

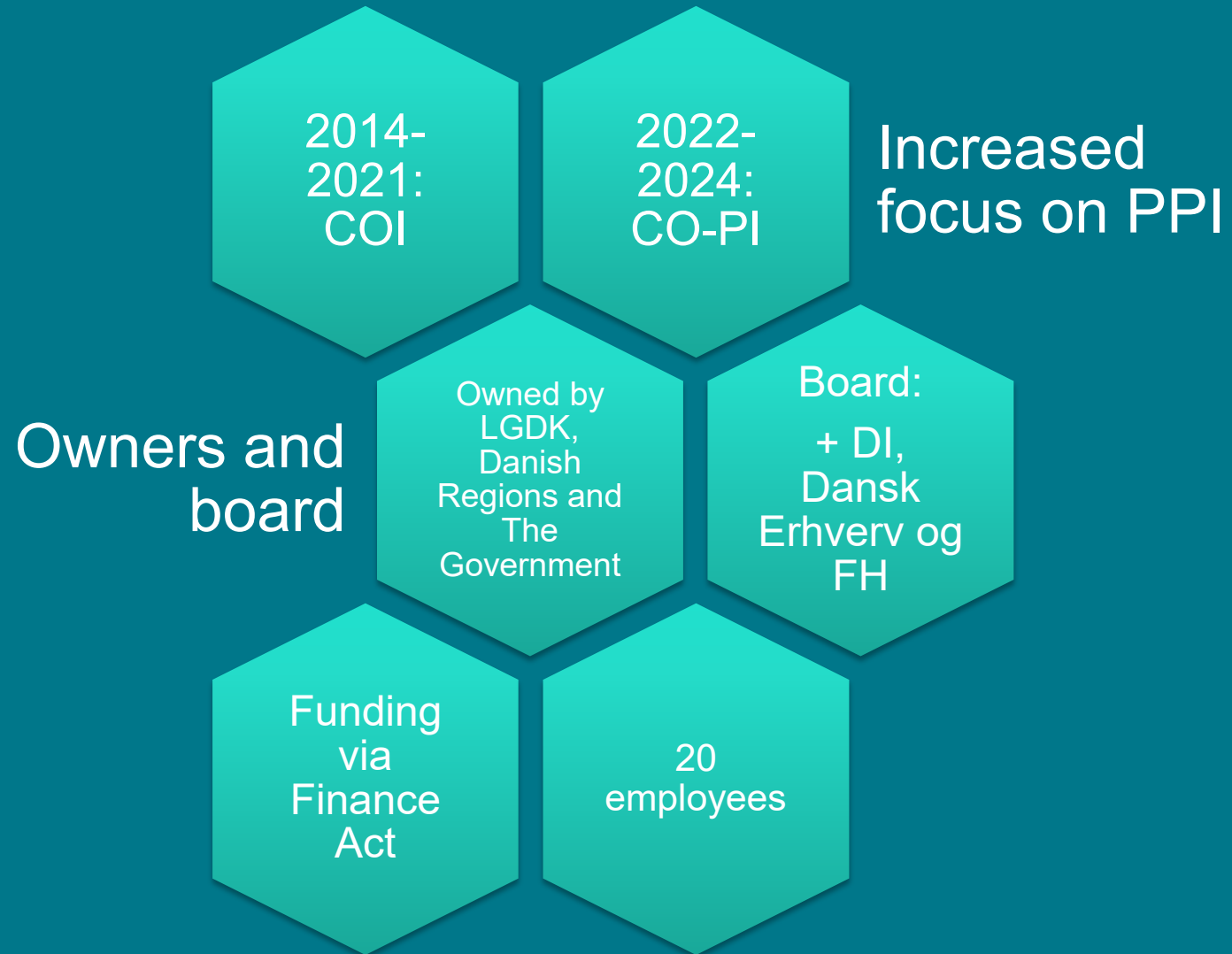
Innovation the Danish way

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Who is CO-PI?



Dual (intertwined) purpose

- contribute to increased quality and efficiency in the public sector through innovation and to society's welfare, growth and prosperity
- contribute to society's welfare, growth and prosperity through several innovative solutions created in public-private collaboration.

