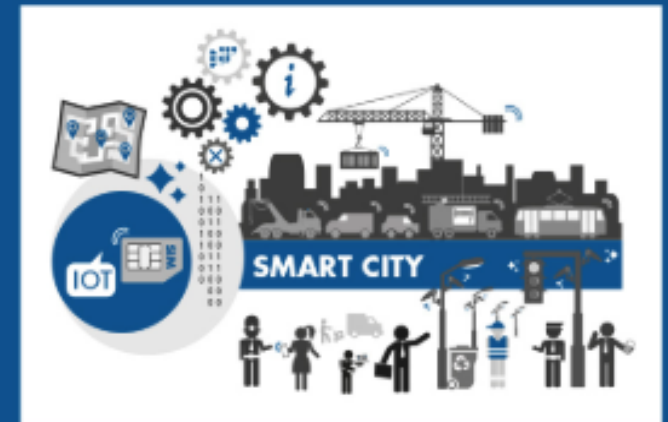


# Smart Services

---

# Smart Business



# Smart Services

---

- Services aimed at **anticipating customer problems and needs**, thanks to the use of ICT that facilitate the acquisition and processing of information
- The goal is to provide proposals for intervention, action, resolution in less time and with less effort and cost
- Three fundamental elements :
  - Artificial Intelligence
  - Connectivity
  - Co-creation of value by the customer

# Smart Services Benefits

---

- **Reduce the costs**, incurred by the customer and the supplier, thanks to the reduction of human intervention during the supply process
- **Increase market volumes**, as a result of greater accessibility to the service for customers
- **Increase the degree of innovation**, thanks to the modular architecture underlying smart services, to facilitate the development of further services and solutions by emerging players

# Smart Services Classification

		RUOLO DEL SERVICE PROVIDER	
		ATTIVO	PASSIVO
RUOLO DEL CLIENTE	ATTIVO	<b>1) HIGH TOUCH SERVICE - H2H</b> <i>fornitura di un'interazione quasi-umana, tecnologia abilita relazioni a distanza</i>	<b>2) SELF SERVICE - H2M</b> <i>autonomia del cliente nella richiesta e nella fruizione del servizio</i>
	PASSIVO	<b>3) SUPER SERVICE - H2M</b> <i>cliente non "disturbato" nella fornitura del servizio</i>	<b>4) HIGH TECH SERVICE - M2M</b> <i>monitoraggio e controllo remoto, nessun intervento umano</i>

# High Touch Service – Human to Human (H2H)

---

- Both the customer and the service provider have an active role
- Technology does not replace humans but enables remote interactions
- The purpose is the co-creation of value between customer and provider

Eg., Telemedicine (ubiquitous Healthcare), remote system diagnostics, Indoor.Ninja

# Self-Service – Human to Machine (H2M)

---

- The active role rests solely with the customer and the technology offers a self-service process
- The customer, thanks to the interface made available by the provider or its service network (e.g., app), can interface with the technology and carry out operations independently

E.g., self-diagnosis tool present in professional photocopiers, free floating car-sharing (Car2Go, Enjoy)

# Super-Service – Human to Machine (H2M)

---

- The service is provided on behalf of the customer, who has a passive role
- The value is created without involving and disturbing the customer, who thus obtains a "super-service"

E.g., administration services, upgrades and bugfixes provided by the staff of a remote center who updates drivers, performs patches and launches executables on servers, operating systems and computers



# High Tech Service – Machine to Machine (M2M)

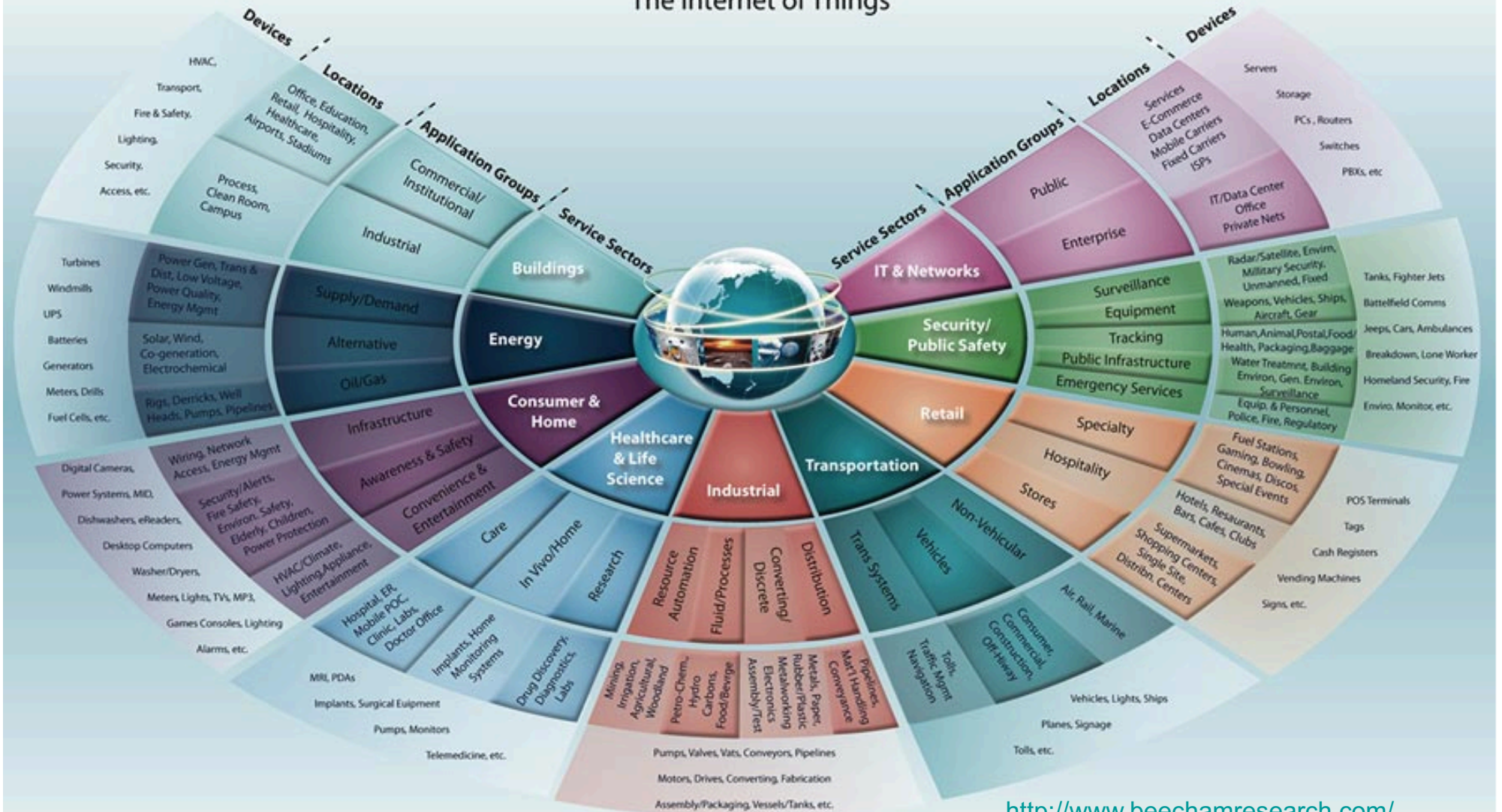
---

- Technology replaces and automates the entire value creation process
- Customer and service provider have a passive role

E.g., remote control, condition monitoring and diagnostics of aeronautical and industrial turbines (Rolls Royce, GE), thermoregulation of a building or a home

