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**T**hroughout the People-Led Innovation Methodology, we make an effort to tap into the distributed expertise of people. Context varies between cities, the nature of a problem, and the people themselves. Determining who to collaborate with, and at which stage, can be difficult, especially since plans for engagement need to be fixed early in the process. Moreover, while our People-Led Innovation Methodology is designed to engage with individuals at every stage of the innovation cycle, it is equally important to include different groups – whether formal or informally organized – of people that may have different needs, expertise and capacity. Toward that end, we have developed the below “Matrix” that enables public entrepreneurs within cities and elsewhere to identify who to engage at what stage and for what purpose.

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## SEGMENTATION OF PEOPLE AND THEIR GROUPS

While non-exhaustive, the vertical axis reflects the diversity of different types and groups of people outside of government that can play different roles across the innovation lifecycle. It allows public entrepreneurs in cities to determine who to include, at what stage and for what purpose – including, for instance:

**Residents** – the inhabitants of the neighborhoods or cities who are or will be affected.

- ▶ *How they can provide value:* The experience of residents is particularly important for defining and prioritizing problems that will have the greatest impact on the community. Residents are also crucial to the effective implementation of any plan developed, and their buy-in can help to ensure that solutions will have maximum impact.
- ▶ *Possible segmentation criteria:* Long-term (>10 years), New Domestic (<5 years), New Foreign (<5 years), Transient, and Part-time/Seasonal.

**Domain Experts** – including researchers, consultants, and other specialists.

- ▶ *How they can provide value:* Tapping into domain experts' knowledge can enhance the ideation process and expand the scope of possible solutions. Across sectors, municipalities are likely home to individuals with in-depth knowledge that could be brought to bear for problem-solving.
- ▶ *Possible segmentation criteria:* Technologists, Social and Political Scientists, Practitioners, Economist, Architects, Urban Planners, Consultants, and Former Elected or Appointment Officials.

**Non-Governmental Organizations** – not-for-profit organizations that are independent of the government.<sup>1</sup>

- ▶ *How they can provide value:* NGOs bring extensive knowledge of and experience with a given problem area that would require years to piece together individually. Some organizations may be working directly in the problem area; partnering with them can result with them can result in robust solutions with built-in tiers of support.
- ▶ *Possible segmentation criteria:* Economic Development, Legal, Workforce Training, Research/Academia, Environmental, Health, Human Rights, State, City, Charitable and Faith-Based.

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<sup>1</sup> In the context of this methodology, NGOs are international and/or domestic groups that may or may not have an existing relationship with a neighborhood



**Community-Based Organizations** – not-for-profit organizations that are bound to the places where they are located. They serve their communities, and are often organized by residents.

- ▶ **How they can provide value:** Community-based organizations, like non-governmental organizations, have extensive knowledge of a problem area, but their expertise is focused on the needs of smaller geographic areas. Members of community-based organizations provide a unique perspective of the problem area, they also have ties to other stakeholder groups that may typically be difficult to access (e.g., transient residents).
- ▶ **Possible segmentation criteria:** Educational, Economic (Commerce), Economic Equality, Environmental, Human Rights, Health, Faith-Based.

**Neighborhood/Area Business Owners** – small, medium, and large companies that are either rooted within a community (e.g. mom and pop shops, family restaurants), or exert great influence over the economic health of an area (e.g. tech companies like Amazon).

- ▶ **How they can provide value:** Local businesses obviously have a vested interest in the well-being of the communities in which they are located. A clean, vibrant, and safe neighborhood is good for business, and workforce development can provide a larger pool for local hiring. Businesses serve different community needs, and their involvement in the problem-solving process can encourage them to collaborate toward mutually beneficial outcomes in line with public goals.
- ▶ **Possible segmentation criteria:** Retail, Real Estate, Service (Restaurants, Bars, Cafes), White Collar, Blue Collar, Specialized Healthcare (Optometry, Chiropractic, Dental), Fitness, Manufacturing, Grocery.

**Anchor Institutions** – place-based non-profit entities that often play an important role in their local economy.

- ▶ **How they can provide value:** As anchor institutions are often the largest hiring entities in a municipality, and can play a significant role in workforce development and job growth. Workplace policies deeply impact these institutions, and working with them to craft and implement initiatives can ensure the success of a policy. Anchor institutions, especially universities, also attract experts with potentially useful insights and experience.
- ▶ **Possible segmentation criteria :** Universities, Libraries, Museums, Art Institutions.

**Municipal Government Administration** – including elected government officials and their staff, as well as career civil servants.