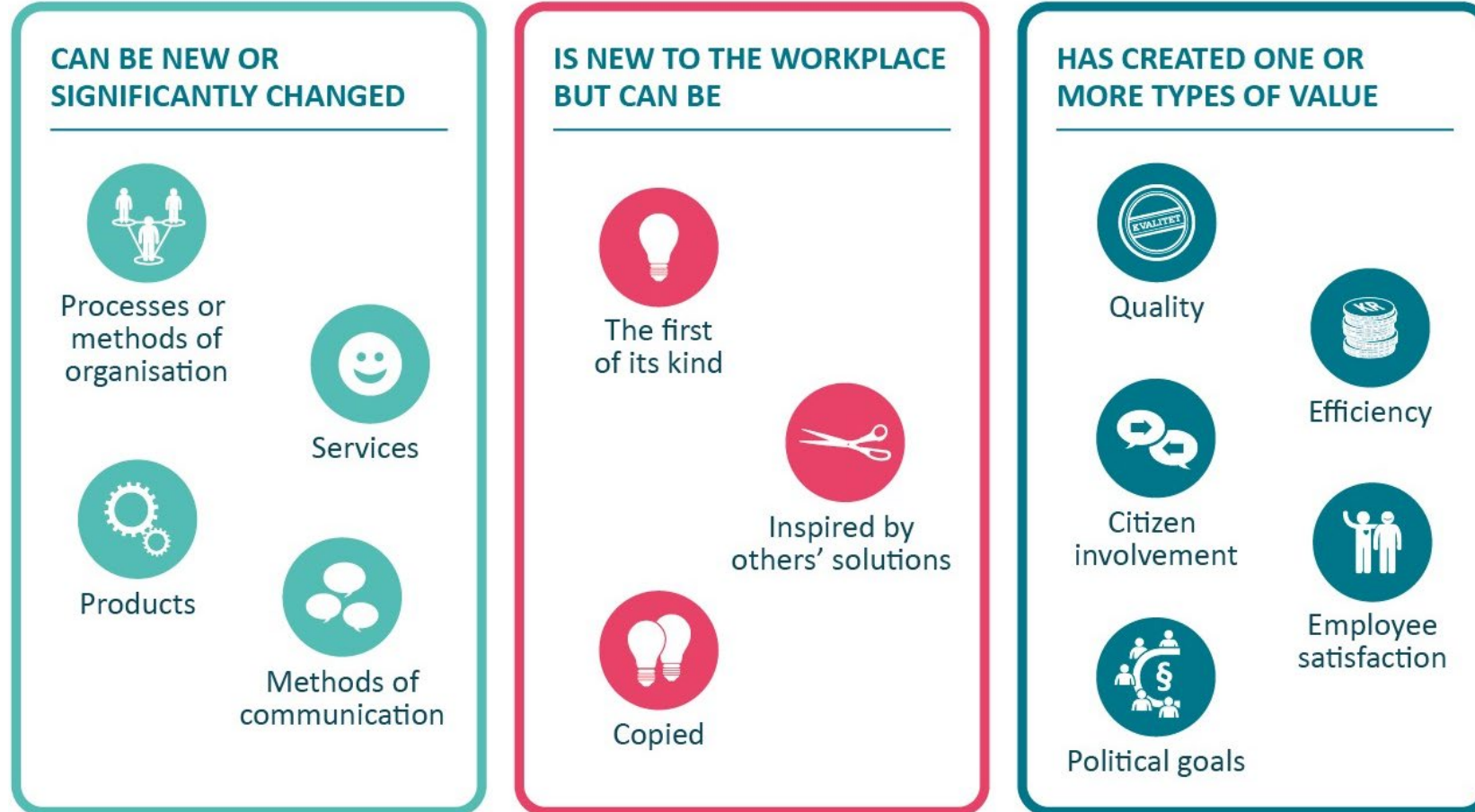


Agenda

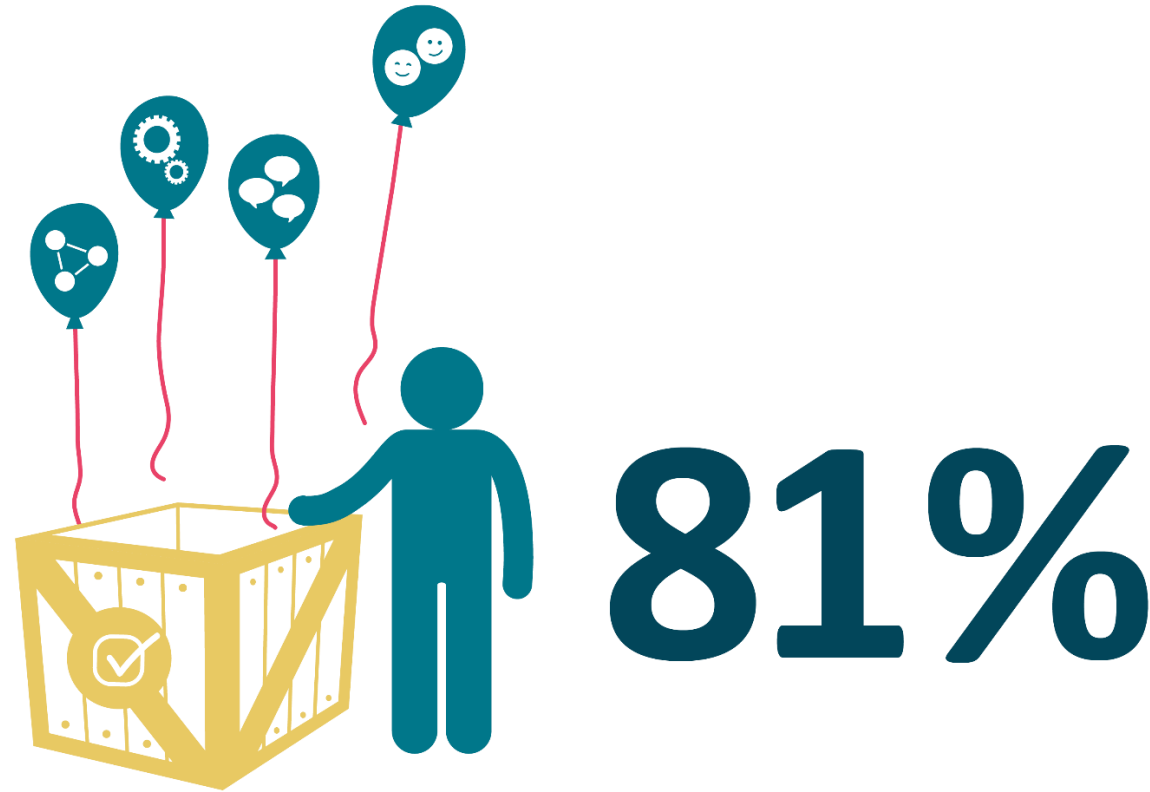
- Public sector innovation in Denmark 101: Intro
- Public sector innovation in Denmark 102: Bouncing ILSE around wildly
- Public sector innovation in Denmark 103: Measuring innovation



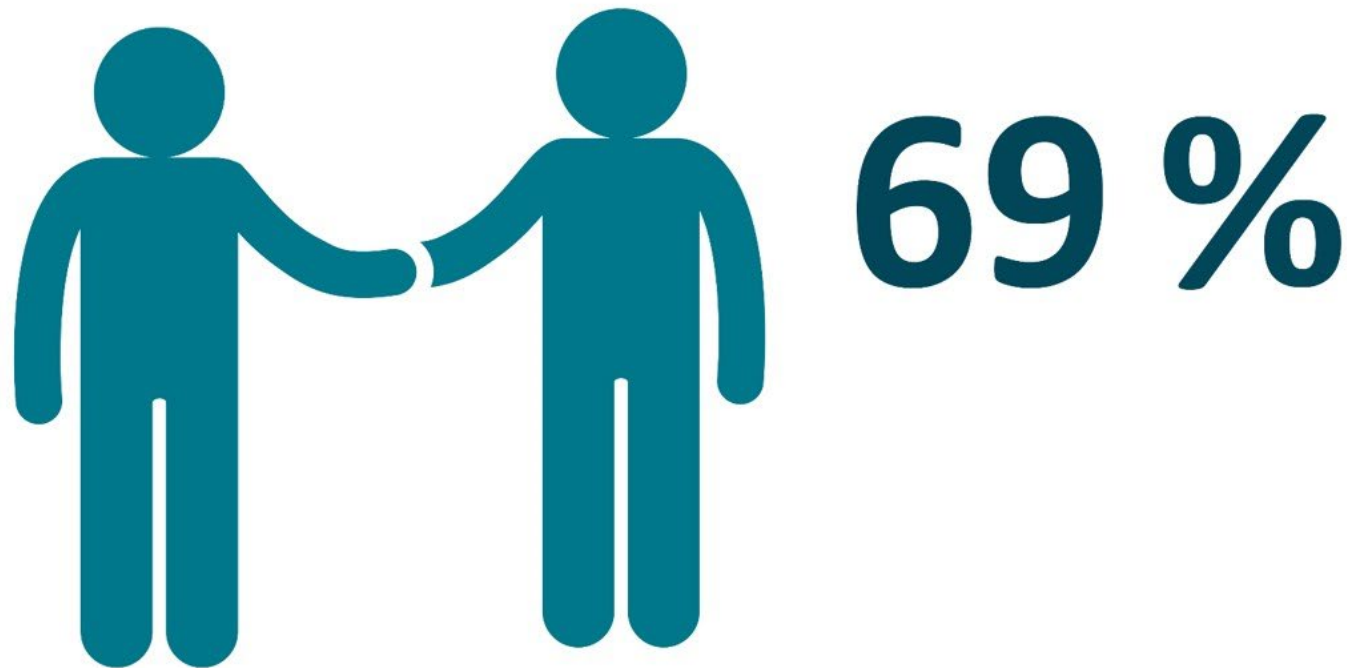
Public sector innovation is... doing something new that provides value



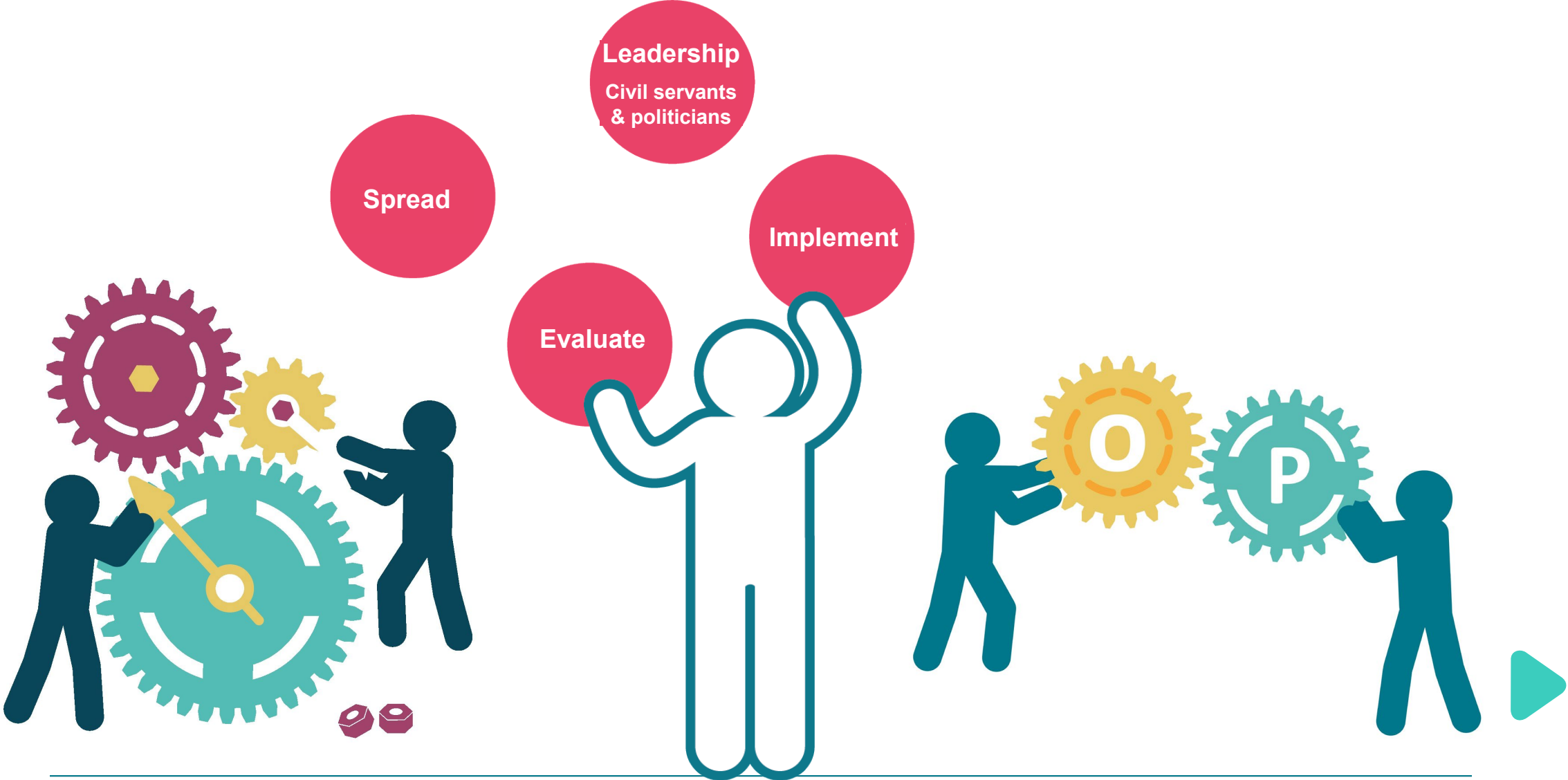
Four out of five public sector workplaces have implemented at least one innovation in 2018-2019



