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# Public sector innovation: Lessons of experience

Hammamet, 17/11/2015

# Agenda: Public sector innovation

1. What is innovation?
2. What is Public Sector innovation?
  - Using technology
  - but also innovating the public sector
3. What are TTN lessons of experience

« Innovation is the only way  
to stay ahead of the curve »

*Gary Hamel*

## WHAT IS INNOVATION?



# Definition

- Innovation is
  - A new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method, business practice, workplace organisation or external relations

(Oslo Manual, OECD 2006)

- The successful exploitation of new ideas

(Innovation Unit, UK Department of Trade and Industry, 2004)



# Innovation

- Innovation is using creativity to add value



*“Our goal wasn’t just to differentiate our products, but to create products that people would love in the future.”*

**Jonathan Ive,**  
VP Industrial Design, Apple

“If at first, the idea is not absurd,  
then there is no hope for it”

*Albert Einstein*

## SEVEN INNOVATION MYTHS





# Innovation is risky



“I have not failed I have just found 10,000 ways that won't work”

*Albert Einstein*

# Innovation is (only) about products

## Business Model Innovation





# Innovation is (only) about products

- **Product** innovation
  - changes in things (products / services) offered
- **Process** innovation
  - changes in the ways things are created or delivered
- **Position** innovation
  - changes in the context in which things are introduced
- **Paradigm** innovation
  - changes in the underlying mental models describing what the organisation does
- **Breakthrough** innovation
  - is a key component of the future strategies of companies looking to achieve sustainable growth
  - is the creation of a new platform or business domain that has high impact on current or new markets in terms of offering wholly new benefits and high impact on the firm through expansion into new market and technology domains
    - O'Connor G.C. (2008), *Grabbing Lightning*, p11.

# Innovation is (only) about products

**“...the key to sustained success is business model innovation.”**

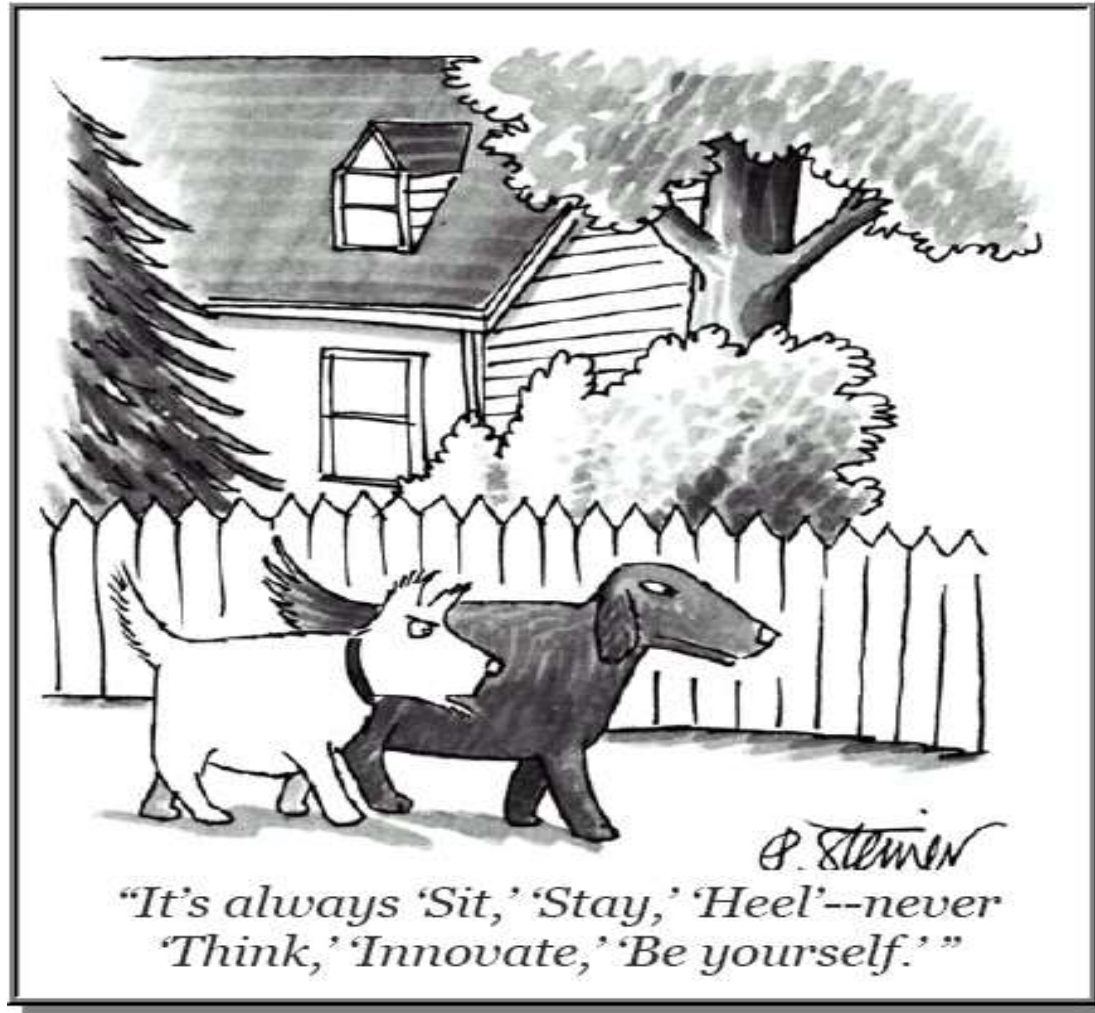
- Clay Christensen, Harvard Business School



