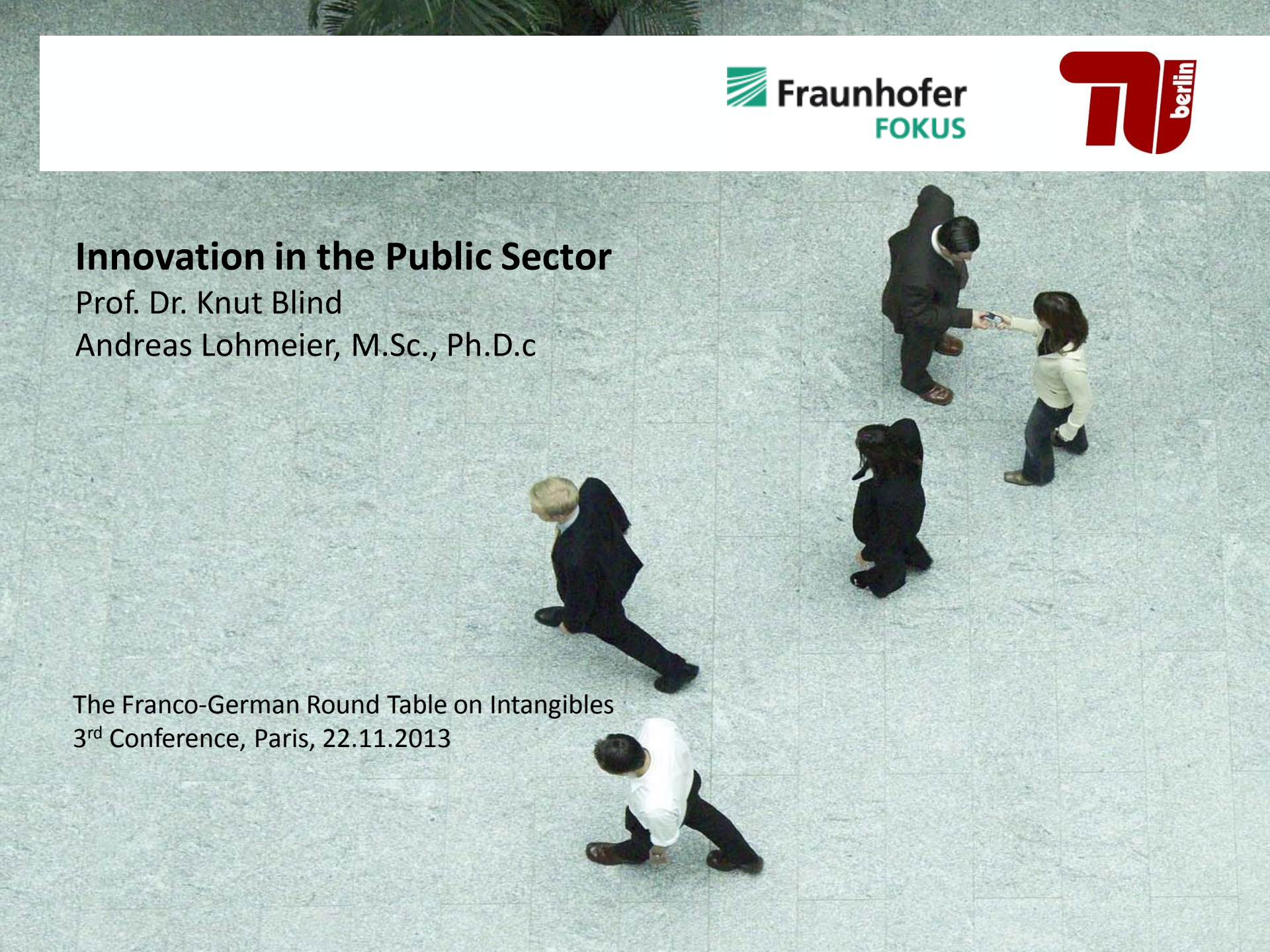


Innovation in the Public Sector

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Today's agenda

Public Innovation in Germany

- Analysis of the innovation activity of the public authorities in Germany in comparison to Europe's

eGovernment and Public Innovation

- Analysis of the influence of eGovernment on process innovation in the public sector



Goal of the analysis and data base

Analysis of the innovation activity of the public authorities in Germany in comparison to Europe's

Goal of the analysis

- Overview of the innovation activity of public authorities in Germany in comparison to European public authorities
- Identification of positive and negative effects by service and process innovations on public authorities in Germany and Europe
- Detection of innovation drivers as well as barriers