Seven out of ten public sector innovations are created in collaborations with others in 2018-2019



Knowledge base: Public sector + innovation



SCALING INNOVATIVE PUBLIC PROCUREMENT



Innovation needs among public procurement authority

Matching needs among public procurement agencies

Collaborative exploration of needs

Collective dialogue with the market

Shared statement of procurement requirements

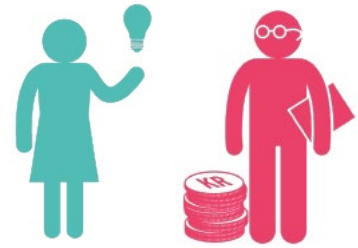
Collective document with point of intent

Individual procurement process

CO·PI

FACILITATION





exploring needs



procurement



planning



market dialogue



preparation
of procurement



develop or adjust



implementation



How to leverage

Examples:

- Website
- Cases
- Publications
- Articles
- Presentations

Inspiration for
public sector innovation

Assistance with
public sector innovation



Knowledge on
public sector innovation

Familiarity with
public sector innovation

Examples

- Advising and guiding
- Collaborations
- Tools/guides

Examples

- Innovationbarometer
- Ph.d.

Examples:

- Longterm relations
- Innovation awards
- International relations





Danish PSI: How?

- Innovation = means, not end
- Innovation → efficient public services
- System:
 - Devolved and bottom up
 - Highly educated civil servants
 - Favorable cultural tendencies

“We acknowledge that there’s a lot of innovation going on. And there’s a lot of development going on within all sectors and also across sectors to some extent. But we believe that there is a lack of, of thorough, deep, radical innovation, real tests at larger scale, and also a need for developing a culture of sharing knowledge, ideas, experience, across philosophies and logics and sectors.”

– Regional Government Stakeholder



Photo by [Febiyan](#) on Unsplash

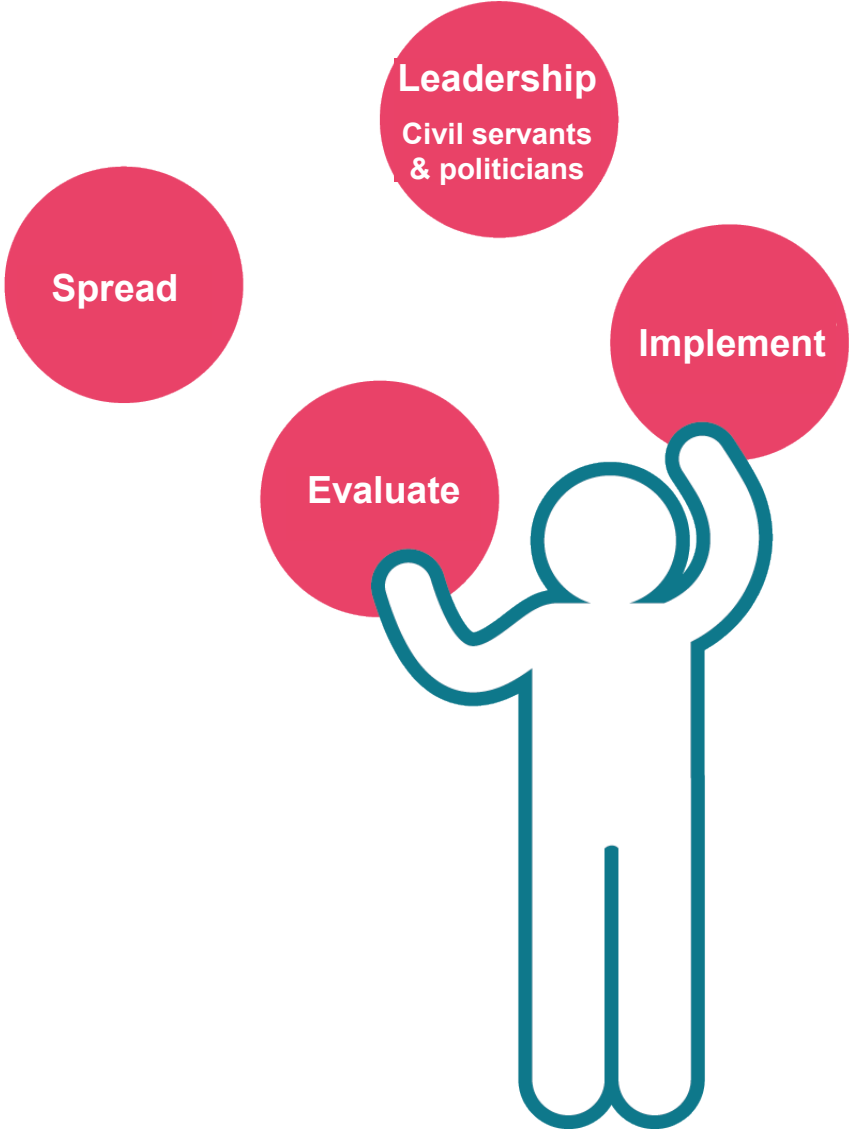
Mirroring



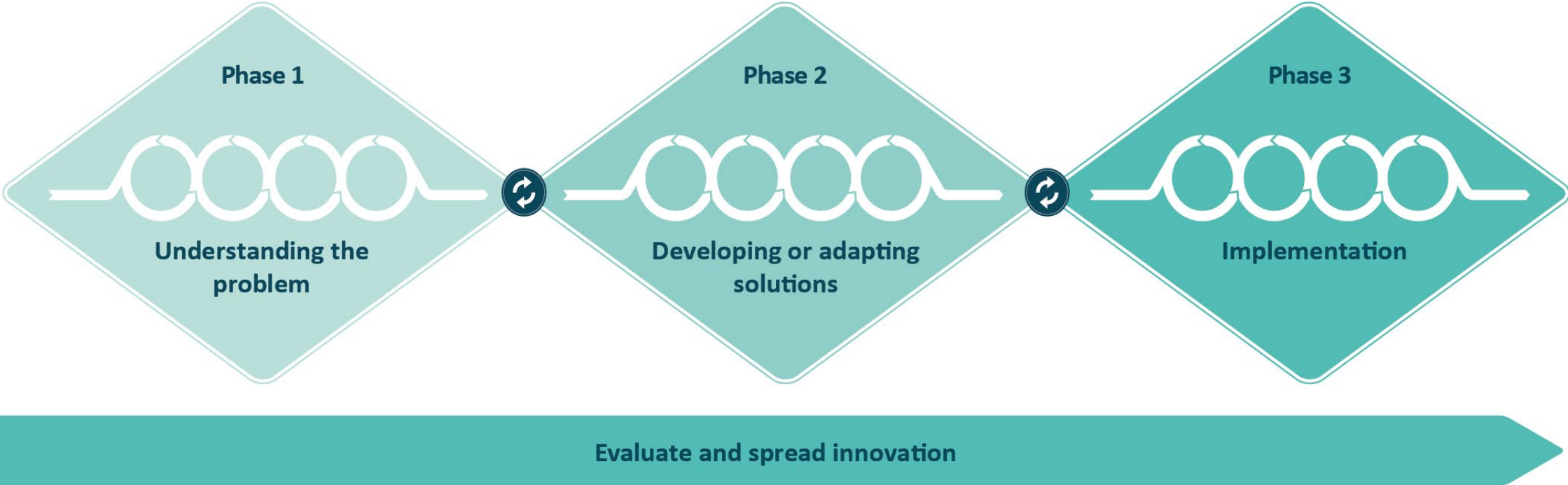
Is this
recognizable?



