

# The Innovative Capacity of the BIKVA Model

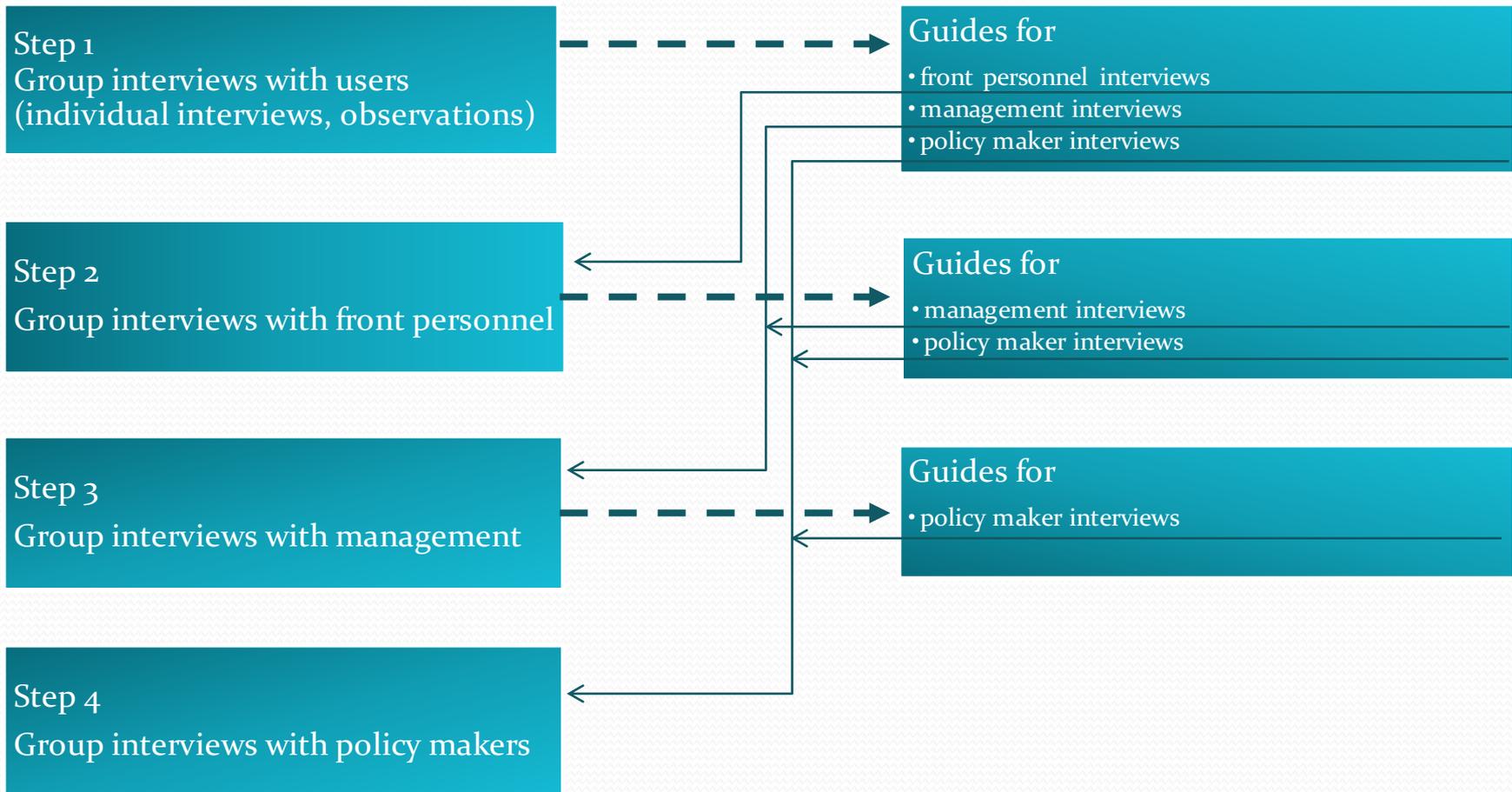
MATHILDA WREDE seminar

14 March 2016

Helsinki

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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).

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