Methodology and data base

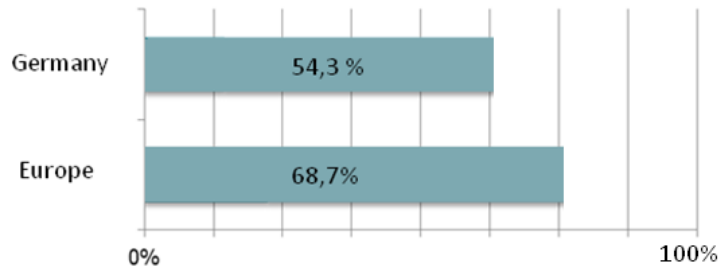
- Analysis of survey data from the Innobarometer 2010 “Innovation in Public Administration” with focus on Germany
- The data base contains 4,063 interviews conducted with organisations from EU27 as well as with Norwegian and Swiss organisations.
- To compare the countries, the values of Germany are contrasted with the values of the remaining member countries of EU27 as well as with Norwegian and Swiss values. Thereby EU27+2 without Germany is simplifying named Europe.

Innovation activity

Overview of the innovation activity of public authorities in Germany in comparison to European public authorities

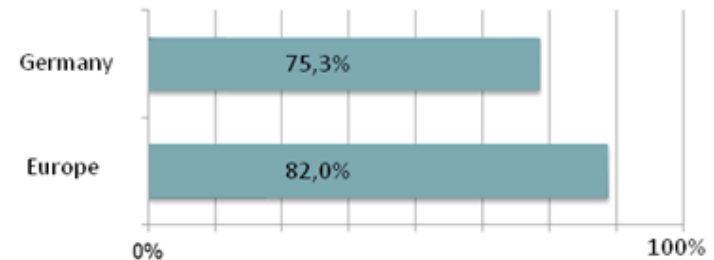
Service Innovations:

- 54,3 % public authorities in Germany and 68,7% in Europe reported service innovations.



Process Innovations:

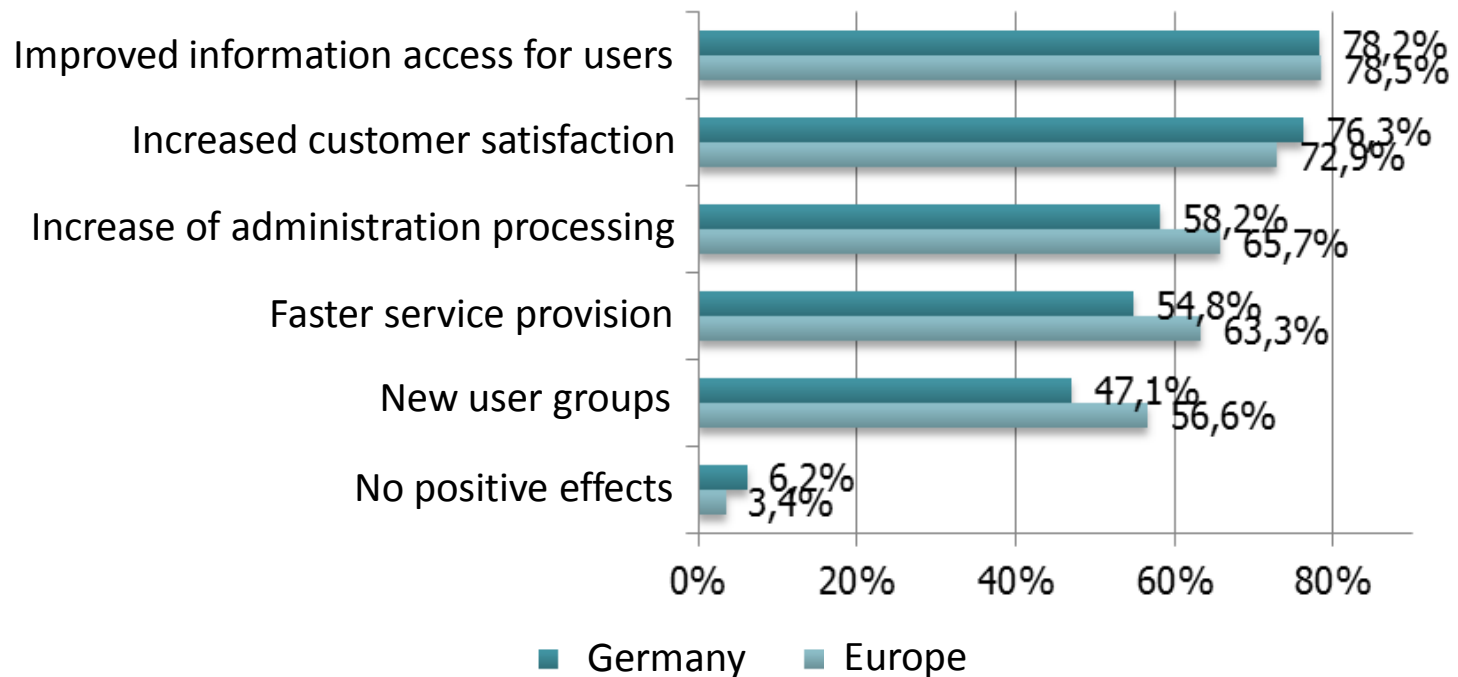
- 75,3 % public authorities in Germany and 82,0% in Europe reported process innovations.