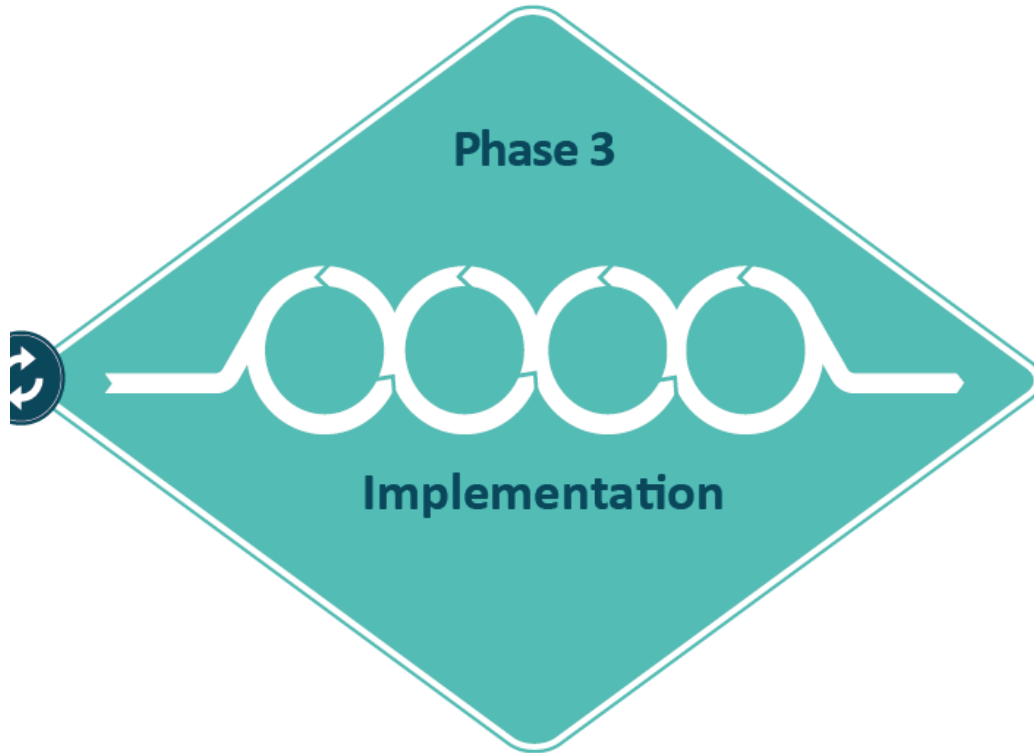
Bouncing PSI around



Innovationproces



Implementation – why?



- Overlooked
 - We love creativity and newness, not hard work of making things stick
- Need
 - Innovation work is wasteful if we do not take implementation seriously



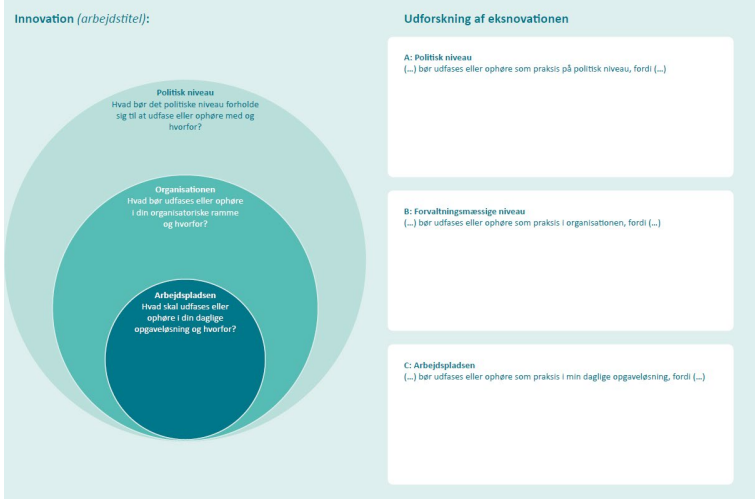
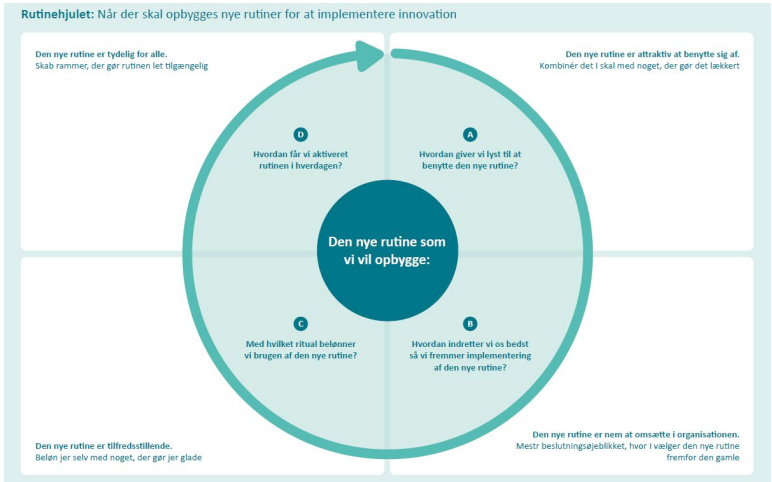
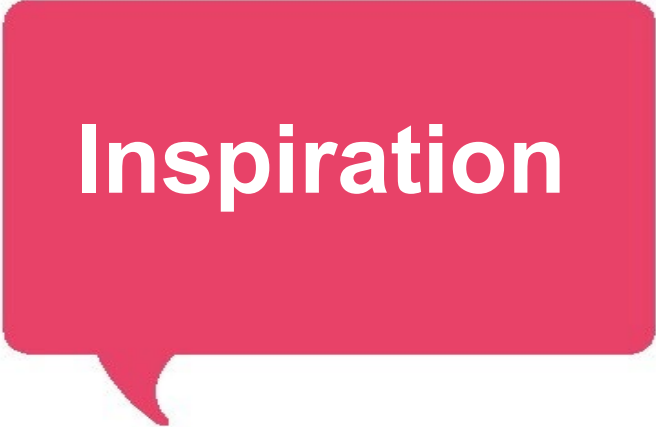
Implementation – how?



At få det til at ske. Praktikerer får information om innovationen, støtte til at fortolke og implementere i lokale rutiner og praksis

At hjælpe det til at ske. Praktikerer får information om innovationen og støtte til at fortolke, men må selv ændre lokale rutiner og praksis.

At lade det ske. Praktikerer får information om innovationen, men må selv fortolke den og ændre lokale rutiner og praksis.



