



First Seminar

DEVELOPMENT OF NEW AREAS FOR INSTITUTIONAL INNOVATION

Speakers:

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SPEAKERS

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- Consultant and trainer in planning for sustainability, organizational restructuring, innovation, hybrid and remote learning, leadership and team revitalization
- University professor
- Mathematician from UNAM
- Masters and Ph. D. candidate in Human Development at Universidad Iberoamericana

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- Consultant in innovation, science and technology management, creation of public value, ecology, climate change and social marketing.
- University professor
- Ph. D. in ecology from the Rostov State University in the former Soviet Union

IN THIS SEMINAR YOU WILL LEARN:

- Why innovation matters
- Why institutions should maximize the public value they bring to society
- Why they should co-create public value with users and stakeholders
- How to apply a methodology and a structured protocol of innovation ad hoc for every institution
- What leadership skills and competencies are needed for innovation

Session No. 1

June 24, 2021

- ❑ Innovation
- ❑ Co-creating as a Methodology
- ❑ Innovation Protocols

DEVELOPMENT OF NEW AREAS FOR INSTITUTIONAL INNOVATION

NEW ENVIRONMENT FOR PUBLIC INSTITUTIONS (1/2)

- New market conditions
- Markets changed by the internet
 - Private:
 - Amazon, Airb&b and Uber, among others
 - Public:
 - Easy access to information (debts, consumption, other)
 - Interactivity with services provided by the state
 - Interactivity between users

NEW ENVIRONMENT FOR PUBLIC INSTITUTIONS (2/2)

- Market globalization
- New challenges (some unknown)
 - Social threats (pandemics, forced migration, water wars...)
 - Global warming
 - Increasingly difficult to raise awareness of the need to pay for public services
 - Altered water cycle
 - Efficiency in an environment of extreme austerity
 - Do new things with the same staff
 - Expand markets

NO COMPETITIVE PRESSURE FOR PUBLIC INSTITUTIONS

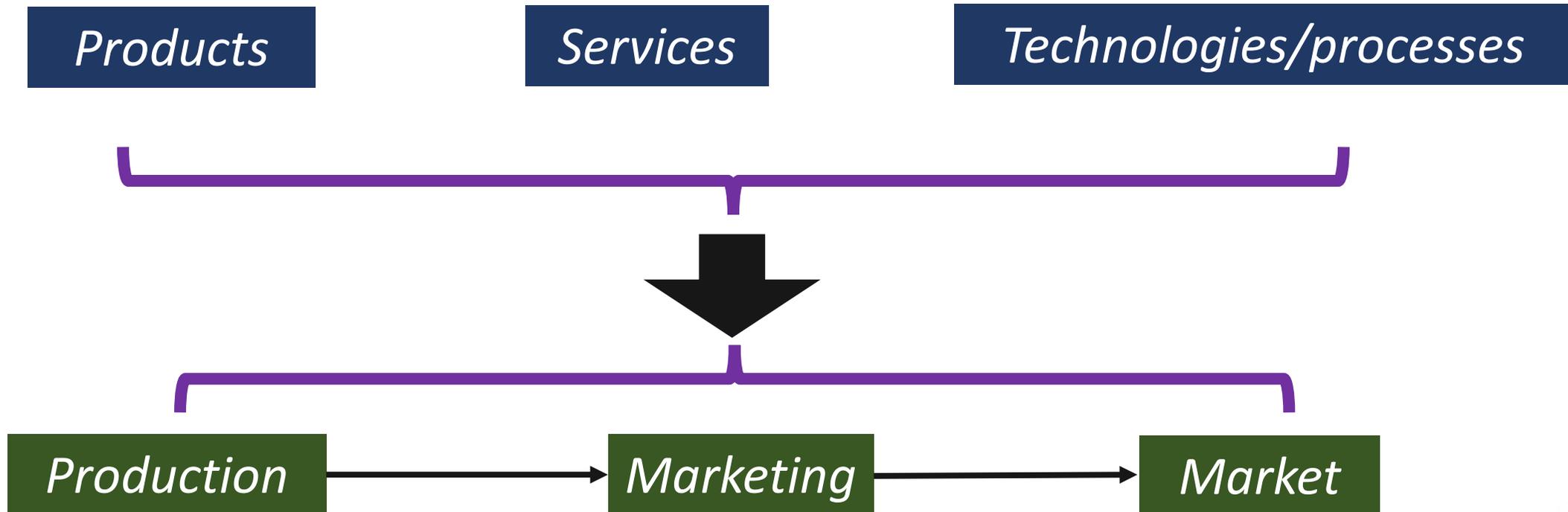
- Quasi-monopolies, with no competitors
- Captive “customers”:
 - They have no other options
 - They cannot change provider
 - All they have left is political pressure