- ▶ **How they can provide value:** Not only are government administrators immediately concerned with improving their represented communities, but they have the power to ensure the integration and continued success of urban innovations. Their expertise differs from community groups, as they have practice determining feasible and impactful projects that can be written into policy.
- ▶ **Possible segmentation criteria:** Mayor's Office, City Planning, Parks Department, Housing Authority, Public Health, Transportation Authority and City Council Members.

**Resource Partners** – domestic or international firms or organizations that have a specific interest in supporting and funding innovative initiatives.

- ▶ **How they can provide value:** These organizations can provide additional resources and may be willing to be more experimental. In addition, some of these organizations fund programs with other partner cities and bring comparative insights.
- ▶ **Possible segmentation criteria:** Foundations/Philanthropies, Corporate social responsibility officers from the private sector, and other industry leaders.

## ENGAGEMENT ROLES

To surface useful input during the innovation process, urban officials need to determine the role people can play and how their input will be solicited, integrated and acted upon. The more targeted and well-defined the engagement process, the greater the likelihood of actionable input from people and stakeholder groups. In the below we briefly describe four engagement roles to help public entrepreneurs in cities consider how best to tap into the diverse expertise distributed among people outside of government.

**Commenting:** Individuals and/or groups are given opportunities to share their opinions, priorities and preferences.

For example, using a discussion platform to solicit complaints or experiences among residents to help prioritize problem areas.

**Co-creating:** Individuals and/or groups are asked to apply their skills and creativity to the different phases of the innovation cycle with the problem-solving team.

For example, a sector-specific hackathon wherein people seek to leverage datasets to create new solutions to public problems.

**Reviewing:** Individuals and/or groups are asked to review approaches or initiatives in a more targeted manner – including assessing and evaluating proposals and/or interventions.

For example, online or offline engagements allowing people to “upvote” or “downvote” specific proposals or ideas, or using annotation platforms to leave suggestions.

**Reporting:** In the Reporting role, individuals and/or groups are asked to contribute data and facts to inform problem definitions, solution plans, and evaluations.

For example, a crowdsourcing platform for citizens to collect incidences of local issues like graffiti or potholes for government officials to address.

MATRIX OF PEOPLE ENGAGEMENT

Worksheet - 1/4

COLLABORATION TYPES      CO-CREATE      REVIEW      COMMENT      REPORT

	DEFINE		
	Problem Identification	Problem Definition	Problem Prioritization
Residents			
Domain Experts			
Non-Governmental Organizations			
Community-Based Organizations			
Area Business Owners			
Anchor Institutions			
Municipal Government Administration			
Resource Partners			

MATRIX OF PEOPLE ENGAGEMENT

Worksheet - 2/4

	COLLABORATION TYPES			REPORT
	CO-CREATE	REVIEW	COMMENT	
	IDEATE			
	Expertise Mapping	Data-Driven Insights	Idea Prioritization	
Residents				
Domain Experts				
Non-Governmental Organizations				
Community-Based Organizations				
Area Business Owners				
Anchor Institutions				
Municipal Government Administration				
Resource Partners				

MATRIX OF PEOPLE ENGAGEMENT

Worksheet - 3/4

	COLLABORATION TYPES			REVIEW	COMMENT	REPORT
	EXPERIMENT					
	Agile Development	User Testing	Impact Evaluation			
Residents						
Domain Experts						
Non-Governmental Organizations						
Community-Based Organizations						
Area Business Owners						
Anchor Institutions						
Municipal Government Administration						
Resource Partners						



MATRIX OF PEOPLE ENGAGEMENT

Worksheet - 4/4

	COLLABORATION TYPES				REPORT
	CO-CREATE	REVIEW	COMMENT		
	EXPAND			Replicate Results	
	Course Correction	Transfer Learning			
Residents					
Domain Experts					
Non-Governmental Organizations					
Community-Based Organizations					
Area Business Owners					
Anchor Institutions					
Municipal Government Administration					
Resource Partners					

PEOPLE-LED INNOVATION  
MATRIX OF PEOPLE ENGAGEMENT

COLLABORATION TYPES	DEFINE			IDEATE			EXPERIMENT			EXPAND		
	Problem Identification	Problem Definition	Problem Prioritization	Expertise Mapping	Data-Driven Insights	Idea Prioritization	Agile Development	User Testing	Impact Evaluation	Course Correction	Transfer Learning	Replicate Results
	CC	CO	RV	RP	CC	CO	RV	RP	CC	CO	RV	RP
	CREATE	COMMENT	REVIEW	REPORT	CREATE	COMMENT	REVIEW	REPORT	CREATE	COMMENT	REVIEW	REPORT
Residents												
Domain Experts												
Non-Governmental Organizations												
Community-Based Organizations												
Area Business Owners												
Anchor Institutions												
Municipal Government Administration												
Resource Partners												