

IBM's Smarter Cities Challenge

Eindhoven

Summary report

The City of Eindhoven is one of 100 cities that will earn a grant from IBM as part of the company's philanthropic efforts to build a Smarter Planet®. IBM's Smarter Cities® Challenge aims to contribute to the improvement of high-potential cities around the world.

The City of Eindhoven is at a turning point with respect to public safety. Its crime rates are falling, it has dropped off the list of top five least-safe cities in the Netherlands, and a major reorganization of the public safety department is taking shape. On a broader scale, the Eindhoven region has been recognized as the 2011 "Intelligent Community of the Year" and identifies itself as the "smartest region in the world."

The challenge

With all of these positive developments, there are still important issues to address. Despite some significant progress in fighting crime, the public's perception of Eindhoven's safety record seems to be getting worse and there is a chance the City may re-enter the list of top five least-safe cities in the Netherlands. Additionally, the global financial crisis is constraining investments of new resources directed at this issue.

During a three-week period in February 2012, a team of five IBM executives worked in Eindhoven to understand the problems the City is facing, and deliver their recommendations on public safety to Mayor Rob van Gijzel and other city officials. During this engagement the team conducted more than 50 interviews with a variety of public safety stakeholders, from the mayor and senior city managers to field workers and service partners. While the team came away impressed with the passion and commitment of the city staff and their service providers, it was clear that action was still needed.

The opportunity: An intelligence-led city

The Smarter Cities Challenge team found that Eindhoven is already transforming itself into a community-based, information-driven organization. The team concluded, however, that information alone does not provide the value the city staff needs to achieve their objectives. The true need is for intelligence — context and meaning gathered from information to support better decision-making. Through intelligence, Eindhoven could look beyond the incidents of crime, and comprehensively identify and respond to its root causes.

Highlights:

- Position as an intelligence-led city
 - Community engagement through technology
 - Consistent governance model
 - Clear communication of goals
 - Public-private partnership against crime
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Overall themes

The Smarter Cities Challenge engagement in Eindhoven included significant and cooperative interaction between the IBM team and city leadership, city staff, and regional and national extended government officials. Through more than 50 interviews and several informal group meetings, all participated in a collaborative effort to determine the overall themes. The engagement also benefited from the IBM team's professional experience and independent research to identify key findings on issues confronting the City in its desire to improve public safety and no longer appear on the list of least-safe cities. The key findings are:

- The City's strategic goals, objectives and priorities, with regard to public safety, are not well understood.
- The City's governance model is missing some key elements, making it difficult to collaborate effectively towards a common goal.
- The gap between the community's perception and the reality of public safety is not being managed.
- The City is missing key elements of information management.
- The City is not capitalizing on, or fully leveraging, available community resources.

Key recommendations

The IBM Smarter Cities Challenge team's engagement resulted in five recommendations to the City to reduce the crime rate and improve public safety. These recommendations are as follows:

- Position Eindhoven to be an intelligence-led city.**
Focus not on the creation of an intelligence product but rather on the implementation of an intelligence discipline.
- Accelerate community engagement through technology.** Unify and support the city government's physical presence in neighborhoods by developing community-based gateways that further engage citizens and provide better access to services and information, helping them better understand public safety and their role within it.
- Implement a governance model to achieve desired outcomes.** A well-defined governance model ensures clear and consistent translation of strategic goals and objectives into tactical and operational actions.

D. Adopt a marketing approach to communications.

Take an organized approach to disseminating information among city staff and the residents of Eindhoven about public safety goals, misconceptions and opportunities for involvement.

- Create public-private partnerships to support the fight against crime.** Capitalize on the existing high-tech environment (for example Brainport) to encourage partnerships that build infrastructure and solutions for public safety. This will also serve to more firmly root the high-tech economy in the city.

Conclusion

The City of Eindhoven already has several of the success factors critical to its fight to improve public safety, such as committed city officials, responsive and cooperative service partners, and an engaged citizen community. Still, Eindhoven can reinvent itself as one of the world's leading Smarter Cities by capitalizing on the untapped potential that exists within its borders.

For more information

To learn more, send an email to ccca@us.ibm.com or visit smartercitieschallenge.org

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