# Innovation is about big ideas



# Innovation can't be taught



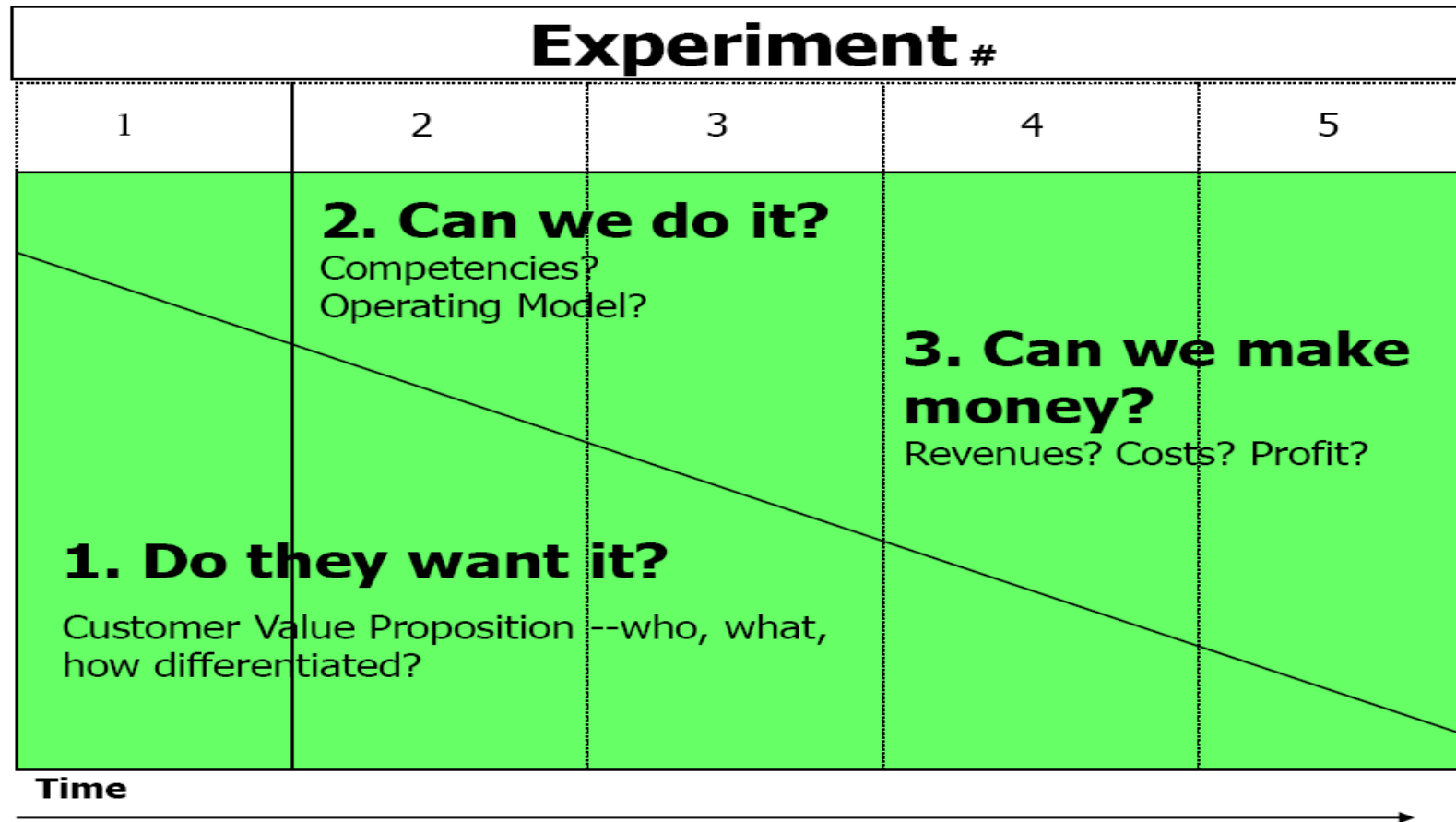
# Innovation is a diversion

## AN INNOVATION PROCESS



# Innovation is expensive

## Learn, Fail, Scale





# Innovation is expensive



**For once, it's not about money!**

“There is no relationship between R&D spending and the primary measures of economic or corporate success, such as growth, enterprise profitability, and shareholder return”

*Booz Allen Hamilton*

# Innovation is an exception

## HOW FRIENDLY?



# WHAT IS PUBLIC SECTOR INNOVATION?



# Public sector innovation: Using Technology

- Using technology (ICT) to deliver public services.
- Providing e-gov services
- Using ICT for better public services:
  - Providing
  - Efficiency
  - Quality
  - Transparency

Using ICT  $\neq$  Stupid automation

# Public sector innovation: Using Technology

- It is not about computerizing what we are doing
- "Reengineering Work: Don't Automate, Obliterate"
- Rethinking what we are doing to get the same results
  
- BPR aimed to help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs.

# Business Process Reengineering

- "Reengineering Work: Don't Automate, Obliterate"
- Most of the work being done does not add any value for customers [citizen], and this work should be removed
- "Business Process Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary modern measures of performance, such as cost, quality, service, and speed."