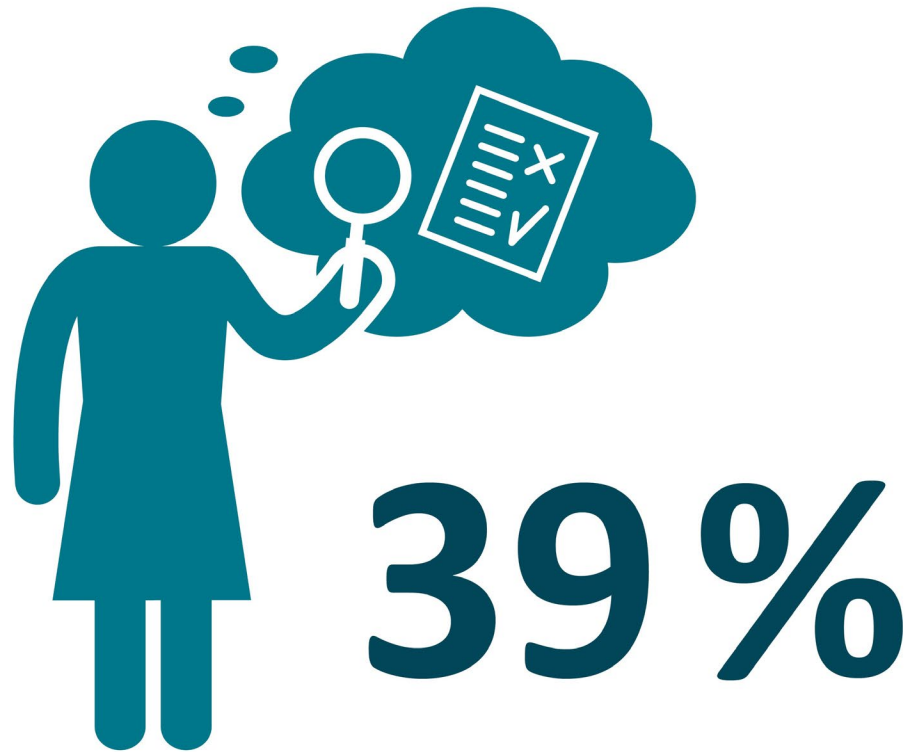
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Is this
recognizable?



Evaluating innovation – why?



- Overlooked
 - We love creativity and newness, not documenting effects
- Difficult:
 - Classic evaluation models do not match innovation processes
- Need
 - Innovation work is wasteful if we do not document the value of the innovation results
 - Evaluation helps spreading



Evaluating innovation – how?

Assistance



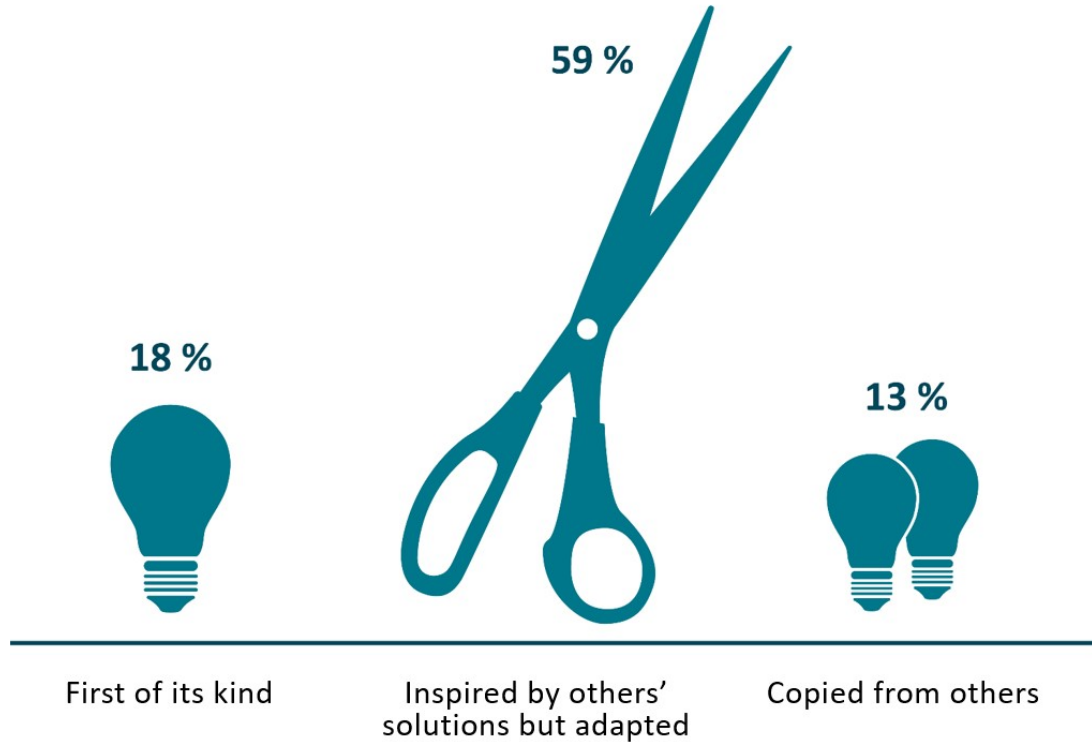
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Is this
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Spreading innovation – why?



Always in demand

- Stop reinventing the wheel! Build a database!

Difficult:

- Adaption is needed
- Hard to finance

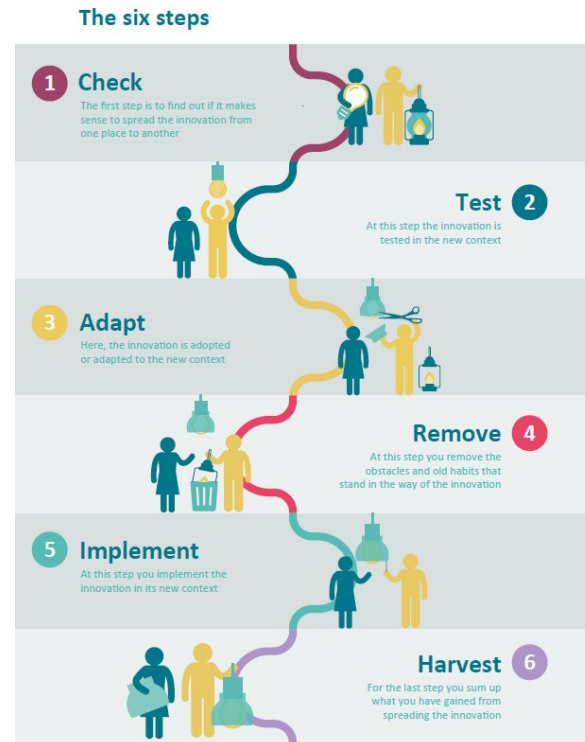
Need

- The pressure on society to come up with new solutions is immense. Steal with pride!



Spreading innovation – how?

Assistance



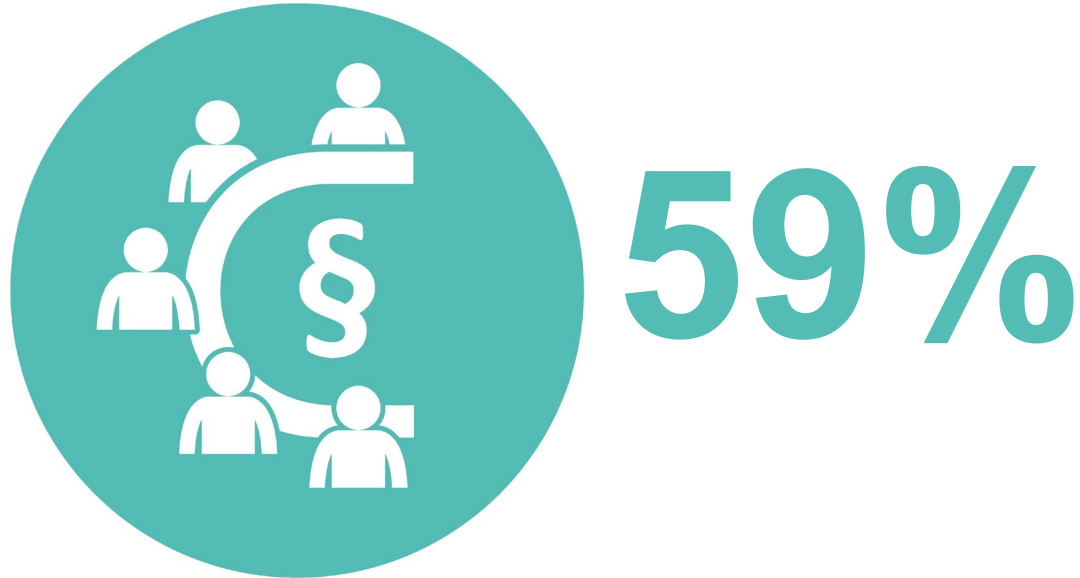
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Is this
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Leadership – why?



