

The Innovative Capacity of the BIKVA Model

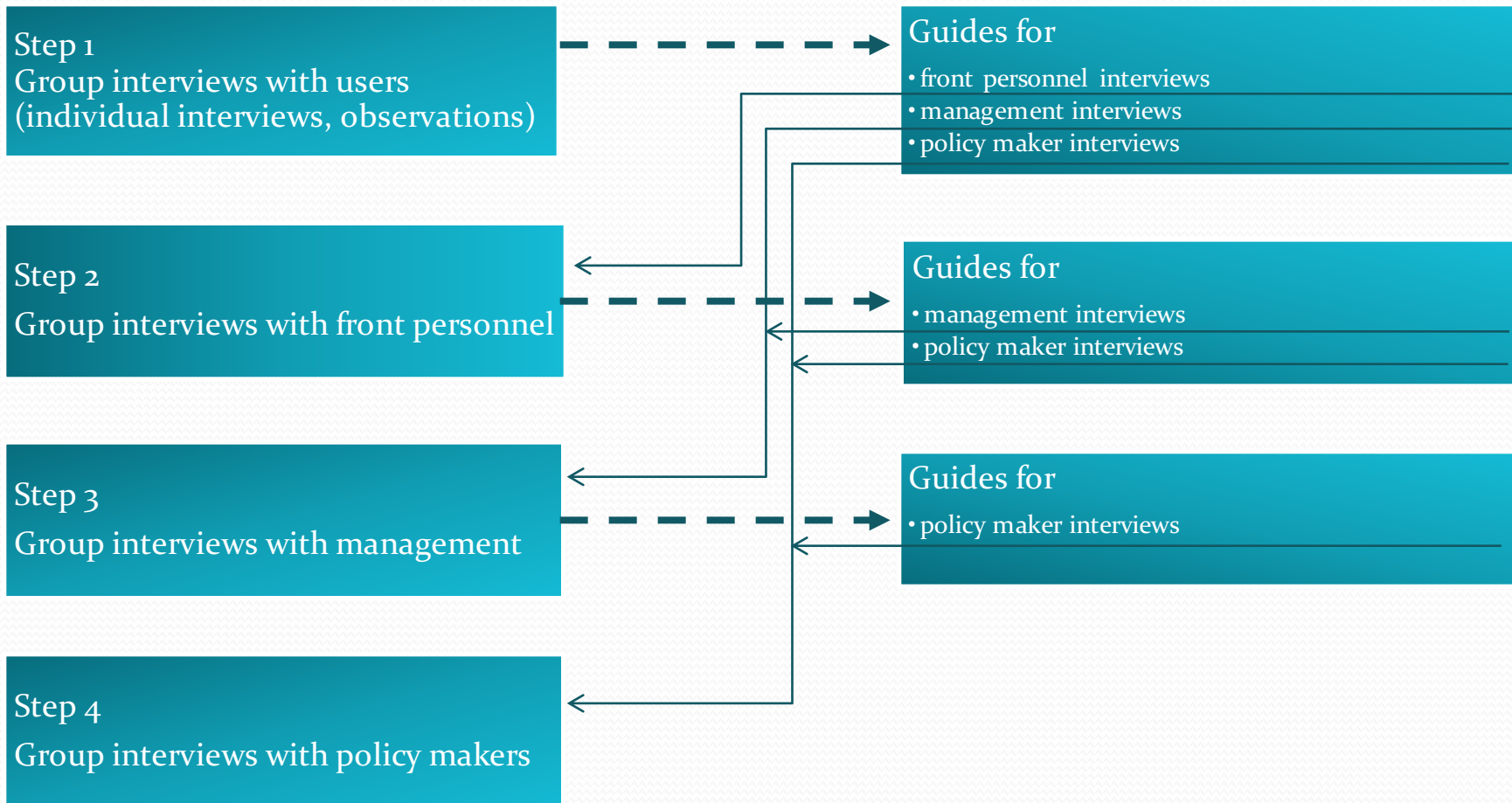
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The Sequence of the BIKVA Model



The Innovative Capacity of the BIKVA Model

- Why?
 - because the model was developed in a period where innovation was not in focus
 - because the model is not utilized for innovation/innovatively?
 - because it may be utilized for innovation?
- because we face a new trend in governance

New Public Governance

– User Participation

- ”Engaging individual citizens and civil society organizations as partners in the design, production and delivery of services lead to higher user satisfaction and potentially, cost reductions” – Co-production (OECD 2011:11).

	The Evidence Wave	New Public Management	New Public Governance
The user role	Object/substitute	Client/customer	Co-producer-expert
Effect achievement	Evidence based knowledge	Measurement of accountability	User ownership in cooperation with employees
Evaluation	Eksperimental methods	Measurement of results	Context close outcome
Sense making	RCT is golden - Black box	Results measurements, controlling, sanctions, restrictions	Networking, cooperation, interaction, confidence
Riscs	Independence of context	Tunnel vision and creaming	Employees create the criteria -Users are responsible for implementation Users create the criteria -Weak users are beyond responsibility
Governance/ management	Science prevails over management	Sanctions corresponding to results (management)	Ensuring a motivated cooperation and interaction between users and employees. Ensuring that the methods lead to effects (leadership)

Defining User-Driven Innovation

- The users' *"ideas and experience form the base for improving specific services in the individual institution or community, while contributing to an effective implementation of the service innovation in question"*
(Agger & Lund 2011:180).
- The users' contributions are *"particular, context-based knowledge and resources which are valuable assets in connection with developing a new innovation effort"*
(Agger & Lund 2011:180).

The Innovation Process

- Phases

- Development of ideas
- Selection of ideas
- Implementation
- Dissemination

Criteria for Innovation

1. Innovation is a conscious action in search of useful and new creative solutions
(Sørensen og Thorfing 2011:29)
2. Innovation should be identified by new knowledge being disseminated and realized
(Sørensen og Thorfing 2011:29)
3. Innovation implies that procedures or products have been altered, while a mere increase or decrease of existing activities is not in itself a sign of innovation
4. Innovation is based in a specific context, and the effect of innovation may be evaluated.

The BIKVA Model

- Does the BIKVA model reach further than the phase of development of ideas?
- Knowing that innovation processes demand central partners to interact – does the BIKVA model live up to this?
- No, the BIKVA model makes knowledge interact, but it does not concern the partners of the various levels of the process

Utilizing the BIKVA Model

- Evaluation
- Development
- User Involvement Capacity Building
- Institutional Analyses

The BIKVA Model

Demands for Successful Innovation

- A supportive management
- Systematic follow-up
- Documentation of follow-up on several levels:
 - user level
 - employee level
 - management level
 - policy level

The BIKVA Model

– Including the Innovation Process

- **Development of ideas**
 - Which ideas evolved? Which points of critique were raised?
- **Selection of ideas**
 - Which ideas were forwarded? Which were discarded?
 - Substantiation of the selection
 - Which parties participated, and which were excluded?
- **Implementation**
 - Which plans for implementation were prepared?
 - Which plans were implemented?
 - Which parties participated, and which were excluded?
- **Dissemination**
 - How were the ideas disseminated in the organisation? Were they disseminated to other organisations?
- **Which effect did the process achieve?**

Measuring the Outcome/Effect

- A second BIKVA iteration including questions about the outcome/effect?
- Other methods – mixed method
- The question ask in a BIKVA iteration must be sharp and clear ?