# M2M map

**M2M World of Connected Services**  
The Internet of Things



# Smart services for Smart cities

## APPLICAZIONI E SERVIZI

MOBILITÀ



SCUOLA

TURISMO



GOVERNMENT

SANITÀ



## SERVICE DELIVERY PLATFORM

Big Data

Open Data

App store urbano

Identità digitale

Piattaforma pagamenti

*Interoperabilità e multicanalità*

## SENSORISTICA



## INFRASTRUTTURA

BROADBAND



TRASPORTO



ENERGIA



AMBIENTE

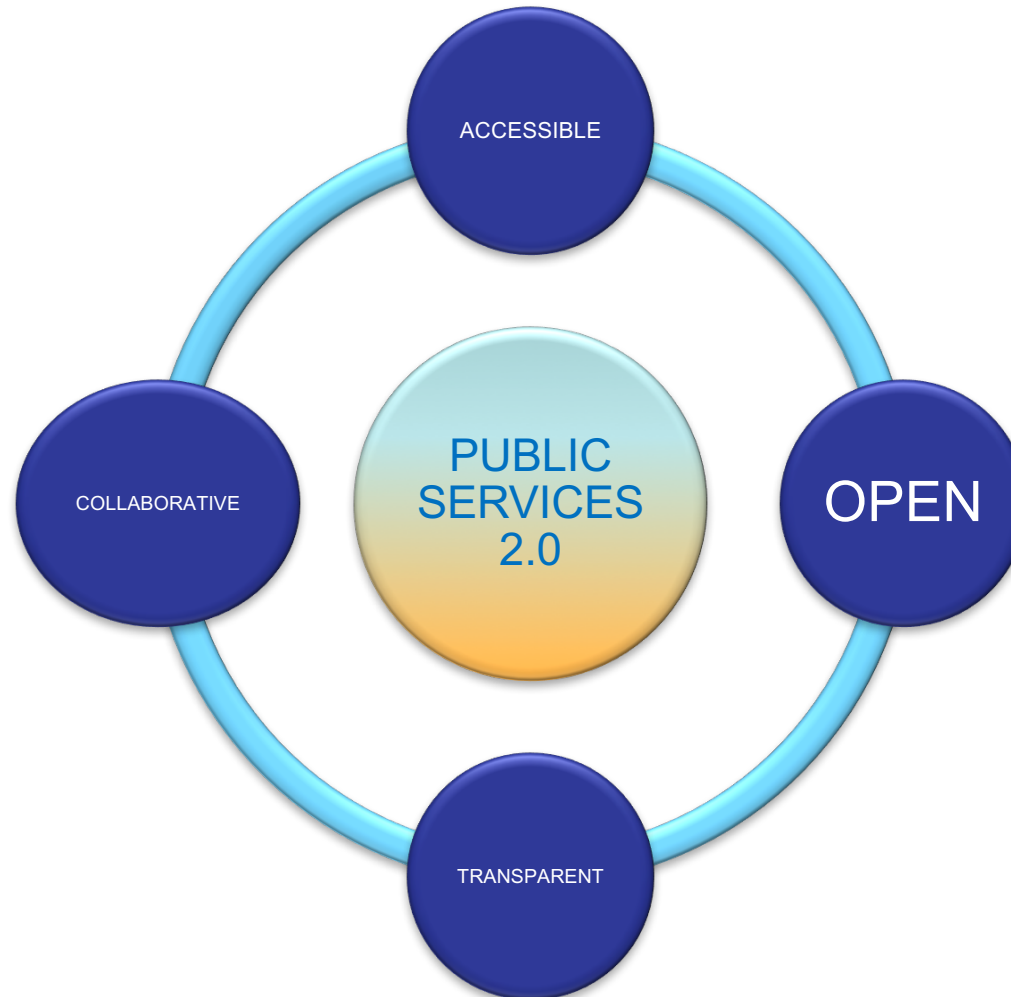


# Towards Public Administration 4.0



# Social Media and Public Services

- Social Media bring innovation to services thanks to models of **cooperation** and **participation**
- Citizens are increasingly involved and participate from the design stage, they also play the role of investors and (content) suppliers



# Public service 2.0

---

**Public service 2.0**, or *User-Generated Government*, new frontier of e-government services, based on user participation, and on the publication and sharing of knowledge between citizens and public administrations, as a primary value of public services

(Leadbeater 2008; Osimo 2009)

# Policy Making 2.0

---

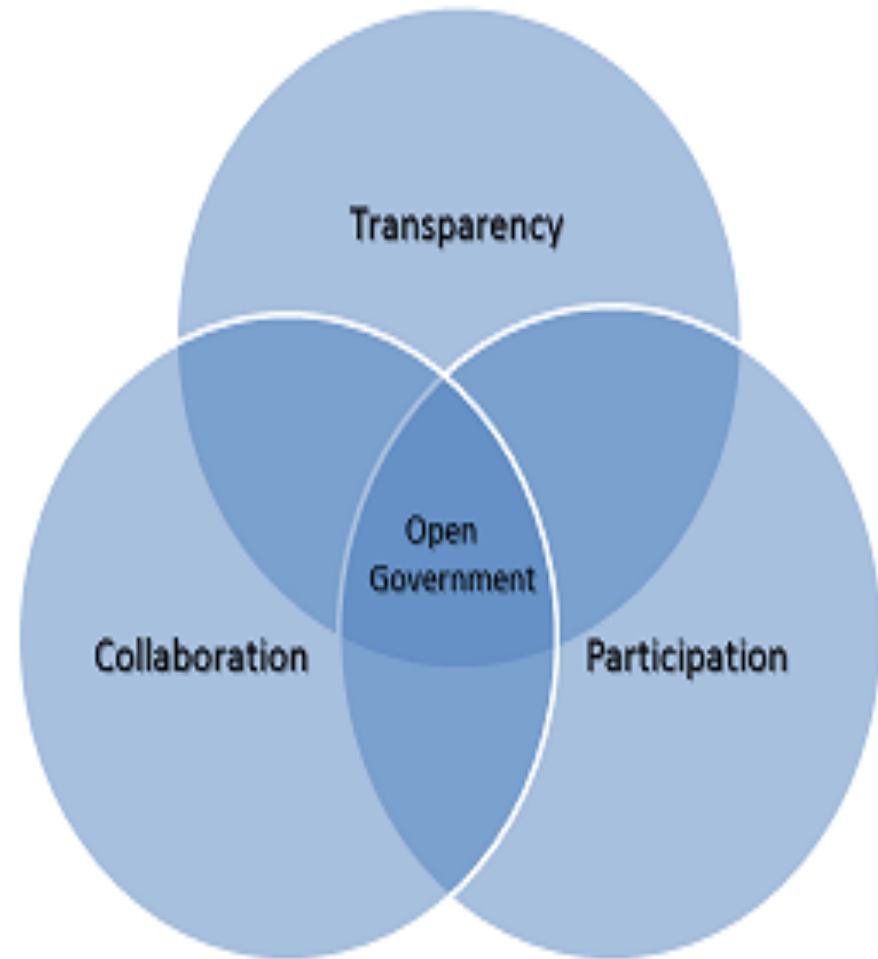
- Values:

- Open to external contributions by default and from the initial phase
- Act as a platform and facilitate horizontal collaboration between participants
- Systemic approach: the human being is not a rational and predictable automaton, instability and unknown are rules and not an exception
- Permanent beta policy: do not plan rigidly but monitor in real-time, anticipate possible future scenarios, iterate

- ▶ Tools:

- ▶ Big data and sensors (IoT)
- ▶ Crowdsourcing
- ▶ Modeling and simulation
- ▶ Open data
- ▶ Opinion mining
- ▶ Social nets
- ▶ Serious gaming
- ▶ Visualizations

# Open Government





# Open government, definition

---

*“An open and transparent administration is part of the political agenda. It aims to provide **open access** to (non-sensitive) public sector information and data for both citizens and businesses; citizens will thus be able to thoroughly analyze the “unfiltered” data (by the administrations) and draw their own conclusions; companies will be able to use public resources, hitherto hidden, for commercial purposes (to create new commercial services).” (OECD, 2010)*

# Open Government

---

- Web 2.0-based election campaign of Obama 2008
- Push towards open source and open data  
Memorandum & Open Gov Directive, 2009:

## *“Government as a platform”*

*" As far as possible and subject to valid restrictions only, **agencies must publish information online using an open format** that can be retrieved, subject to download actions, indexed and searched through the most commonly used web search applications.*

*By open format we mean a format independent of the platform, readable by the computer and made available to the public without preventing the reuse of the information conveyed”*

# Open Data

---

- Model or philosophy that enable PA data and information "open" and accessible online
- Decalogue of the OD:
  - Complete, primary, timely, accessible, computer readable, non-proprietary, license-free, reusable, searchable, permanent



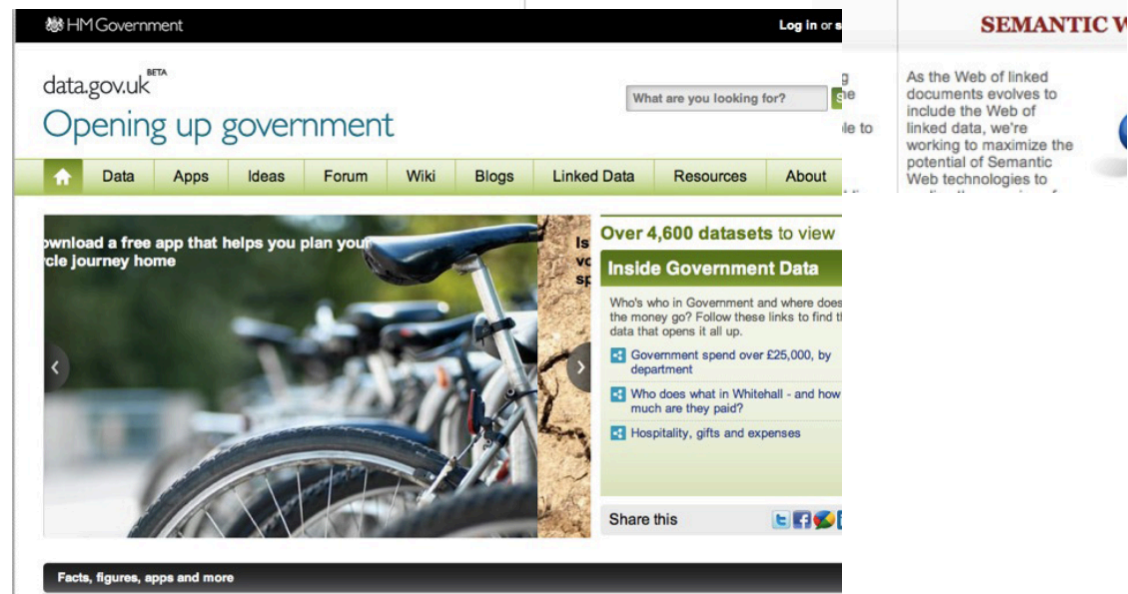
# Some OpenGov initiatives

## USA

- [Data.gov](http://Data.gov)
- [WhiteHouse.gov](http://WhiteHouse.gov)
- [USASpending.gov](http://USASpending.gov)
- IT Dashboard
  - Treemap
- [Recovery.gov](http://Recovery.gov)
- [eRulemaking](http://eRulemaking)
- [Dep of Labor](http://Dep of Labor)