Positive effects by service innovations

Only about 5 percent of the authorities stated no positive effects by service innovations.

- Positive effects of service innovations:

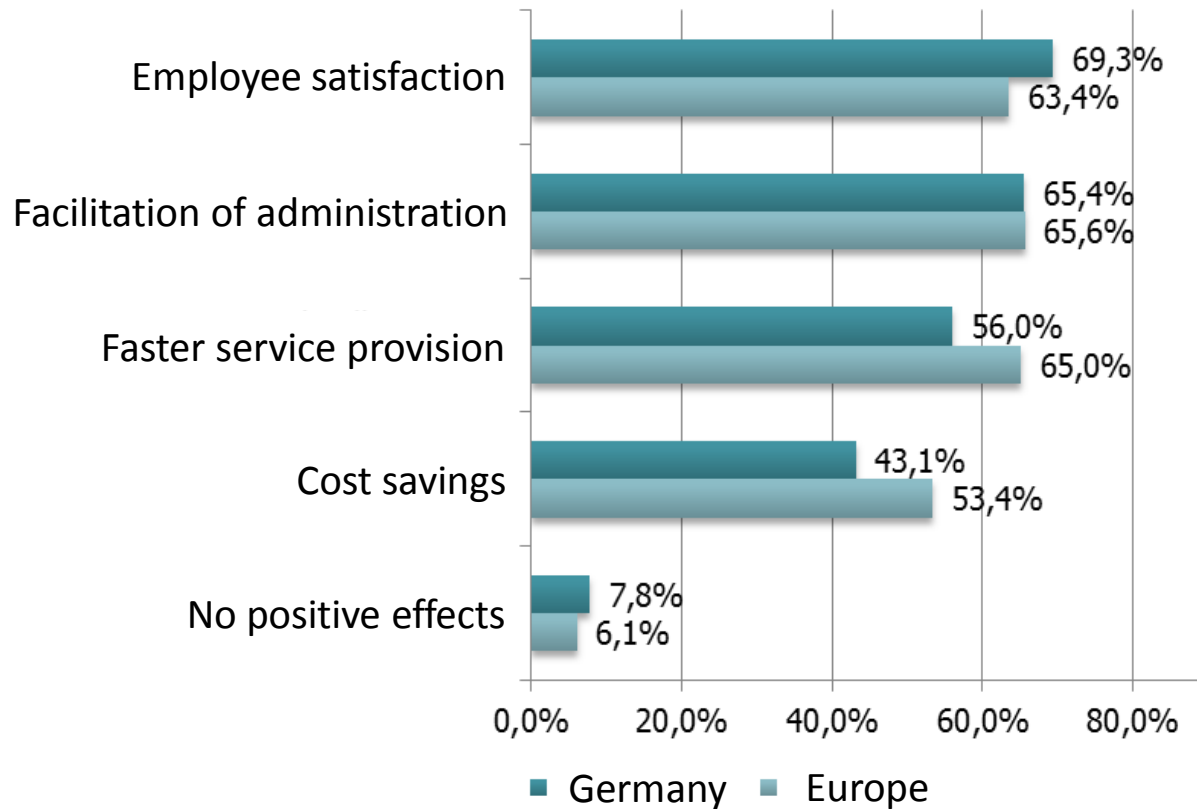


- German authorities observed above-average increases in customer satisfaction, but lags behind regarding all other effects.

Positive effects by process innovations

In comparison to Europe, German authorities attach significantly more importance to employee satisfaction and less importance to cost savings.

