Innovation Strategy

"To generate ideas is to be creative; to convert ideas to results is to be innovative. Being innovative in an organised and user-oriented fashion is the essential competitive parameter of the 21st century"

Steve Jobs, Apple inc.

Preface

Citizens' Services and Libraries are working with user-driven innovation to improve existing offers and to develop new services.

The aim is to meet citizens' needs with services adapted to the general development and to develop and test new forms of services.

Fields of innovation pertain to both physical and digital issues and mixtures of the two.

Users as focal point

Users are the potential for change and enter into the innovation processes from the creative phase to testing and realisation.

Competences exist in networks

Innovation processes involve competences from Citizens' Services and Libraries and from national and international network partners.

Innovation is advanced by a swift process from idea to daily operation – implement

The realisation of idea development will often be in the nature of 'beta-versions' in order to promote a swifter process from idea development through testing to implementation of services.

Innovation is branding too

Innovation processes shall provide the organisation with positive attention from users and politicians as well as from professional colleagues.

Innovation using standards

Citizens' Services and Libraries uses the innovation model '7 Circles' in its work with innovation, and the innovation process is described in a project model.

Benchmarking, e.g. through participation in Innovation Cup and professional networks, contributes to the strengthening of the quality of innovation.

Concept development and innovation are creative processes

The inventiveness and creativity of the staff are necessary preconditions for innovation processes and makes working with innovation beguiling.

Innovation requires prioritised resources

Citizens' Services and Libraries annually allocates a common pool for innovation. Other necessary resources are found through prioritising operation resources in the organisation and through contributions from external sources.

Innovation requires managerial focus and commitment

Every year, processes to prioritise ideas are carried out, in which the management concretises strategies into decisions by prioritising funds for innovative ideas.

Cooperation is necessary

Citizens' Services and Libraries works with innovation in all parts of the organisation. This presupposes great focus on utilisation and coordination of competences and experiences across the organisation.

Replication

Results of innovation are most effective if they can be
broadly implemented.

User-driven innovation

User-driven innovation is a systematic approach to development of new products, services etc., based on exploration and involvement of users' lives, identities, practices and needs – including needs users are not aware of.

User-driven innovation is a method to increase accuracy in developmental work. Users are not driving innovation, but innovation is anchored in users' life situations and needs.

Methods for user-driven innovation can be:

» observing users
» in-depth interviews
» making prototypes of new solutions and using these to enter into dialogue with users about future needs
» uncovering inconsistencies (users often say one thing and do another)
» finding new patterns
» concept development and design in cooperation with users

7 Circles of Innovation

'7 Circles of Innovation' is a method for innovation management operating with 7 steps necessary for successful innovation.

The method operates with fundamental issues in the organisation such as (1) structure, strategy, organisation, competences, culture and external cooperation; (2) idea generation; (3) evaluation; (4) testing and prototyping; (5) planning and business plan; (6) implementation and (7) customers and other interested parties.

Innovation Cup

'Innovation Cup' is a national benchmarking based on '7 Circles of Innovation'. The Innovation Cup measures strengths and weaknesses within three main areas:

» Strong innovation structure
» Smooth innovation processes
» Innovation success and results