## UK

- <http://data.gov.uk/>
- [The World Bank](http://The World Bank)



# Data Collection and Analysis

regulations.gov  
Your Voice in Federal Decision-Making

Home Help Resources Feedback and Questions

## Document Details

### Oil and Gas: Well Stimulation, Including Hydraulic Fracturing, on Federal and Indian Lands

Document ID: BLM-2012-0001-0001 Document Type: Proposed Rule  
Docket ID: BLM-2012-0001 RIN: 1004-AE26

Topics: Administrative Practices and Procedures, Government Contracts, Indian Lands, Mineral Royalties, Oil and Gas Exploration, Penalties, Public Lands-Mineral Resources, Reporting and Recordkeeping Requirements

View Document: PDF HTML

+ More

[Federal Register Volume 77, Number 92 (Friday, May 11, 2012)]  
[Proposed Rules]  
[Pages 27691-27711]  
From the Federal Register Online via the Government Printing Office [http://www.gpo.gov] [FR Doc No: 2012-11384]

## DiscoverText

our solution industries customers data pricing new

### Government Solutions

An invaluable tool for state and federal agencies to handle large numbers of documents. Our electronic discovery tools help agencies to respond to legal exigencies. DiscoverText delivers key features for eDiscovery, FOIA and public comment response at a lower cost.

#### Identify data from multiple sources

- Federal Docket Management System Archives
- Import Plain text, Word, Excel, HTML, and PDF
- Emails from Exchange servers and Outlook files
- Public comments from YouTube and Ideascale
- News feeds and comments
- Facebook & Twitter feeds
- Blog and wiki content
- XML documents
- RSS feeds
- Instant messaging archives
- Microsoft SharePoint and IBM Lotus Notes
- Accounting databases

No software to install as our cloud-based application is securely hosted for you

Try DiscoverText Free for 14 days  
No obligation and no credit card required

Sign up

*Come analizzare  
100.000 commenti?*

Text analysis  
tools

*"the new geometry of te.*

sign up free Try free for 14 days  
1-800-936-1



# Crowdsourcing: what to do with the data?

The image shows the homepage of Challenge.gov, a platform for crowdsourcing government challenges. The header features the Challenge.gov logo with the tagline "Government Challenges, Your Solutions" and a "FOLLOW US ON Twitter" button. Navigation tabs include "HOME" and "FIND CHALLENGES". A search bar contains the text "e.g.: 'Apps' or 'Health'" and a "Search" button. A central banner states "Challenge.gov is a place where the public and government can solve problems together." with a "Sign Up and Participate" button and a "Learn More" link. Below the banner, there are sections for "Featured Challenges" (with a carousel of 5 items, the first being "Apps for Communities") and "BROWSE GOVERNMENT CHALLENGES" with a "Categories" list.

**Challenge.gov**  
Government Challenges, Your Solutions

FOLLOW US ON **Twitter**

HOME FIND CHALLENGES

Q e.g.: "Apps" or "Health" Search

Challenge.gov is a place where the public and government can solve problems together.

Sign Up and Participate or [Learn More](#)

**Featured Challenges** 1 2 3 4 5

**Apps for Communities**  
Created by Federal Communications Commission  
Making local public information more personalized, usable, and actionable for all Americans.  
[View details](#) →

**BROWSE GOVERNMENT CHALLENGES**

**Categories**

- Defense (11)
- Economy (3)
- Education (13)
- Energy & Environment (18)

# Policy evaluation



€282.7 billion in payments to 23016285 recipients, including lots of fresh payments from 2013

e.g. [Nestle](#) or [Windsor](#)

[Countries](#) [FAQ](#) 

## EU Farm subsidies for Italy, All years

These pages list farm subsidy payments made in Italy as published directly by the government of Italy or sourced via freedom of information requests. Italy is **23rd** in our [transparency index](#) which measures how good governments are at opening up their data to the general public.

Show subsidies for All Years [2002](#) [2003](#) [2004](#) [2005](#) [2006](#) [2007](#) [2008](#) [2009](#) [2010](#) [2011](#) [2012](#) [2013](#)

### Top recipients

Recipient name	Amount
<a href="#">ITALIA ZUCCHERI SPA</a>	€139,754,719
<a href="#">ERIDANIA SADAM SPA</a>	€125,262,919



### Transparency rating

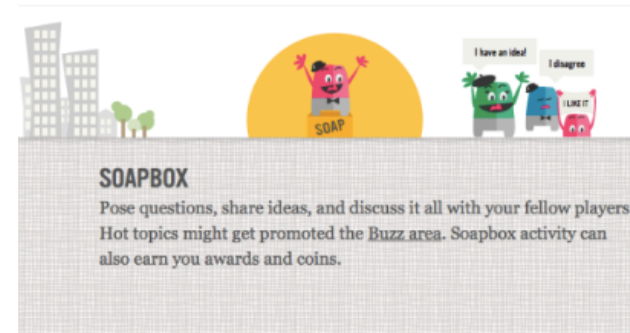
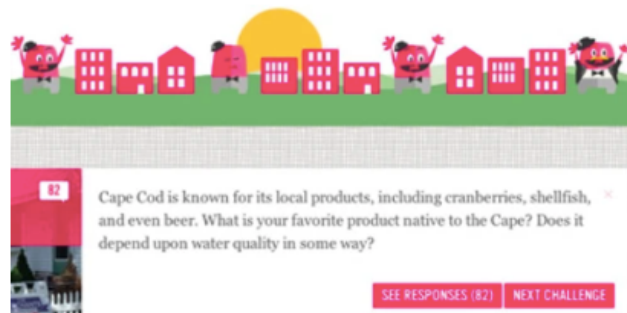
The transparency rating for Italy is **35%** (23rd overall)

[Compare countries.](#)

# Simulation and gamification for civic engagement

## Community PlanIt

Community PlanIt is an online game platform that fosters deliberation and civic participation in planning processes to engage as wide and diverse a group of stakeholders as possible. Community PlanIt not only facilitates trust-building between citizens and organizations, but is itself a powerful data collection tool that allows users to meaningfully analyze community input and truly engage the public in the planning process.



### CHALLENGE

Within a series of time-limited missions, players compete with each other to earn influence in their community to fund local projects. At the same time, they learn about key issues related to the topic of the engagement process, connect with each other, and suggest solutions to problems. Each game culminates in a face-to-face community event, where players meet with each



# Civic Hacking: MySociety

mysociety.org



Help us to make more useful things.  
[Donate to mySociety](#)

[Home](#) | [Projects](#) | [Hire us](#) | [Get involved](#) | [Blog](#) | [About us](#)

Search



**Hello! We are mySociety – we run most of the UK's best known democracy websites.**

Using our services, **200,000** people have [written to their MP](#) for the first time, over **65,000** potholes and other broken things [have been fixed](#), over **120,000** people get emailed about [things that happen in Parliament](#), and at least **77** tiny hats have been [knitted for charity](#).

[View all our projects »](#)

## Get involved

mySociety is built on volunteers; from simple things, like playing a game to help us make sense of video from the House of Commons, or reporting a broken paving slab, to building a new service with our data or helping us look after one of our websites.

Or just joining our discussion groups and telling us how to make stuff better.

[See what you could do »](#)

## Hire us

If you work in the public, private or third sector, and are trying to adapt to the new world of citizens empowering themselves through the internet, mySociety can help you by building sites, consulting, or helping you to make plans.

We've worked for No10, the BBC, and Google, and we'd love to work for you.