M. HAMMER, J. CHAMPY



# What characterizes the public sector?

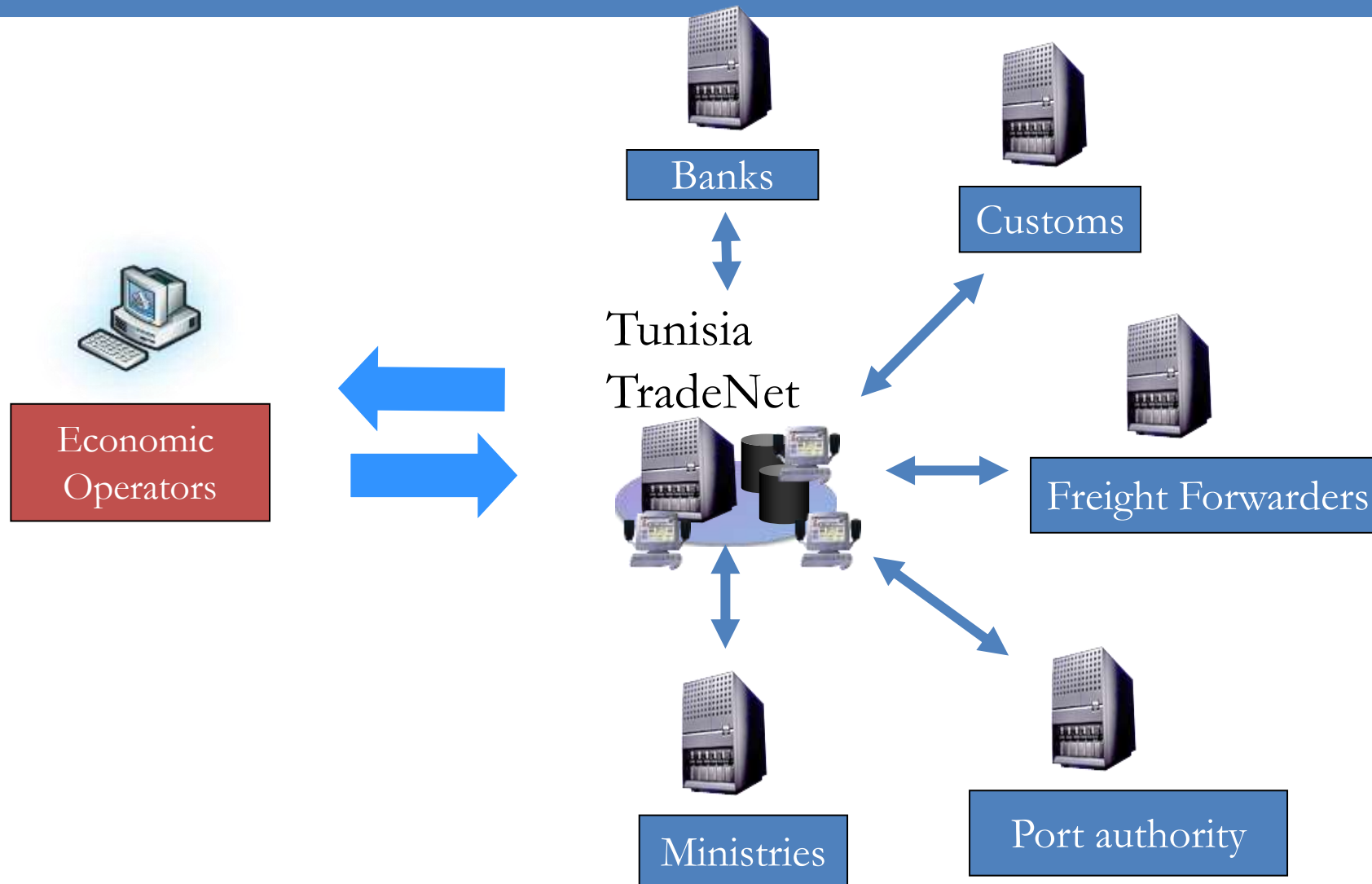
- A heavy machine
- With a significant inertia
- Reluctant to change staff
- Difficult to motivate (staff)
- Why should we change the way we are doing?

Single window for foreign trade

# TUNISIA TRADENET



# Tunisia Tradenet



## REALISATIONS

# Tunisia Tradenet

- 2000: Tunisia Tradenet Company setup
- 2001: EDI server
- 2003: 100% External Trade Certificate
- 2006: Transport Bundle
- 2009: 110% Custom declaration
- 2010: MGI connexion with Europ
- 2014: Cautionned bonds dematerialization
- 2016: Electronic invoice  
On-line custom duties payment



# LESSONS OF EXPERIENCE



# At the beginning: 2000 - 2005

- It is not about technology
- Human Resources:
  - Change management:
    - Civil servants
      - Serving virtual clients
      - Loosing power
      - Fear of failure
    - Economic operators
    - Freight forwarders
    - People loosing their jobs
  - Training:
    - Using new tools (ICT, PCs,...)
    - Using the plateforme / new working methods
    - Programming
- Overall leadership



# Introducing new services: electronic invoice

## Problematic

- 2016: Tunisia will be the first African country to introduce electronic invoice
- E-invoice requested in Tunisia since 2004
- Issue: Task administration acknowledgement
- How to reassure regarding invoices integrity

## Solution: change management

- Identifying each stakeholder reluctance
- Talking to stakeholders to explain and reassure / advocate
- Explaining the project to each one from his own perspective
- Anticipating and doing others tasks

# Introducing new services & technology

- It is not about technology
- Having leaders & decision makers:
  - Not change & technology averse
  - Convinced by opportunities offered by Technology
  - Ready to face new projects implementation
- A better communication between « Innovators » & « Public sector »
- A need for intrapreneurs & innovators in the public sectors

# Thank You

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