- Need
 - Bottom up needs leadership
 - Risk in innovation
 - Double leadership in public sector
- Difficult:
 - Innovation vs. production?
 - Innovation: luxury or necessity?

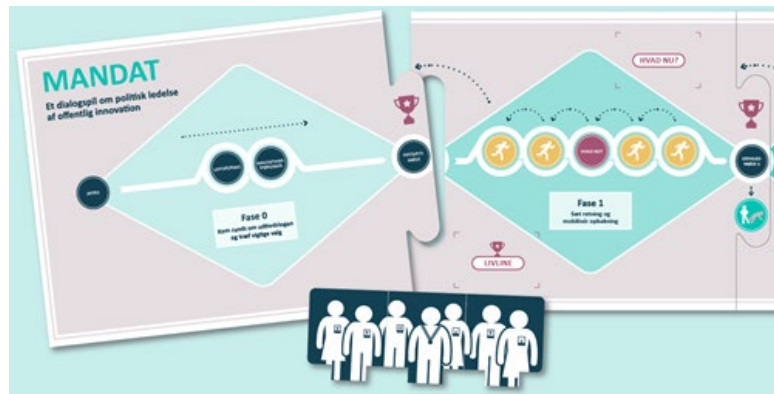


Leadership – how?



Assistance

Inspiration



Topleder/administrativ leder



Politisk leder

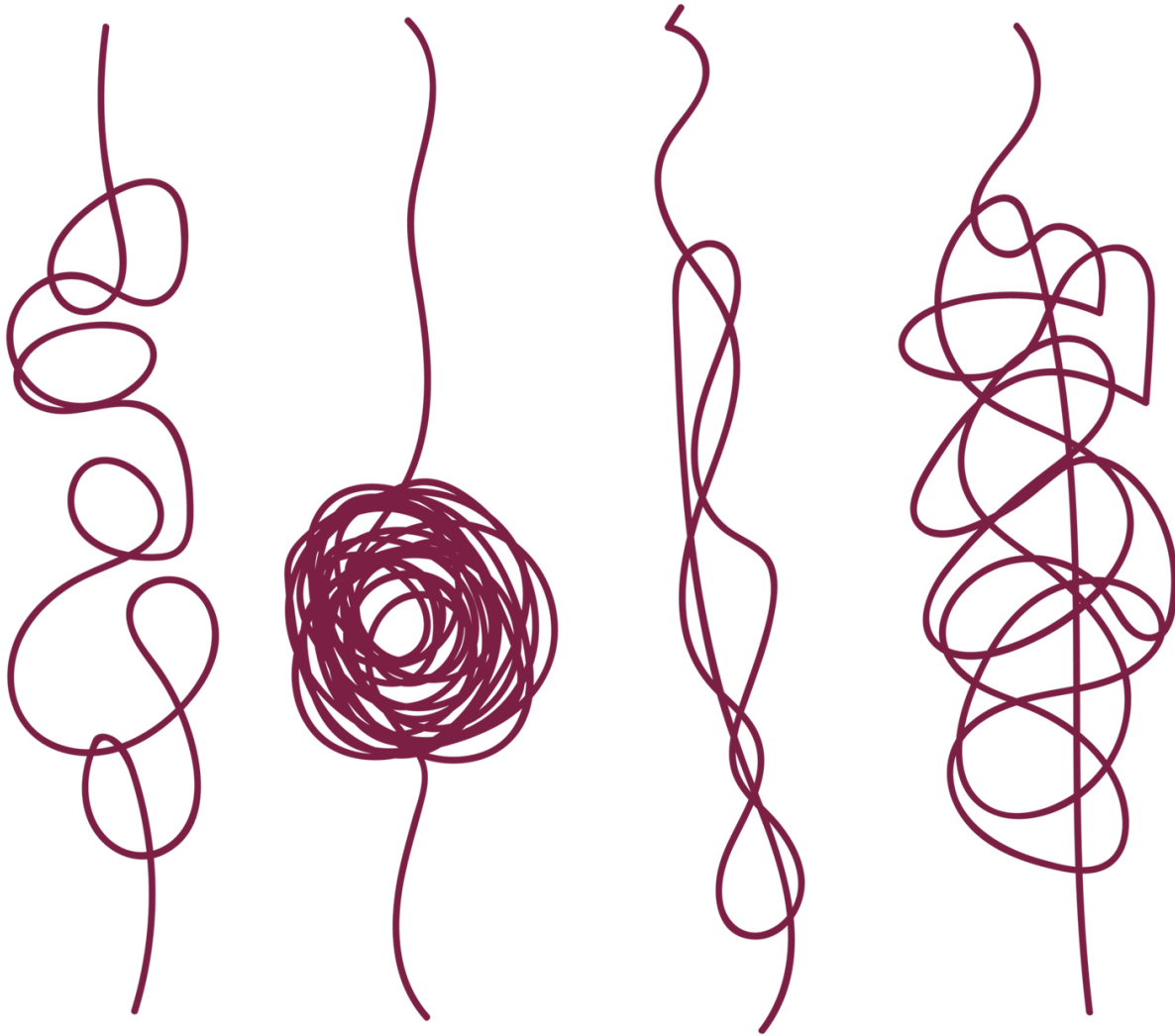


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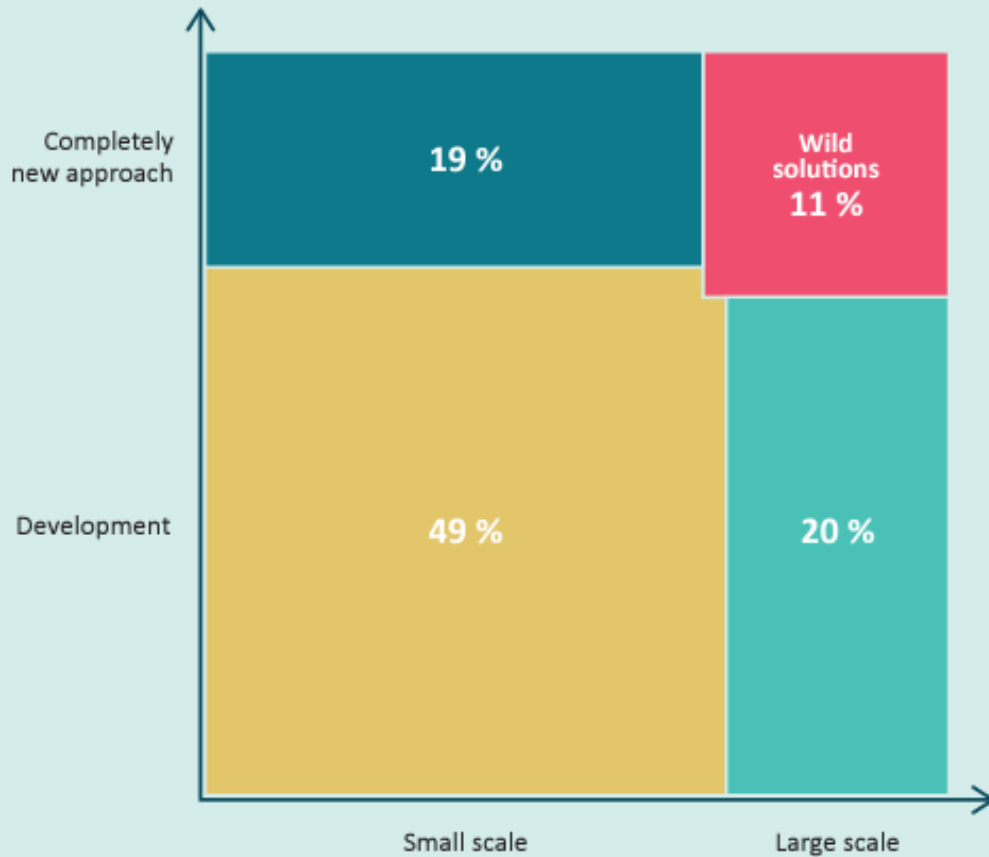


Wild problems...