Advantage: It allows them to be lax in their operations

Disadvantage: It slows innovation. They are comfortable. They do not keep pace with other e-services

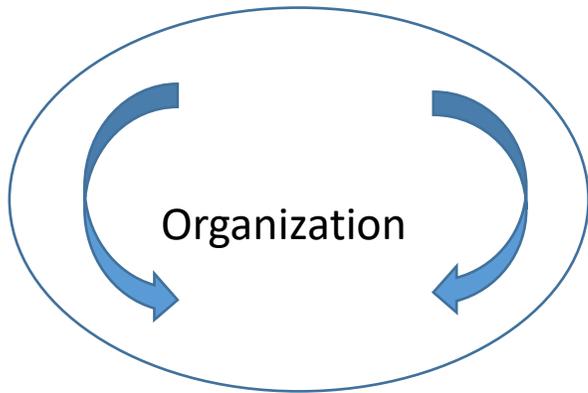
INNOVATION

Is successfully converting ideas and knowledge into new products, services and processes in the market.



TYPES OF INNOVATION

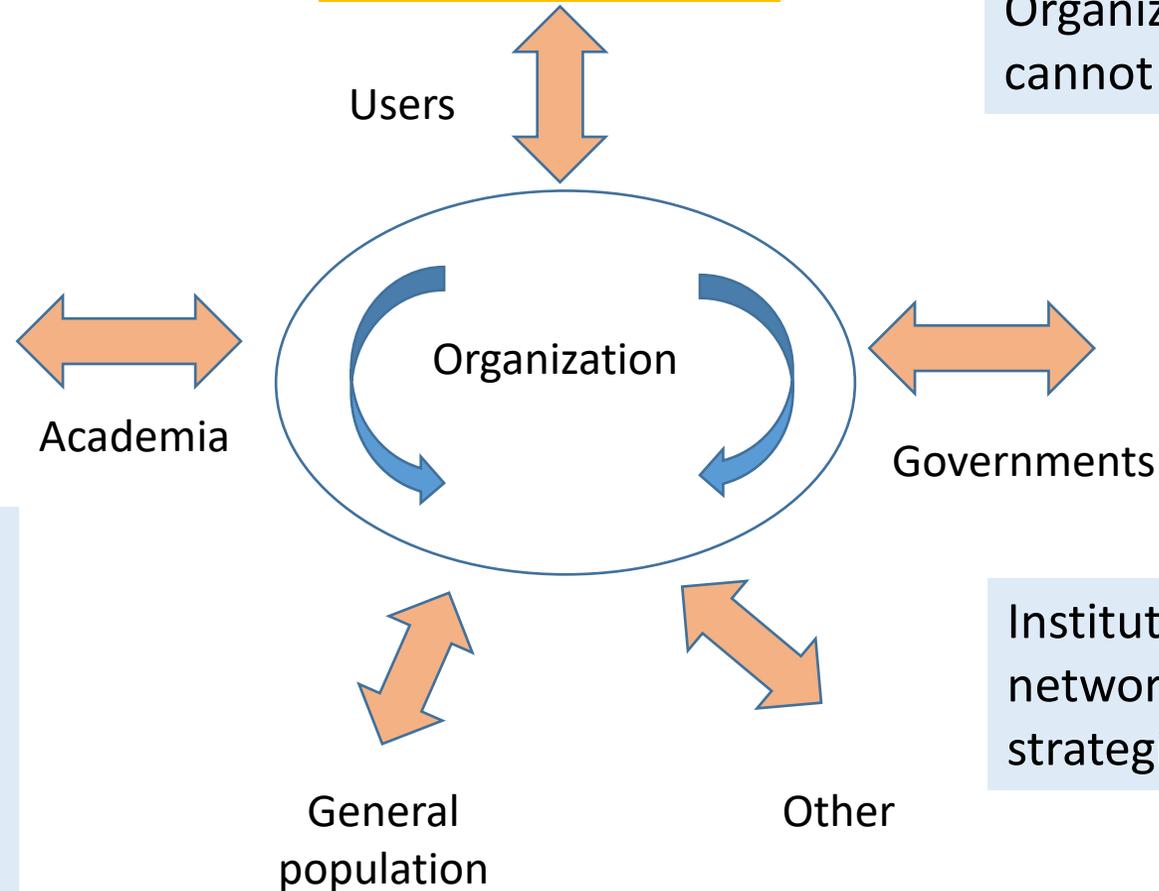
Closed Innovation



Areas of innovation

- Services or products
- Processes or workflows
- Organizational structures
- Legal and administrative frameworks
- Other