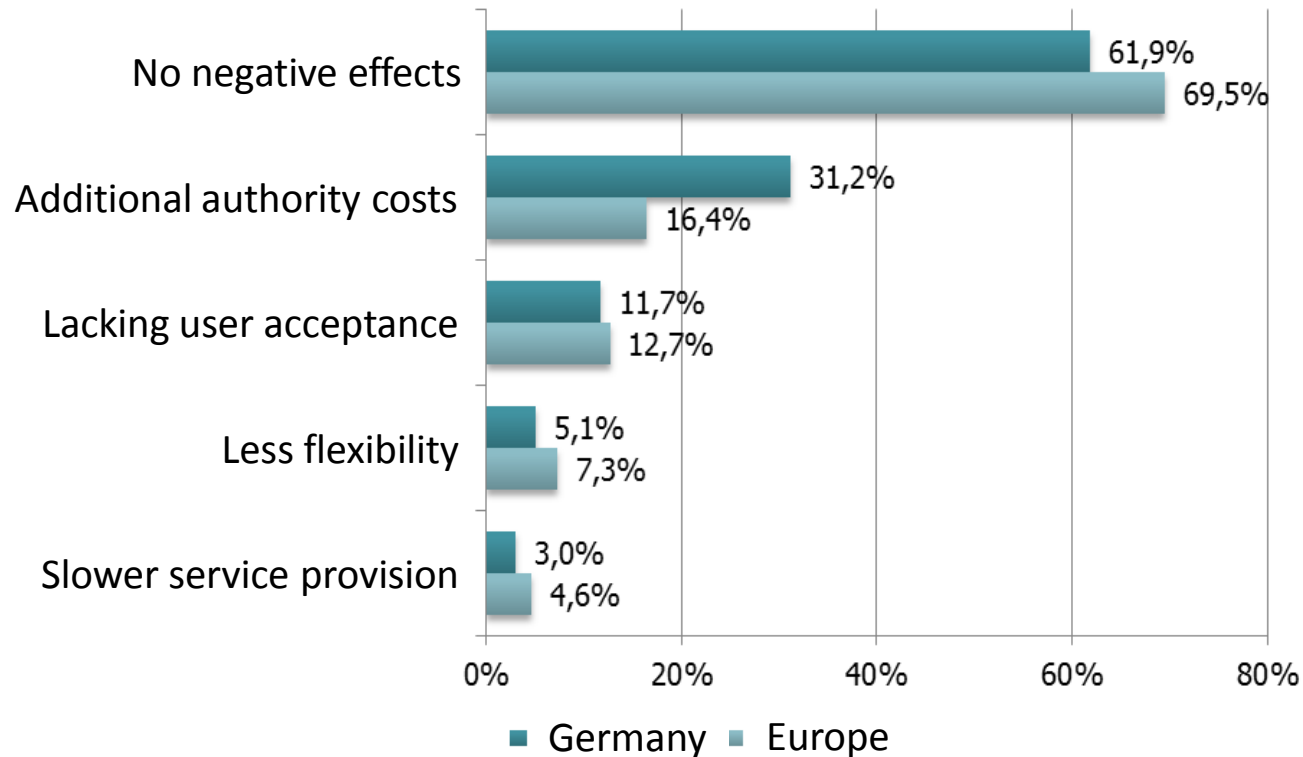
- Positive effects of process innovations:



Negative effects by innovations

The majority of the surveyed authorities both in Germany and in Europe stated that they noticed no negative effects.