- ...**lack clarity** in their form and possible solutions, partly because they are **entangled** in a framework and limitations that make it impossible to isolate sub-elements of problems and possible solutions.
- When you try to **untangle** the threads at one end of the ball of yarn, the yarn tightens at the other end and the entire tangle changes.
- There is **no one owner** of a wild problem or of the wild problem's solutions. If it were that simple, it wouldn't be a wild problem at all.
- **Complexity**
 - makes it difficult to "lock down" a sub-element of the wild problem and focus on solving that corner of the problem
 - makes it difficult to see when (parts of) the problem are solved. You can't test your way to the good solution(s) that completely dismantle the wild problem.
- That's why we often don't talk about solving wild problems, because we can't, but about **loosening them up** or **making an impression** on them.



One in ten public sector innovations are wild solutions



... Wild solutions

With the wild problems we face as a society, we need to work with:

1. Flexible and effective forms of **collaboration** across sectors, organizations and actors
2. A **management-anchored long-term** perspective
3. A different perspective on **risks** and **uncertainties**
4. The ability to learn from each other and **reuse** good solutions
5. Prioritization of resources, **finances** and funding

+ **innovation** capacity and skills (the secret glue)

<https://co-pi.dk/en/tools-and-publications/download/wild-problems-wild-solutions/>

Mirroring



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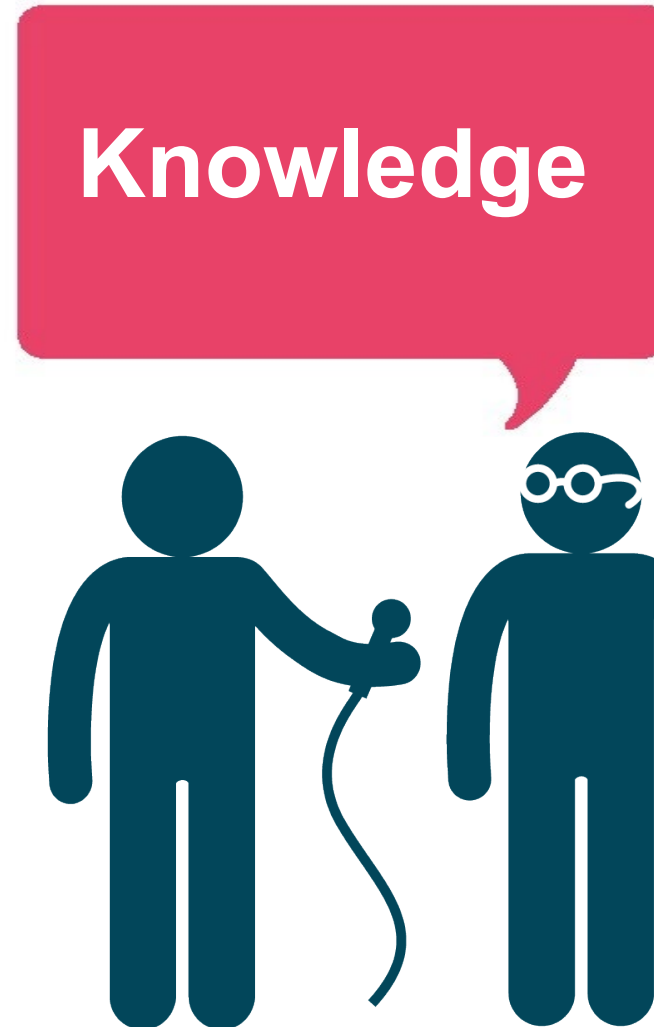




Public sector innovation: measurement

A very simple timeline of the Innovation Barometer

- 2014: The National Centre for Public Sector Innovation (COI) is founded
- 2015: First Danish Innovation Barometer (IB1)
- 2017: Second Danish Innovation Barometer (IB2)
- 2020: Third Danish Innovation Barometer (IB3)
- 2022: COI becomes CO-PI – The National Centre for Public-**Private** Sector Innovation
- 2023: Fourth Danish Innovation Barometer with **new questions on innovative procurement** (IB4)