[Find out more »](#)

# Civic Hacking: Santander City Brain

The screenshot displays the Santander City Brain website. At the top left is the 'SANTANDER CityBrain' logo. At the top right are links for 'Idioma', 'Pásalo', and 'Ayuda', and the Santander Ayuntamiento logo. A dark blue navigation bar contains a home icon, 'Ideas', 'Comunidad', and 'Nosotros', along with a search bar. A yellow button with a lightbulb icon says 'Comparte tu idea'. Below this is the section 'Buscar Ideas por categoría' with a 'Saber más' link. The categories are arranged in a grid:

Categoría	Icono	Contador
Gestión Energética		7
Medio ambiente		11
Transporte y Tráfico		39
Urbanismo y Edificación		12
Economía y Empleo		6
Participación Ciudadana		12
Gobierno y Transparencia		2
Emergencias y seguridad		10
Tecnología e innovación		18
Ocio y Cultura		12
Juventud y Deportes		4
Turismo y Proyección Exterior		11

# ... and in Italy?

---

- Manifesto for the Open Gov, guidelines defined by Ass. OG 2010
- Italian Open Data Licence (IODL) v1.0
- LineaAmica (<http://www.lineaamica.gov.it/>)
- MiaPA, mobile app
- dati.piemonte.it, 1st Italian PA site with open data
- In September 2011 the 1st Apps4Italy contest opens
- The compass of transparency of Italian PA sites <http://www.magellanopa.it/bussola/>
- Smart city: <http://info.sii-mobility.org/>
- OpenMunicipio: <http://senigallia.openmunicipio.it/>

# Dati.piemonte.it

REGIONE PIEMONTE dati.piemonte.it Beta 2.1.0

Commercio (43) Viabilità (110) Trasporti (200) Agricoltura (117) Biblioteche (78) Turismo (230) Farmacie (90) Scuola (120) Librerie (205) Vincoli (23) Esercizi (23) Imprese (23) Istituzioni (22) Naturale (16) Patrimonio (18) Presenze (20) Rivendita (23) Scuola (14) Scuole (14) Turismo (34) Viabilità (15)

i comuni LIBERANO I DATI

Home Forum Dati RDF data Blog Eventi Normativa Casi d'uso Statistiche FAQ Contattaci Area riservata Open Team

my Open Data

→ *lega il tuo profilo social network preferito a dati.piemonte.it*

Quale dato stai cercando?  
Inserisci il/i termine/i di ricerca

cerca

ricerca avanzata

## Parole chiave piú frequenti

Alberghiero (19) aree (24) **Atti (34)** bandi (15)  
Commercio (25) consiglio comunale (23)  
delibere (24) Esercizi (23)  
Esercizi commerciali (24) giunta comunale (18)  
Imprese (23) istituzioni (22) naturale (16)  
patrimonio (18) presenze (20) Rivendita (23)  
Scuola (14) Scuole (14) **Turismo (34)** Viabilità (15)

## Blog

### ● Musei e beni architettonici del Piemonte in modalità open data

Disponibili in modalità open data i dati su attrattive turistiche del Piemonte censite dal portale [www.piemonteitalia.it](http://www.piemonteitalia.it). Si possono da oggi scaricare da questo portale, in forma...

### ● Digital Experience Festival a Torino

Dal 25 maggio al 2 giugno si svolge a Torino.

Iniziativa continua

**anci**  
Piemonte  
Associazione Nazionale  
Comuni Italiani

dati.piemonte per i Comuni  
iniziativa in corso con ANCI Piemonte

NOVARA  
VERCELLI  
TORINO

# Open data Italia

---

- [Dati.gov.it](http://dati.gov.it)
- [Dati.veneto.it](http://dati.veneto.it)
- [Dati.lombardia.it](http://dati.lombardia.it)
- [Regione Sicilia](http://regione.sicilia.it)
- [Comune Cesena, incidenti](http://comune.cesena.it)
  
- Apps4Italy 2012, winning applications:
- <http://www.openparlamento.it/>
- <http://www.lodlive.it/>
- <http://www.bikedistrict.org/>
- <https://play.google.com/store/apps/details?id=it.nealogic.parisponde>
- [Il giro della nera a Milano \(2010\)](http://www.girodella.com)

# Opinion mining: collect and select good ideas (Ideascale)

## Ideario per Cagliari

### Come funziona?



Gli utenti inviano le loro idee.



La nostra comunità discute e vota le idee.



Le idee più votate salgono in cima alla lista.

### Benvenuti all'Ideario per Cagliari

In questa comunità puoi **scrivere** idee, **votare** idee esistenti, oppure **aggiungere commenti**.

- Per **inviare** una nuova idea, clicca sul pulsante giallo qui sotto. Puoi scegliere un titolo ed una categoria per la tua idea.
- Puoi anche aggiungere dei **tag** all'idea.
- Per **votare** un'idea, semplicemente clicca sui tasti "pollice su", pollice giù a sinistra della descrizione di ogni idea

Per i nuovi ideatori c'è anche un [Vademecum](#) con suggerimenti per come scrivere le vostre idee. Si suggerisce inoltre di leggere il [Regolamento e i termini di utilizzo](#).

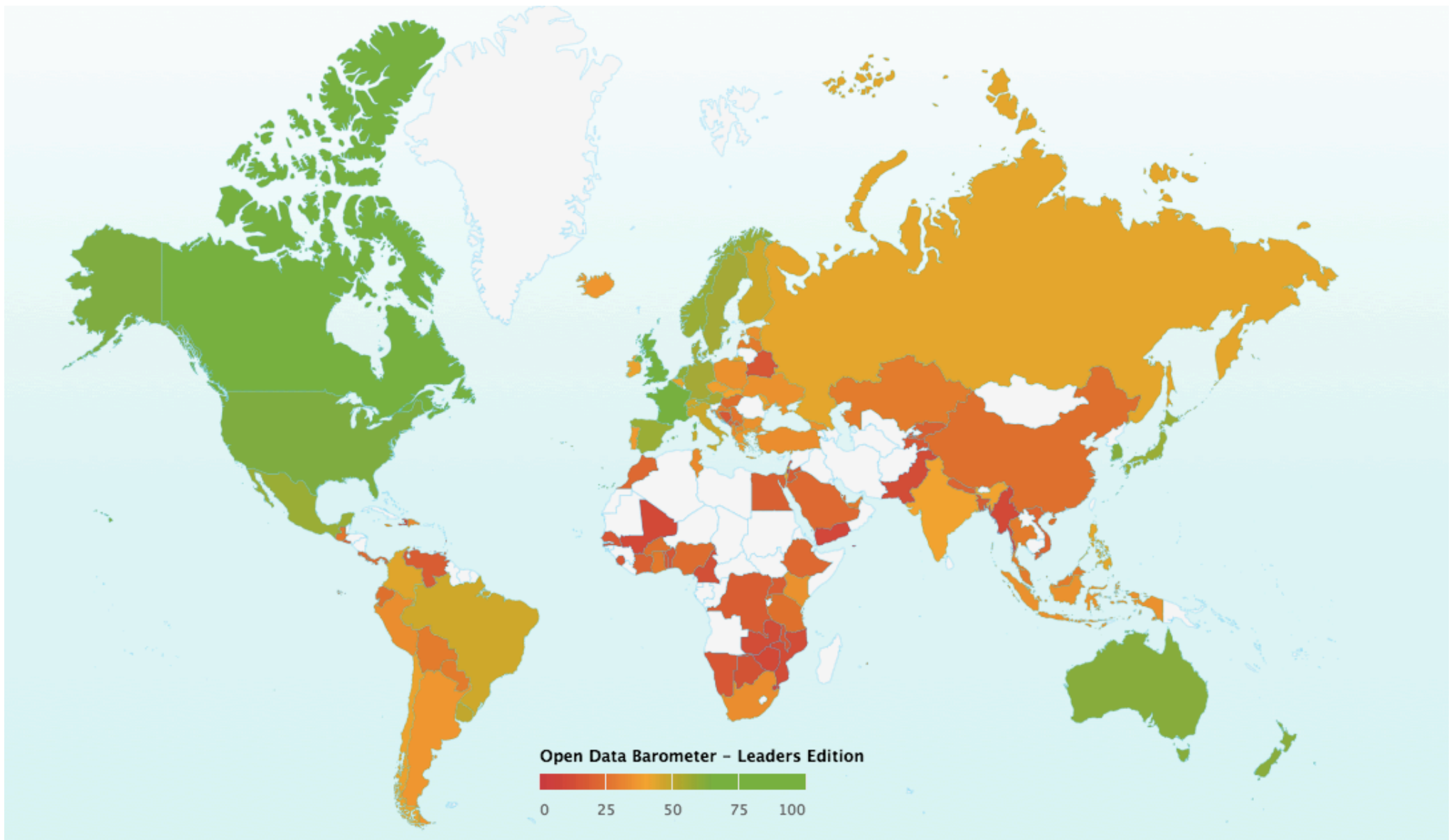
Le categorie presenti sono principalmente tratte dal [programma di Massimo Zedda](#) più alcune altre. Se volete altre categorie, scrivete un'idea su questo!

**Nota importante:** l'ideario per cagliari è un'iniziativa dal basso, nata per creare partecipazione sulla nostra città dopo l'elezione del nuovo sindaco, Massimo Zedda. L'ideario non appartiene ad un partito, né al Comune di Cagliari, né allo staff di Massimo Zedda. Questi soggetti pertanto non hanno alcuna responsabilità sui contenuti dell'Ideario stesso.