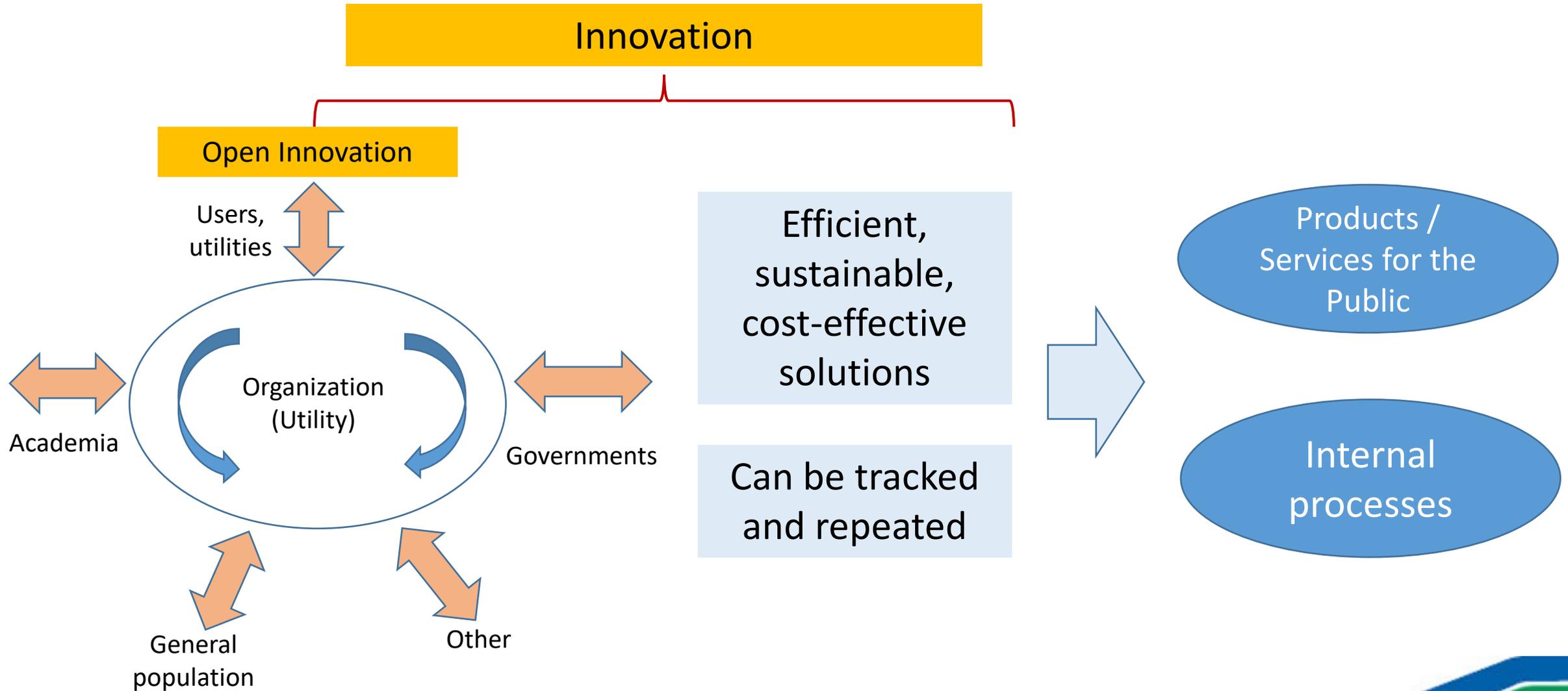
Open Innovation



Organizations on their own cannot always innovate