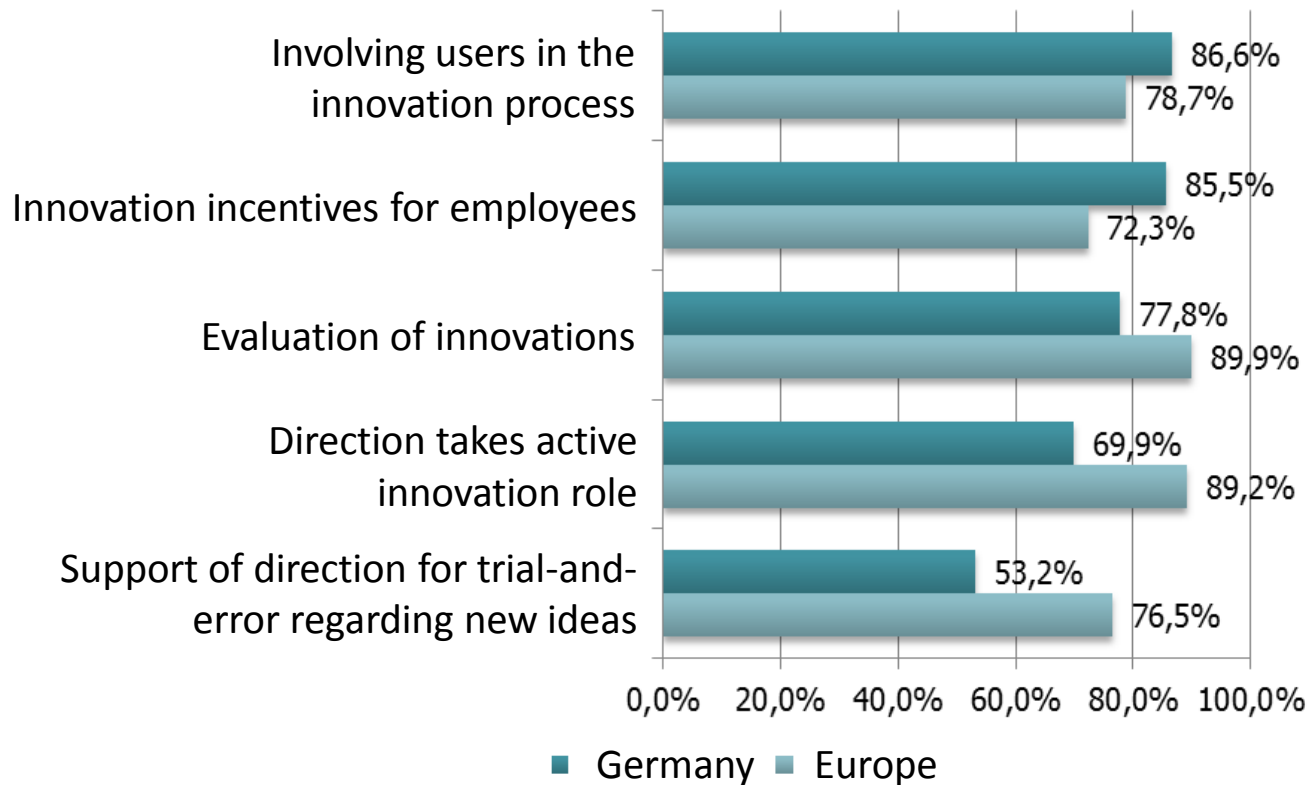
- Negative effects by innovations:



Driver of innovations

In contrast to Europe, German authorities heavily focus on a bottom-up development of innovations.

- Internal methods of innovation promoting and the role of the director's department ("partial" and "complete affirmation"):



Innovation barriers

Legal guidelines and the lack of staff and financial resources represent the highest innovation barriers. In Germany, the barriers are clearly less important than in Europe.

- Importance of innovation barriers (“medium” and “high importance”):



Conclusion and prospects

Public sector innovations exhibit a multitude of positive effects. The increasing competition between regions allows an increase of innovation rates.

1 Public sector innovations show many positive effects while having little negative effects.

2 With refer to the innovation activity of the public sector, Germany lags behind, although there are less barriers than in the European average.

3 To strengthen public innovations in Germany, top-down driven innovations should be promoted.

4 In the future, one can expect a further increase of innovation rates – possibly caused by the increasing competition between regions.

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Research Background and Goal

eGovernment: a driving force for public sector innovation?

Research Background

- Describing and measuring innovation in the public sector is typically much more difficult than in the private sector and designing strategies to stimulate innovation in the public sector is a challenge
- Currently there is a growing recognition that effective and innovative public sector governance will require the use of eGovernment
- Need to investigate the effects of eGovernment on process innovation in the public sector and on factors, which affect this relationship (e.g. workforce skills and other barriers like staff resistance, risk-averse culture etc.)

Research Goal

- The research goal is to investigate the influence of eGovernment on process innovation in the public sector and how public sector workforce skills and barriers could affect this relationship.

Results of the Analysis

The role of eGovernment in public sector innovation.

Hypothesis 1

- Public sector organizations that implement eGovernment are more successful in terms of process innovation.
- Analysis also shows that eGovernment alone does not foster public sector innovation and the relationship is moderated by several factors.



Hypothesis 2

- Workforce skills moderate the relationship between eGovernment and process innovation.
- With medium-skilled workforce the effect of eGovernment on process innovation was significant higher than in the low and high group.



Hypothesis 3

- Barriers moderate the relationship between eGovernment and process innovation such that the relationship will be weaker and negatively with barriers.
- Analysis also shows that some barriers could be rather conducive for the relationship



Future Research

The study serves as a starting point and opens new avenues for future research.

Future research should...

... consider that governmental institutions and even countries have different perspectives regarding eGovernment and innovation.

... investigate the influence of an innovative public sector on innovation in the private sector.

... consider that greater use of eGovernment and ICT in the public sector will also result in the appearance of new risks and challenges regarding IT security and data privacy.

... observe if eGovernment has also influence on the other types of public sector innovation.

Thank you for your attention!

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