UNLEASHING INNOVATION: A CLOSER LOOK AT EXECUTION
Using our Innovation Framework, Accenture conducted a global study of government innovation. This report focuses on the Execution pillar.
Execution requires a sound process and the right skills for turning ideas into a reality, which includes:

- Evaluating ideas.
- Testing ideas with a **Proof of Concept (POC)**.
- Rigorously evaluating results of every **POC**.
- Scaling the **best ideas**.

**What have we learned from our global survey about executing innovation in government?**
MOVING QUICKLY, BUT NOT SCALING EASILY

Governments report rapid movement from POC to reality.

47% Governments that implement innovations in 6 to 12 months

38% Governments that implement innovations in 12 to 18 months

77% Governments Moving from pilot to broad implementation at scale is a significant challenge
Saying it loud, saying it proud

Accenture’s study revealed a strong focus on “marketing” government innovation—that is, displaying & promoting benefits.

83% Governments that report they are “strong” or “very strong” on this front

80% Governments that use soft and hard metrics to report results, creating a continuous loop of feedback and improvement

Stay tuned for more on this when we share the findings of the Impact & Benefits pillar.
Governments expect the partners they select in public tender to bring innovation to the table. 73% of governments say price and innovation have equal weight or innovation is more important than price.
**EMULATE WHAT WORKS**

Accenture’s survey findings point to a clear set of practices that leaders* are pursuing to improve execution:

<table>
<thead>
<tr>
<th>Practice</th>
<th>Leaders (%)</th>
<th>Everyone Else (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invest in and implement prototype testing:</td>
<td>47.9%</td>
<td>32.2%</td>
</tr>
<tr>
<td>Use design thinking methods:</td>
<td>47.9%</td>
<td>29.8%</td>
</tr>
<tr>
<td>Devote physical space to innovation:</td>
<td>72.9%</td>
<td>35.9%</td>
</tr>
<tr>
<td>Offer coaching and mentoring support:</td>
<td>52.1%</td>
<td>30.9%</td>
</tr>
<tr>
<td>Adopt mobility programs to “import” skills from other departments or from outside the agency:</td>
<td>50.0%</td>
<td>33.3%</td>
</tr>
</tbody>
</table>

WHAT STANDS IN THE WAY?
Governments are unlikely to be surprised by what emerged as the most pervasive challenges.

**83%**
GOVERNMENTS report a lack of technological capabilities

**82%**
GOVERNMENTS that have budgetary constraints
There are other interesting challenges as well:

- **77% Governments** that have a risk-averse culture
- **73% Governments** that have a lack of support from leadership and key decision makers

Stay tuned for more on these two challenges when we share findings related to the Absorption pillar.
The study also uncovered an interesting trend that reinforces the importance of greater innovation.

59% RESPONDENTS
That report they can use innovation savings in other parts of their budget

We’ll explore that more when we share findings on the Impact & Benefits pillar.
Accenture found that when governments are executing innovation, user experience skills in particular seem to be in short supply.

$62\%$ governments report needing more access to User Experience (UX) design skills.

They also report needing more access to Design Thinking skills.

They further report needing more access to User Research skills.
Ready to improve innovation execution?

Accenture research and experience point to the importance of these four steps:

- **Go talk** with your citizens
- **Put a process** in place
- **Think like entrepreneurs**
- **Assess skills** (technical AND soft)
GO TALK WITH YOUR CITIZENS

Set up a structured mechanism for uncovering CITIZENS’ NEEDS.

Be disciplined and consistent in asking citizens WHAT’S WORKING —and what’s not—in your context.
**PUT A PROCESS IN PLACE**

**Be rigorous in Execution, with a strong tie to the Impact & Benefits of innovation.**

Establish a strong practice for each step of Execution:

| Evaluating ideas, including articulating expected benefits and clear **ways of measuring them.** | Executing **proofs of concept.** | Evaluating **POC results.** | Scaling quickly to **production.** | Evaluating results **once in production.** |
Embrace iterative, **agile methods**: 

- Be willing to **rapidly change course**.
- Build the discipline to **end at any point in the cycle** based on how well or poorly benefits are realized.
- Understand the value of **“failing fast”** and then correcting course.
- Run a **portfolio of Execution activities** based on calculated risks.
ASSESS SKILLS (TECHNICAL AND ‘SOFT’)

Perform an **objective evaluation** of your skills gaps.

Where **gaps exist**, determine if you truly need those skills.

Where you need skills but have gaps, fill them **through partners**.

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

- 38% Local
- 38% State/Regional/Provincial
- 24% National/Federal

Respondents represented these segments within government:

- 86% Public Service (other than Education) – Government Agency
- 7% Healthcare Provider – Public/Government Managed
- 7% Healthcare Payor (Health Insurance) – Public/Government
Government agency respondents represented these functions:

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