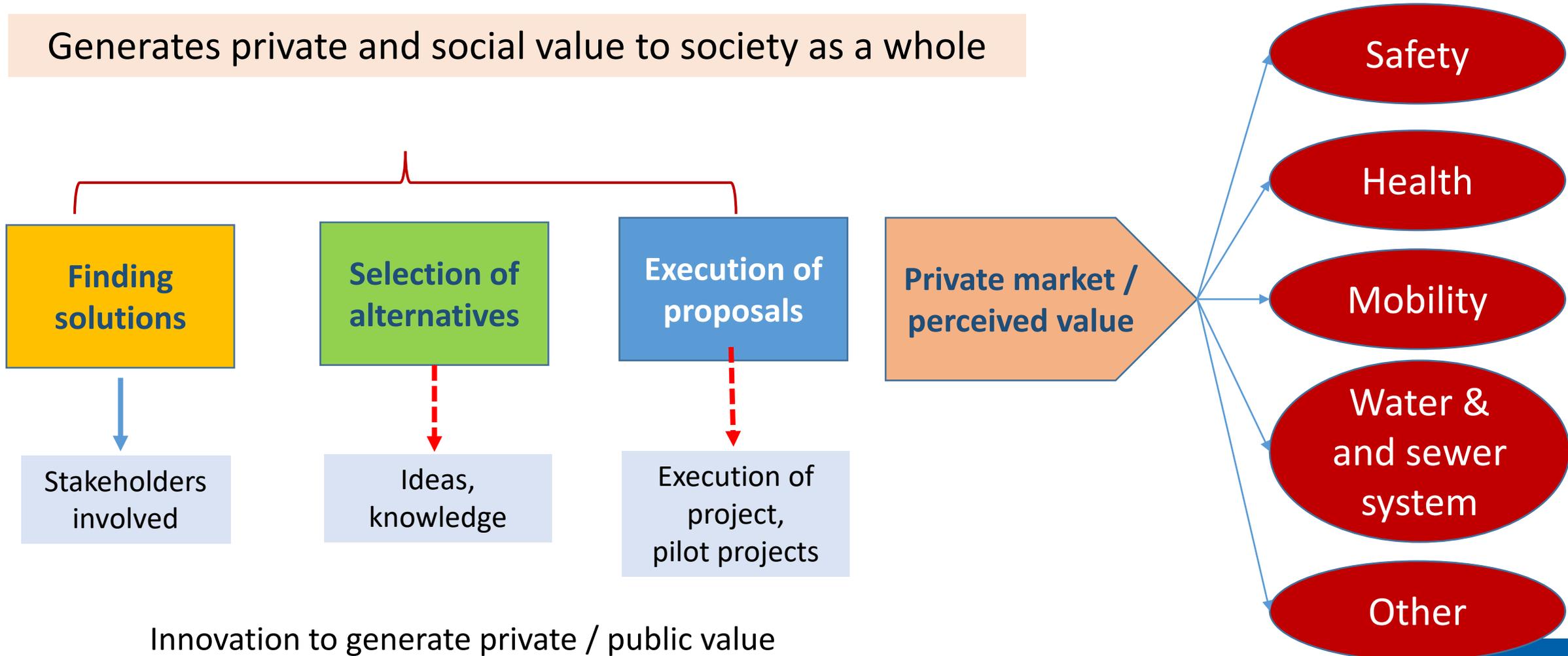
Institutions have to design network and alliance strategies to innovate.

