UNLEASHING INNOVATION:
A CLOSER LOOK AT IDEATION
Using our Innovation Framework, Accenture conducted a global study of government innovation.

What have we learned about how governments are tackling ideation?
Accenture found that governments are getting knowledge, guidance and information from an entire ecosystem.

Where does your agency look to get knowledge, guidance or information that feeds into your innovation activities? (select all, top 10)

- **39%** Public/Private Partnerships
- **37%** From Our Current Employees
- **36%** Social Media Sites and Web Crawling
- **36%** Public Research Institutions/Think Tank
- **32%** Other Public Agencies or Departments
- **32%** Industry Conferences
- **31%** Universities
- **31%** Citizens
- **31%** Hire New Talent
- **31%** Suppliers of Equipment, Materials or Software
Across all respondents, the top partners are public agencies and consulting firms.

Top 3 responses: Which external partners provide direct input to the ideation process? Multiple responses.

- Public agencies: 88% (85% for Innovation Leaders)
- Universities: 94% (90% for Innovation Leaders)
- Voluntary sector: 94% (85% for Innovation Leaders)
- Other companies: 90% (80% for Innovation Leaders)
- Startups and new digital companies: 98% (88% for Innovation Leaders)
- Consulting firms: 88% (83% for Innovation Leaders)
- Suppliers or vendors: 90% (78% for Innovation Leaders)
- Citizens: 88% (79% for Innovation Leaders)
There are two noteworthy trends from innovation leaders in this ‘village’ approach:

1. When it comes to partnerships, these agencies are much more active with nonprofits, startups and universities.

2. Compared to everyone else, leaders also use a greater number of sources for knowledge, guidance and information.

LEADERS: 6.4 SOURCES

EVERYONE ELSE: 5.2 SOURCES
Governments are almost universally open to collaborating externally and sharing data. Increased numbers are engaging directly with developers—empowering them to explore opportunities to create new data-enabled services.
97% of governments allow and actively pursue or encourage the development of ideas for innovation to come from outside the organization.

93% of governments publish at least some open data for public consumption.

57% of governments have open data and engage developers regularly.
Governments use various activities to generate and pursue innovative ideas. While workshops and digital platforms emerged as most popular, each government needs to tailor activities to their situation.

What does your organization have in place to encourage innovation ideas and pursue innovation related activities? (select all)

- Innovation and ideation related workshops with internal and external partners: 51%
- Employees are able to use digital platforms to interact and share ideas: 51%
- Training and learning for employees: 50%
- Being part of multifunctional teams to generate new ideas: 47%
- Innovation and ideation related workshops are available to all employees: 46%
- Freedom and flexibility of employees to engage in innovation related tasks: 45%
- Internal sharing of customer research and evaluation results: 43%
- None of the above: 30%
And, in fact, Innovation Leaders are using notably **MORE** activities than everyone else.

**Leaders:**
- **4.21** activities in place

**Everyone Else:**
- **3.26** activities in place
Governments use a wide array of non-monetary incentives to encourage employees to develop innovative ideas.

Does your agency make use of any of the following incentives to reward innovative ideas internally? (select all)

- Employees names being associated with specific innovative ideas: 50%
- Opportunities to work and collaborate with external partners: 47%
- Annual internal awards program/ideas contests: 45%
- Honorary placements, fellowships or learning opportunities inside the agency: 43%
- Identify the Innovator of the month: 39%
- Monetary rewards: 38%
- Honorary placements or fellowships outside of the agency: 39%
- Other incentives: 4%
- None, no incentives offered: 6%
And, again, innovation leaders have **MORE** incentives in place.

**LEADERS:**

3.9 INCENTIVES in place

**EVERYONE ELSE:**

2.9 INCENTIVES in place
WHAT DOES IT MEAN FOR YOUR GOVERNMENT?

Based on the survey findings and Accenture’s frontline experience, we recommend the following:

1. Consciously structure your ideation ecosystem
2. Try a wide variety of methods for innovation and incentives
3. Focus ideation on priority outcomes
4. Strongly tie your ideation process to execution and anticipated benefits
As you build your ecosystem for generating ideas, don’t limit yourself to only a few partners.

Play to your natural geographic and intellectual advantages.

Survey your landscape to determine who can contribute most easily and consistently to your ideation process.

**Consider**

- Nearby universities
- Nearby experts (examples: vendors, nonprofits and expert citizens)
- Natural affinities (examples: professional organizations and supporting national groups)
The research findings suggest that when it comes to ideation methods and incentives, **MORE IS BETTER**.

Using diverse ideation methods lets you test **WHAT WORKS** in your context.

Having diverse methods and incentives enables you to **ENGAGE TEAM MEMBERS** with varying workstyles and motivations.
FOCUS IDEATION ON YOUR PRIORITIES

When pursuing innovation, don’t be technology driven. Be mission driven.

Focus ideation efforts on priority government/agency outcomes— from combating the opioid crisis to reducing traffic congestion.

Be clear about priorities around people, policy, process and service delivery.

Drive ideation by articulating your challenges and goal—frame up the questions you want to tackle, not the technologies you want to use.
Encourage “blue sky” thinking, but also:

Test good ideas with **proofs of concept** (POCs) as soon as possible.

Gather lots of **perspectives** on the ideas and POCs.

Determine how you will **evaluate the effectiveness** of a new idea—and be rigorous in evaluating that idea according to your plan.

Watch for more in our future discussions on the **Execution and Impact & Benefits** pillar.
In October 2017, Accenture surveyed 591 respondents from 10 countries.
Respondents represented the following levels of government:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Government Level</th>
</tr>
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<tbody>
<tr>
<td>38%</td>
<td>Local</td>
</tr>
<tr>
<td>38%</td>
<td>State/Regional/Provincial</td>
</tr>
<tr>
<td>24%</td>
<td>National/Federal</td>
</tr>
</tbody>
</table>

Respondents represented these segments within government:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Segment Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>86%</td>
<td>Public Service (other than Education) – Government Agency</td>
</tr>
<tr>
<td>7%</td>
<td>Healthcare Provider – Public/Government Managed</td>
</tr>
<tr>
<td>7%</td>
<td>Healthcare Payor (Health Insurance) – Public/Government</td>
</tr>
</tbody>
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Government agency respondents represented these functions:

- Centralized Administration: 15%
- Employment Services: 18%
- Policing/Justice: 11%
- Revenue/Tax: 14%
- Social Services/Welfare: 18%
- Defense: 5%
- Pensions: 8%
- Border Services/Custums: 8%
- Other: 3%
ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions — underpinned by the world’s largest delivery network — Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 435,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.

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