IB1



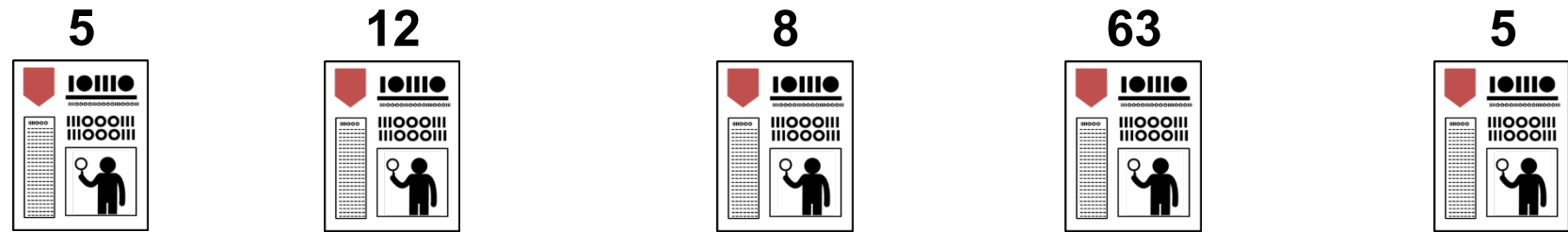
Communication



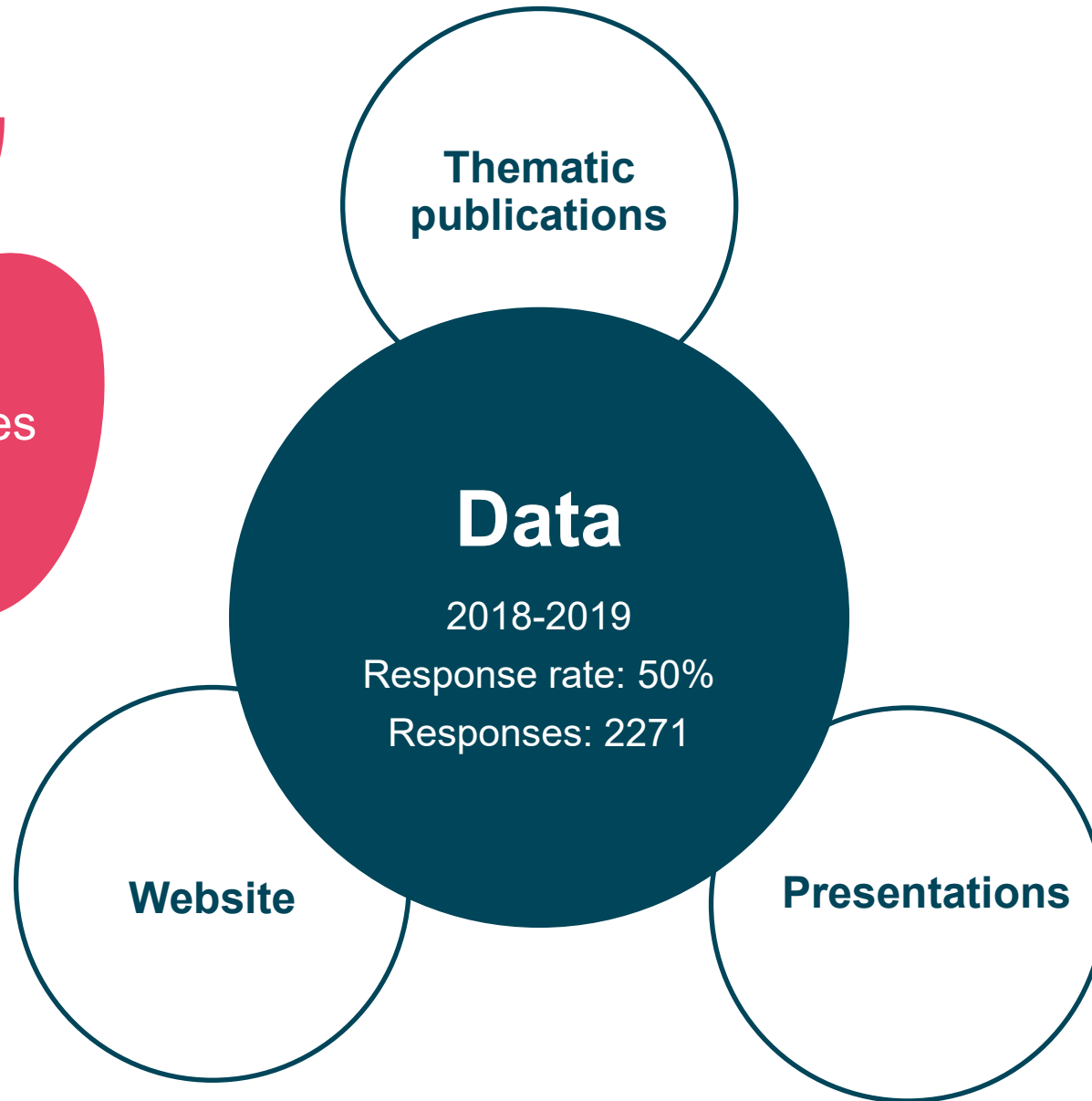
IB2



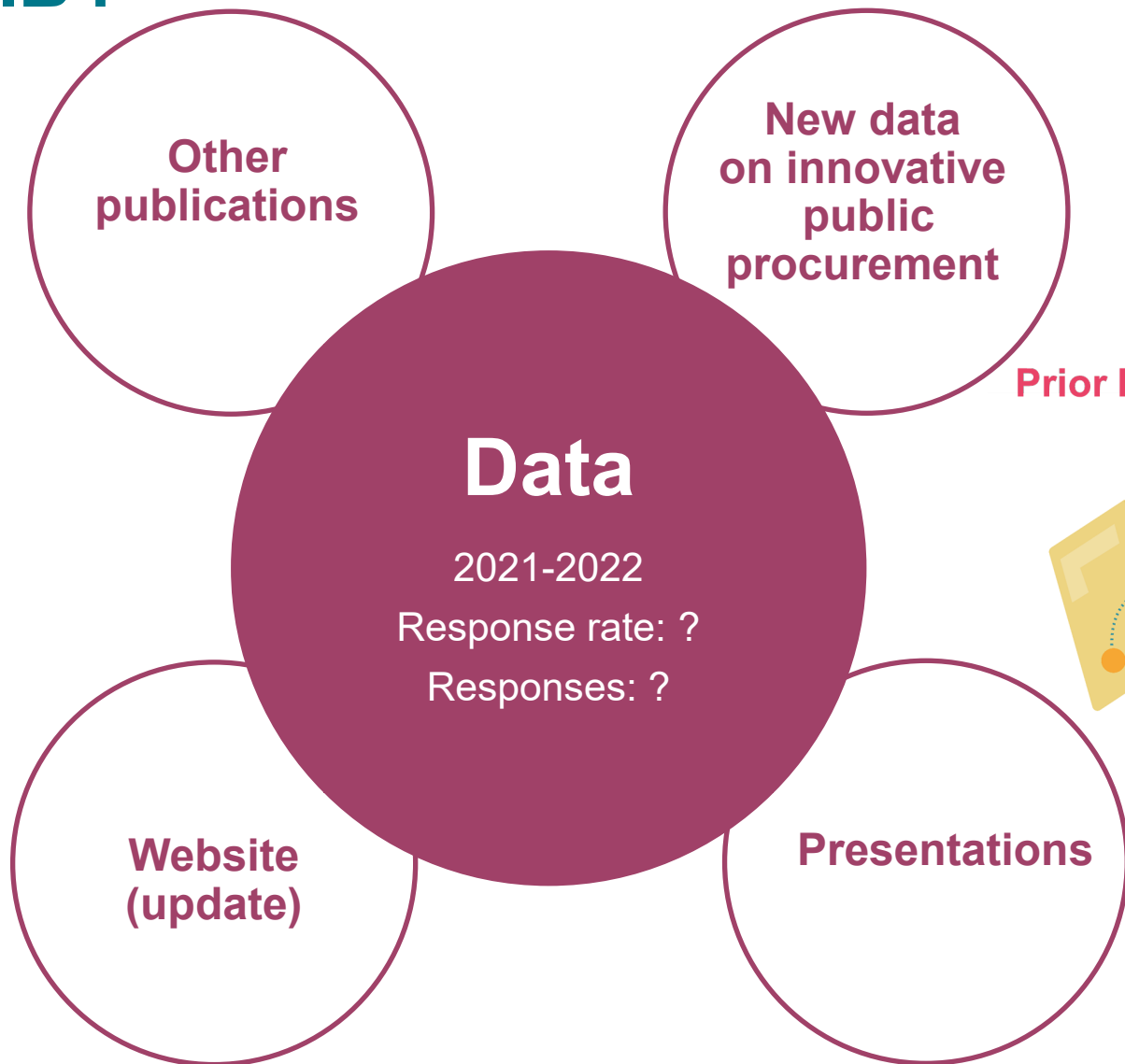
Communication



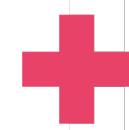
IB3



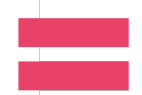
IB4



Prior knowledge



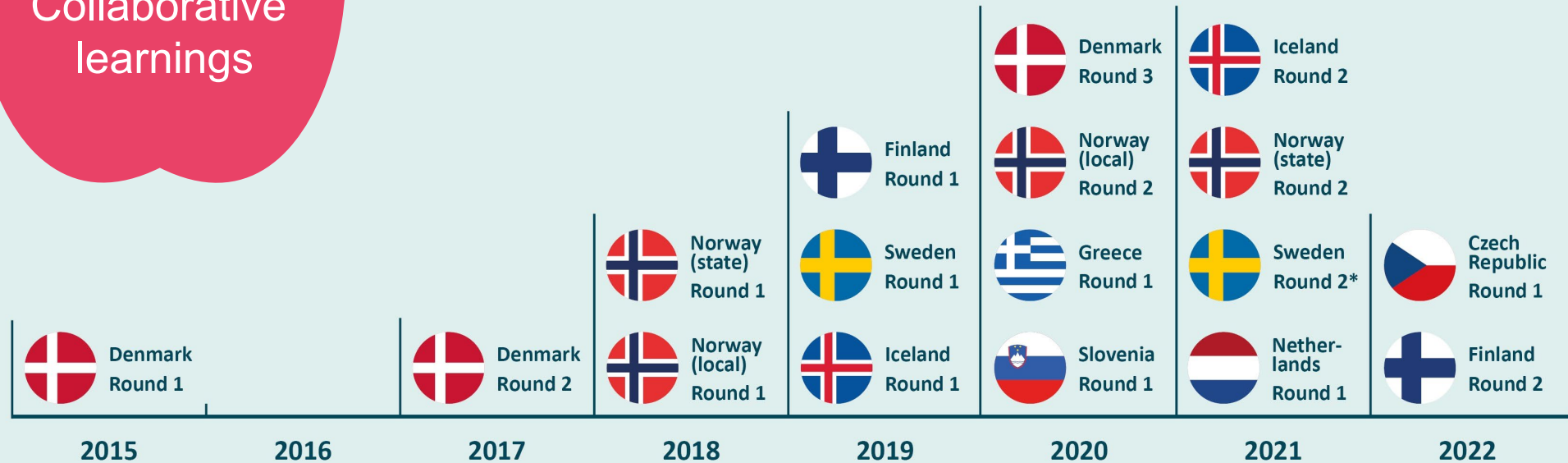
IB data



New publication:
December
5th 2023



You start by starting



*Differences in methodology



Read more



- The Innovation Barometer (in Danish): <https://co-pi.dk/viden-om/innovationsbarometeret/>
- The Innovation Barometer & Copenhagen Manual (in English): <https://innovationbarometer.org/>
- Publications in English: <https://co-pi.dk/en/tools-and-publications/>
- Publications in Danish: <https://co-pi.dk/viden-om/materialer/>



Thank you

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