Per ulteriori informazioni potete scrivere a [ideariocagliari@gmail.com](mailto:ideariocagliari@gmail.com)

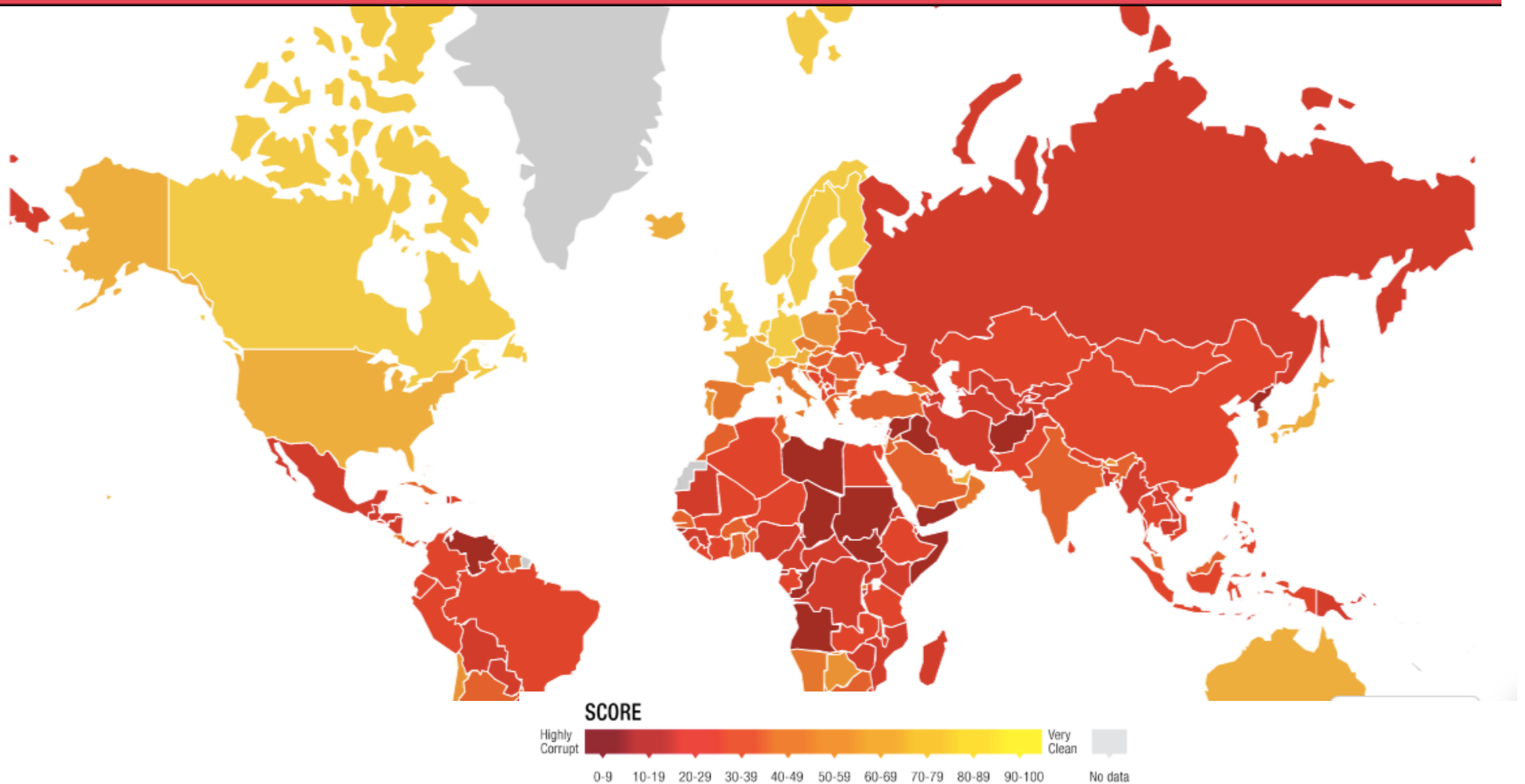
[Invia una Nuova Idea](#)

# Open Data Barometer



# Corruption Perception Index

## CORRUPTION PERCEPTIONS INDEX 2018





Partner involvement

Customer involvement

Shared Facilities

In-licensing

Open Science

Co-patenting

Spin-off

Business Ecosystems

Collaborative Innovation

Co-engineering

Co-learning

Spin-out

Out-licensing

Co-Design

National Innovation Systems

FieldLabs

Open Innovation-based Business Models

Open Business Models

Open Business

Co-marketing

Co-branding

Co-production

# The Innovation Paths

Co-working spaces

Crowdsourcing

Collective Intelligence

Crowdfunding

Smart Cities

Open Data

Co-Creation

Co-Creation Labs

Open Source

Community

E-participation

# Innovation

---

- Some factors of innovation in services:
  - New models for productivity
  - Knowledge and technology
  - The servitization
  - The participation
  - ...
  - **Corporate reorganization**

# The Evolution of Business Processes

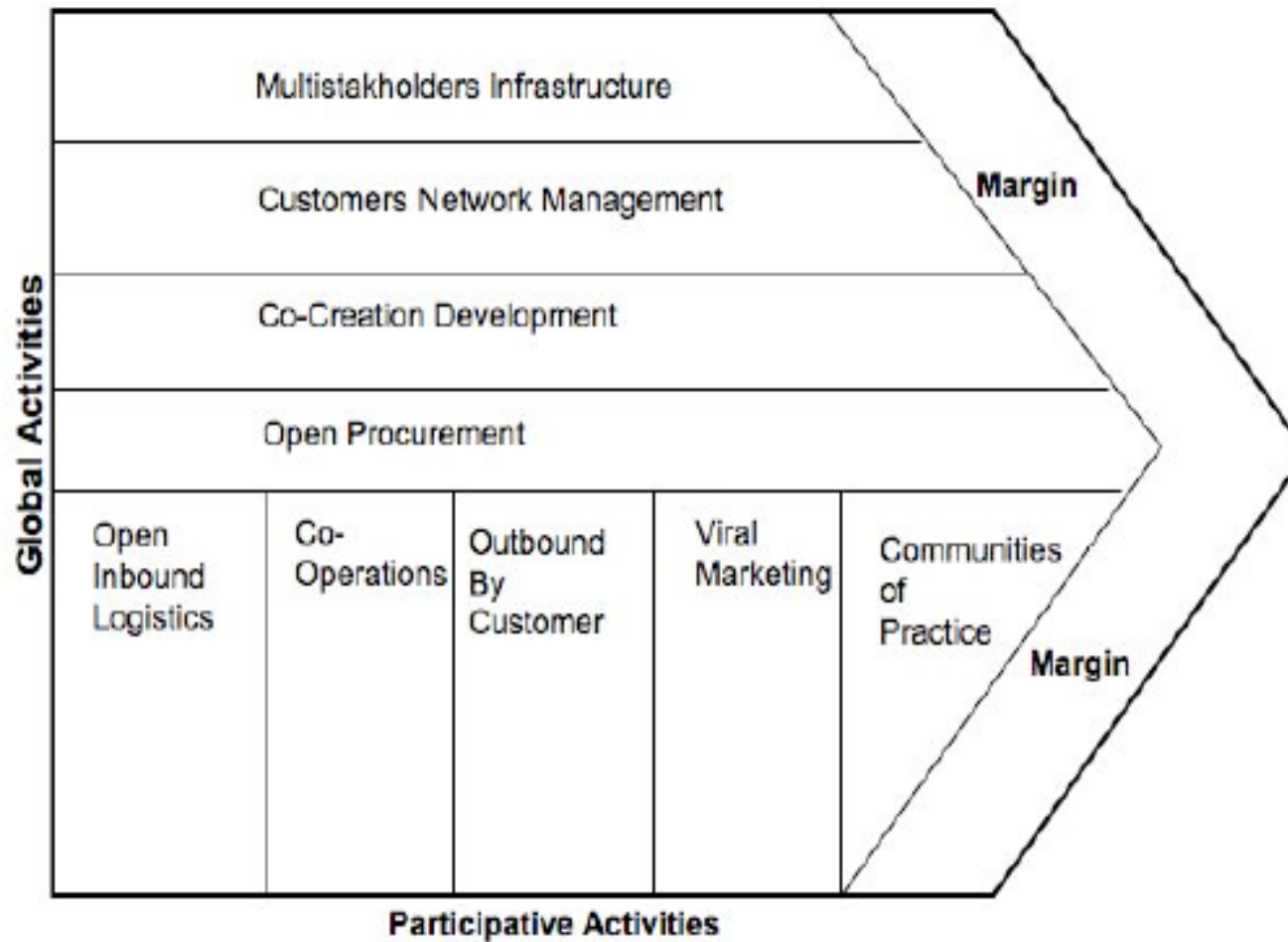
---

Business processes have evolved following the Web 2.0 criteria:

- Incorporating collaborative spaces
- Composing a mix of integration, all interactions and updates are visible and usable in a bidirectional way

Enterprise 2.0 + Open Innovation + Social CRM  
**= Social Business**

# Value Chain 2.0



# Value Chain Evolution (1)

---

## **Participatory activities** instead of primary activities

- **Open Inbound Logistics:**
  - Logistics chain (reception, storage, distribution of raw materials) can be entrusted to the customer or external companies
- **Co-operations:**
  - Client actively participates in the production process (e.g. Wikipedia)
- **Outbound by Customers:**
  - Customer is partially or totally responsible for the shipping activities (e.g. Ebay)
- **Viral:**
  - Viral Marketing Techniques Engage Customer (e.g. Amazon)
- **Communities of Practice:**
  - After-sales services entrusted to CoP

