respondents take for the success of their commons solution. Whereas some respondents help the entrepreneurs take care of practical tasks, such as administrative tasks, others are arguing that the City should take more responsibility in providing for the entrepreneurs financially. On the other hand, some challenge-owners indicate the difficulty in where to draw the line when it comes to shared responsibilities. But this theme highlights that civil servants are taking on a different role during the SIRA programme.

Lastly, the third theme reveals that civil servants experienced four different types of spillover effects, namely fostering cross-domain partnerships, new methods of working, more knowledge about and room for experiments, and new energy and enthusiasm. Whether and how these spillover effects will continue to generate an innovation-friendly atmosphere in governance in the end remains unknown, but the results so far seem positive.

Future research could include procurement and legal officers, to see whether they consider the SIRA tender as a one-time adjustment to European Tenders, or whether they are inspired to include adjustments in future procurement processes. A long-term study could look at how startups and other innovations are safe-guarded within the City of Amsterdam, to see whether they get a more fixed place in public administration. Lastly, this is but one way to measure spillover effects as a result of innovative public procurement. The field of innovation and public government studies benefits from multiple studies, studying the subject from different perspectives. At the same time, these insights could lead to a more unified and established manner in which to identify positive spillover effects in the public domain, in other to create more favourable situations for innovation in public administration.

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Appendix A: Consent form (Dutch)

Toestemmingsformulier voor deelname aan onderzoek "Impact Startup in Residence"

Voor vragen over dit onderzoek kun je contact opnemen met:
Eefje Smeulders, 06-57568821
ecm.smeulders@gmail.com / e.smeulders@amsterdam.nl

Beschrijving onderzoek
Je bent uitgenodigd om deel te nemen aan een onderzoek naar de interne impact van het Startup in Residence programma. Het doel van dit onderzoek is beter inzicht te krijgen in de samenwerking tussen startups en ambtenaren tijdens SIR. Wanneer je deelneemt aan dit onderzoek, wil ik je graag interviewen over je eigen ervaring met het programma. Tijdens het interview maak ik graag gebruik van audio-opnames, maar je hebt het recht om dit te weigeren.

Risico's
Er kleven geen risico's aan deelname aan dit onderzoek. De onderzoeksresultaten worden in academische publicaties (inclusief de masterscriptie) anoniem verwerkt, waarbij enkel algemene termen gebruikt worden bij beschrijvingen van een respondent (functieniveau, algemene omschrijving afdeling, type challenge).

Tijdsbesteding en rechten
Deelname aan dit onderzoek duurt ongeveer 1 uur. Je mag op elk moment tijdens dit onderzoek stoppen met je deelname, en je mag zelf beslissen of je wel of geen antwoord geeft op een specifieke vraag. Eventuele vervolgvragen kunnen per e-mail, telefonisch of persoonlijk gesteld worden.

Contact en vragen
Als je op enig moment vragen hebt over je rechten als deelnemer, of ontevreden bent over het verloop van het onderzoek, kunt je hierover contact opnemen met de begeleider vanuit de Erasmus Universiteit Rotterdam, Erik Hitters: hitters@eshcc.eur.nl.

Ondertekenen
Als je dit formulier ondertekent, geef je daarbij toestemming voor het gebruik van audioapparatuur tijdens het gesprek.

Naam:

Functie:

Datum:

Handtekening:

Appendix B: Interview Guide (Dutch)

Interviewguide onderzoek "Impact Startup in Residence" (definitief)

Formuleren challenge

1. Kun je me kort vertellen hoe en wanneer je bij Startup in Residence betrokken bent geraakt?
2. Kun je iets meer vertellen over hoe de challenge XXX tot stand is gekomen?
   a. Wat was jouw rol hierin?
   b. Welke afwegingen zijn hierin gemaakt?
3. Op welke manier ben je nu betrokken bij deze challenge/startup?
4. Wat wist je al van hoe startups werken vóór Startup in Residence?

Huidige samenwerking

5. Hoe zou je de huidige rolverdeling tussen de startups en jouw team/je collega's omschrijven?
   a. En is dat een ideale rolverdeling?
6. Wat is de verantwoordelijkheid van de gemeente in deze samenwerking?
   a. En hoe werkt dat in de praktijk?
7. Wat valt je op aan de mentaliteit of aanpak van XXX [naam startup]?
   a. Wat vind je daarvan?
   b. Wat trekt jou het meeste hierin aan?
   c. Wat trekt je niet aan of vind je lastig?
   d. Wat valt je nog meer op?
   e. Heb je hiervan ook iets meegenomen in je eigen werk?
8. Kom je dit [deze manier van werken] ook tegen binnen de gemeente?
   a. Op welke manier?
9. Heeft deelname aan SIR/samenwerking met XXX [naam startup] jou geïnspireerd?
   a. Kun je concreet noemen hoe dat je geïnspireerd heeft?
   b. Kun je een voorbeeld geven?
10. Zie je dit ook terug in je dagelijkse werkzaamheden?
    a. Zo ja: hoe dan?
    b. Zo nee: waarom niet, denk je?

Effect

11. Als je niet had deelgenomen aan SIR, denk je dat je dan ook met deze vraag aan de slag gegaan was?
    a. Hoe denk je dan dat het geformuleerde probleem ingevuld zou zijn? (Of: wat voor oplossingen zouden er zonder SIR voor dit probleem zijn?)
12. Ben je tevreden over de manier waarop het nu ingevuld wordt?
13. Is er in dit geval sprake van innovatie volgens jou?
    a. Wat betekent innovatie voor jou?
    b. Kun je hier een voorbeeld van geven?
    c. Waarom nog meer?
14. Zou je in de toekomst nog eens opdrachtgever willen zijn bij Startup in Residence? Waarom wel/niet?
15. Zijn er zaken die je wil vertellen hierover, maar waar ik niet naar gevraagd heb?
16. Met wie zou ik hierover nog meer kunnen spreken?