# Value Chain Evolution (2)

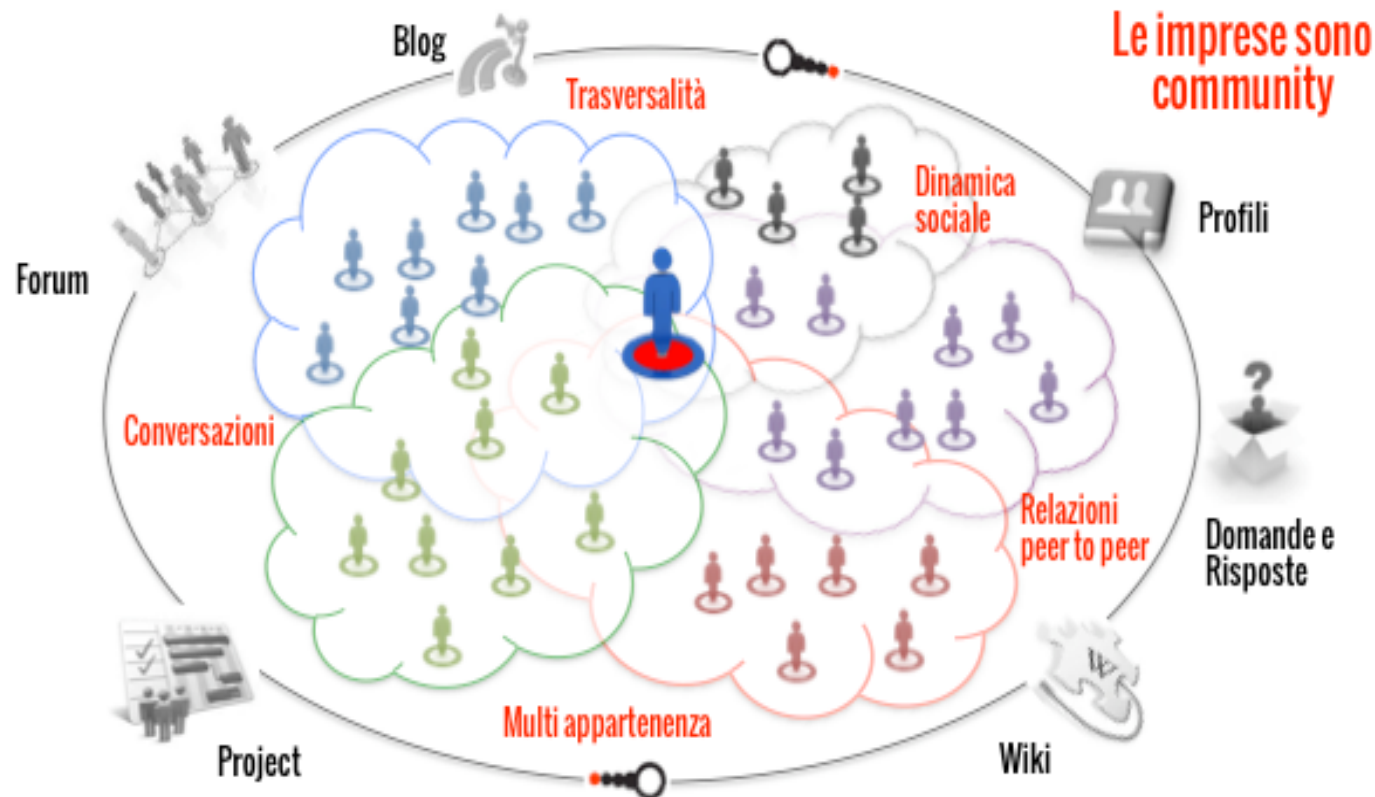
---

## **Global Activities** instead of Support Activities

- Multistakeholders infrastructure:
  - Several connected infrastructures (e.g. Cloud)
- Customer Network Management:
  - HR management extended to the customer network (e.g. LinkedIn)
- Co-creation:
  - R&D integrates customer creativity (e.g. P&G)
- Open Procurement:
  - Customer also involved in the distribution chain (e.g. Amazon)

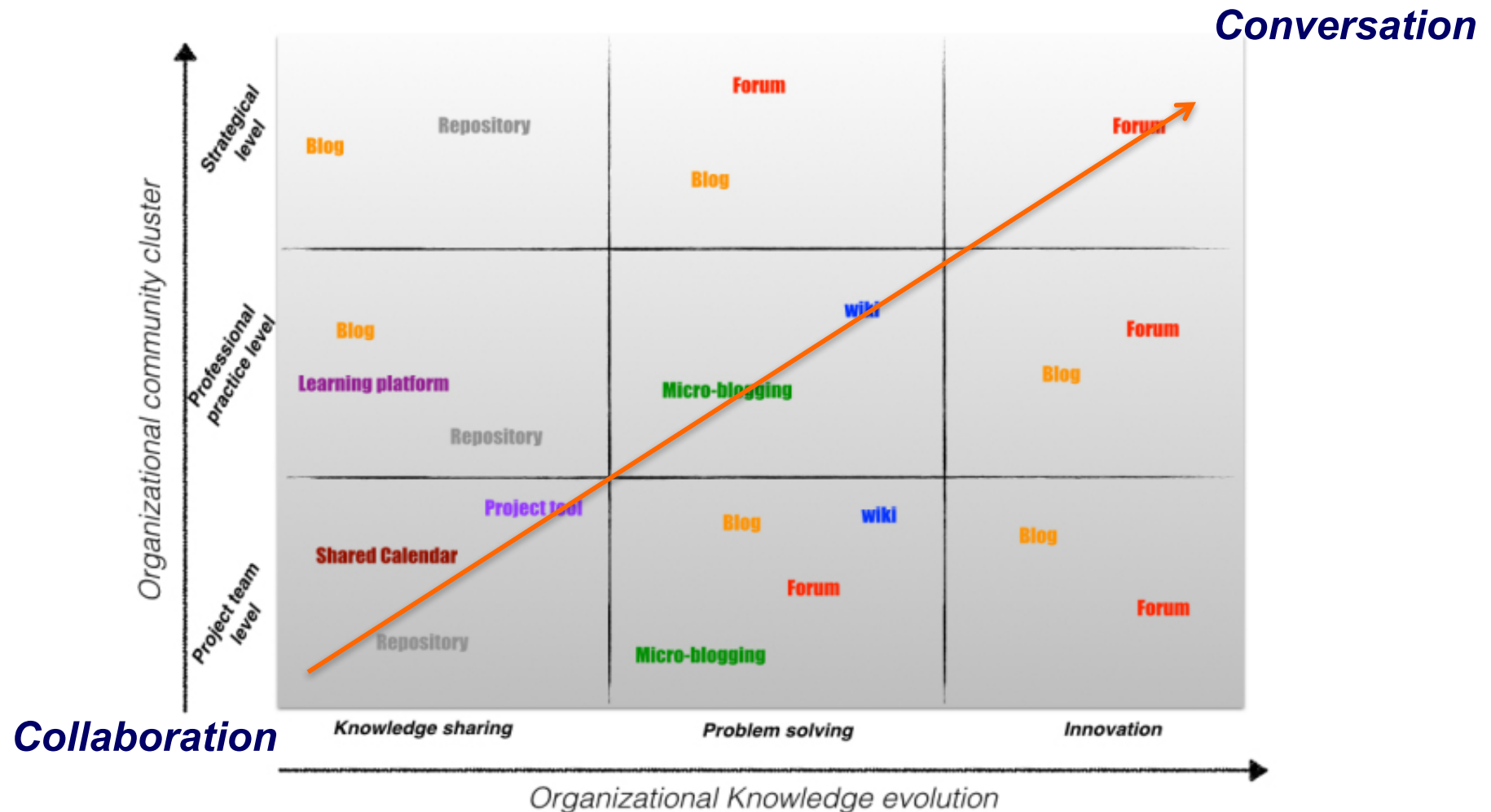
# Social Organization

- Organization is increasingly a network of connections



# Social Organization, tools

*Social organization tools matrix*





# Closed and Open Innovation

---

- **Closed:** the flows of knowledge that go from the idea of new products, design and subsequent production are bound to the boundaries of the company
- **Open:** the efficiency and effectiveness of innovation processes are increased with research **beyond company boundaries** and collaboration with suppliers, competitors and users

# Open Innovation

- Companies choose to no longer and not only rely on internal ideas and resources, but also **on ideas, solutions, tools and technological skills that come from outside**, e.g. from **startups**, universities, research institutes, suppliers, inventors, programmers and consultants



# Open Innovation (2)

---

- The paradigm of open innovation has developed because in recent years it has clearly emerged that closed innovation was no longer sufficient:
  - knowledge and talents travel at an **ever-increasing speed** due to networks and ease of travel
  - the markets, as the case of the Silicon Valley startups shows, have begun to focus on **companies based on completely new and disruptive business models** and approaches compared to the past



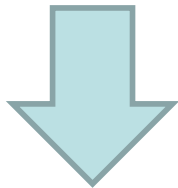
**WIPRO**  
*Applying Thought*

Wipro to open innovation lab in Silicon Valley

*The firm is seeking to build products on automation, artificial intelligence tech in partnership with innovative start-ups*

# From Closed Innovation to Open Innovation

Until the 2000s, innovation it was exclusively in-house process: **total control by the company**



Ideas, projects and technologies present on the market did not meet the expectations



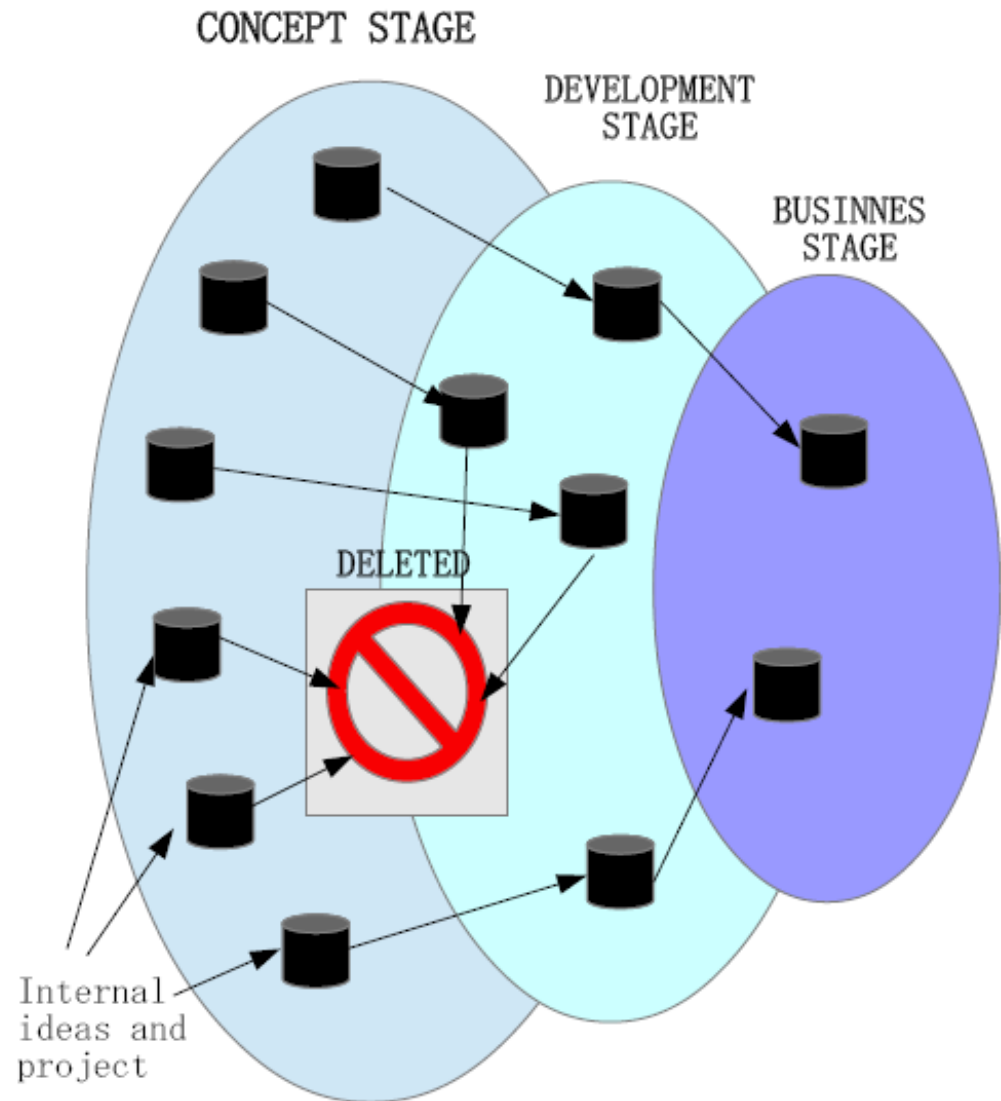
Waste of resources



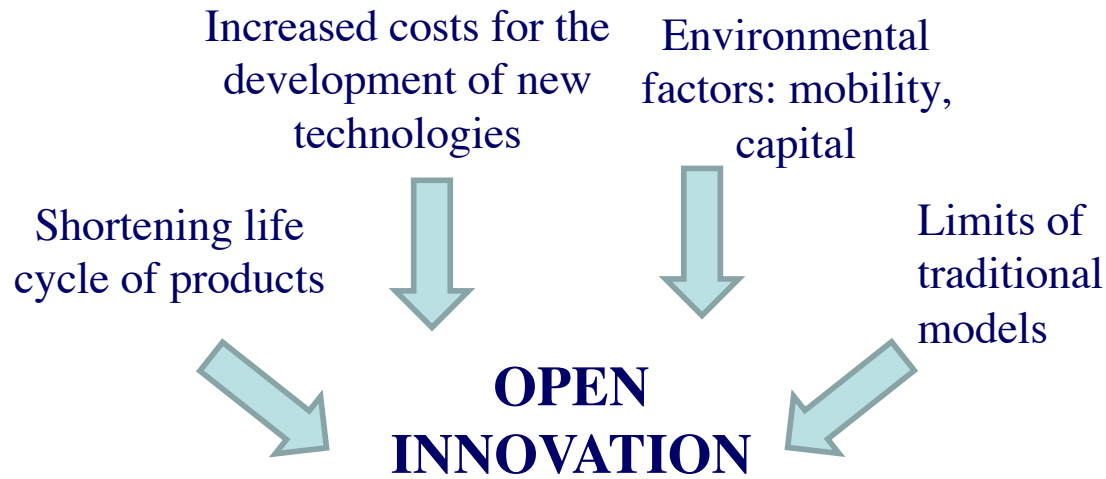
Waste of time



Loss of opportunity

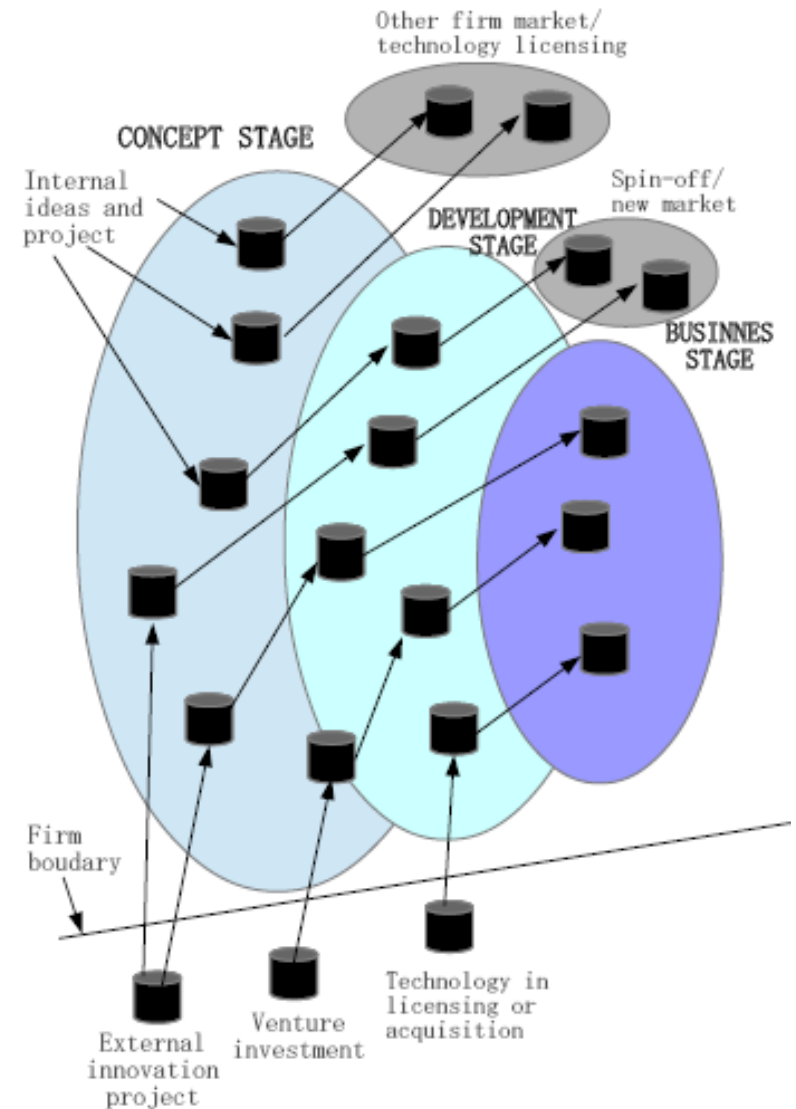


# From Closed Innovation to Open Innovation

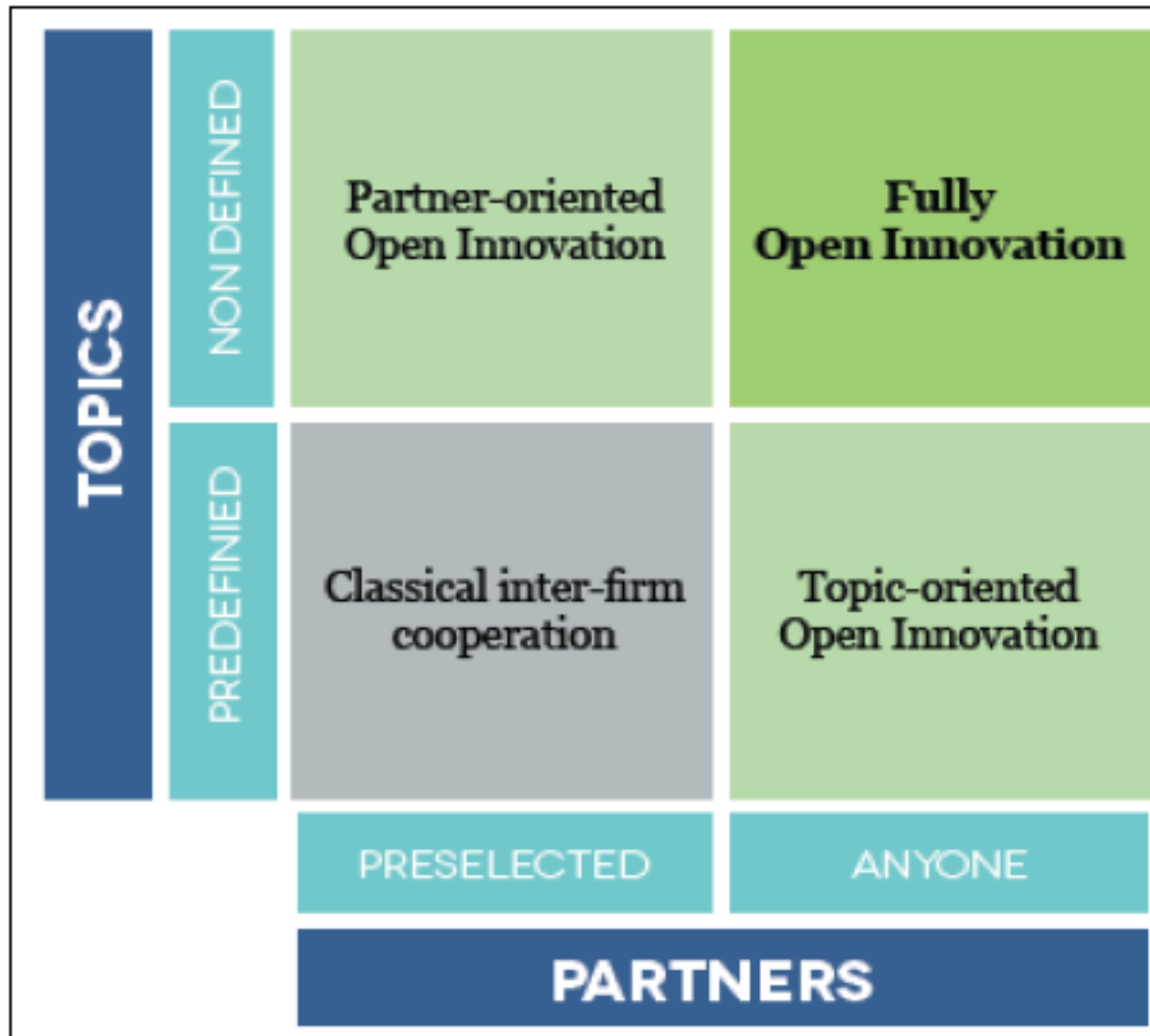


*“The use of purposive inflows and outflows of knowledge to accelerate internal innovation, and to expand the markets for external use of innovation, respectively”*

(Chesbrough et al., Open Innovation: Researching a New Paradigm, 2006)



# OI Typologies



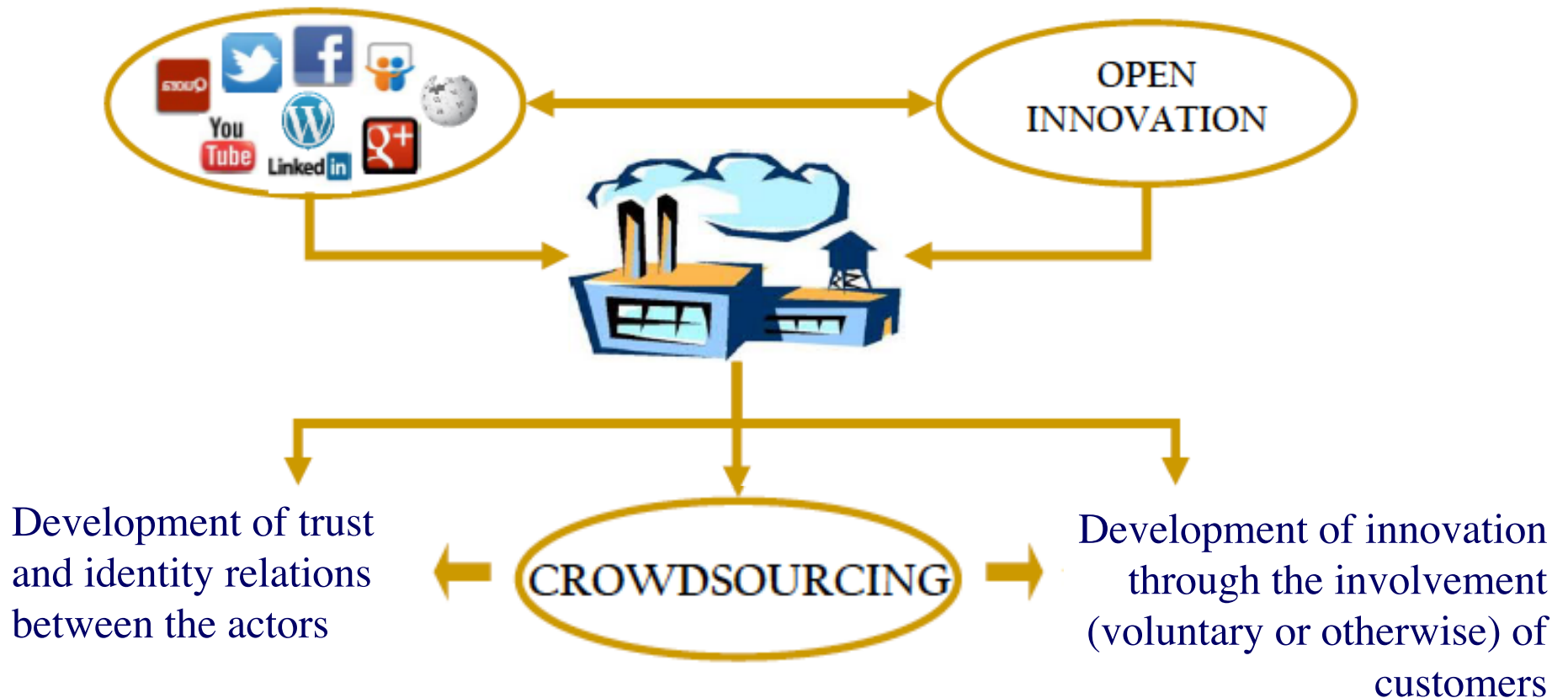
# Open Innovation, 8 steps

---

1. Problem setting
2. Scenarios planning
3. Enabling technologies
4. Complementary assets
5. Alliances
6. Product / service configuration – matrix
7. Value proposition
8. Business Model Innovation

# Social Web & Open Innovation

- The social web allows to activate and develop networks of relationships in which different actors exchange and develop ideas, projects and knowledge





# Crowdsourcing

- Business model in which a company or an institution requires the development of a project, a service or a product, to a distributed group of people, even outside the company
- Outsourcing of a process with social media
- Collective intelligence

## How Crowdsourcing Works in 6 Easy Steps



From <http://www.ebizq.net/blogs/enterprise>

# Open Innovation Companies

---

# Google

- The first rule of innovation for Google is **"Innovation comes from anywhere"**, Encourage exchanges with other startups, some of which are acquired directly or funded through Google Ventures
- **Google Home** was produced in Korea with the collaboration of other companies



# Samsung

---

- Samsung has opened several open innovation centers, including one in Silicon Valley, to create collaborations with startups
- Launched various contests to find ideas for IoT products





IDEAS

# Lego

- Lego activates its users through the site [Create and Share](#), and [Lego Ideas](#)
- Create and Share allows members of the Lego community to share their Lego designs and images,
- Ideas aims to release new products



# Who did not believe in the OI

---

Striking cases that have missed the appointment with open innovation and have failed:

- **Kodak** had an employee at home who invented the first digital camera and told him not to talk about it
- **Sony** launched the first e-book reader, but **Amazon** prevailed with its Kindle, although it came second in order of time, because it was able to take greater account of the ecosystem that surrounded it