CO-CREATING AS A METHODOLOGY

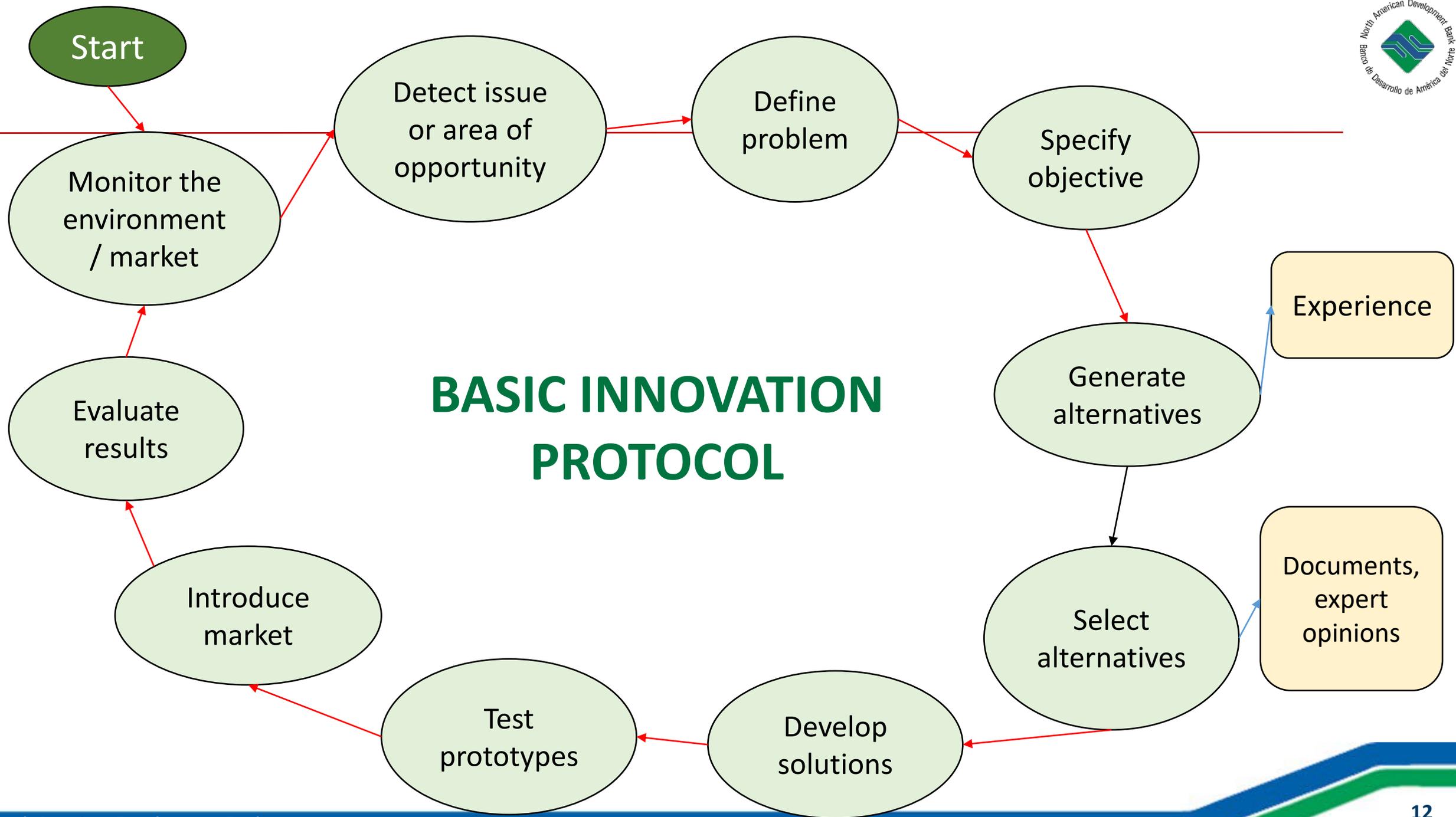


SIMPLIFIED MODEL OF INNOVATION

Generates private and social value to society as a whole



Innovation to generate private / public value



BASIC INNOVATION PROTOCOL / Organizational Level

Strategy alignment



Organizational processes for innovation

Conceive a new product or service



Involve the user



Spark creativity



Develop and select new products/services



Launching the innovation on the market

Prospective acceptance of new product or service



Publicize innovation



Position brand of new product or service



Launch the new product or service

QUESTIONS AND COMMENTS

Session No. 2

June 25, 2021

- ❑ **Co-creating Public Value**
- ❑ **Leadership for Innovation and Creating Public Value**

DEVELOPMENT OF NEW AREAS FOR INSTITUTIONAL INNOVATION

THE ENTIRE ORGANIZATION IS RESPONSIBLE FOR INNOVATION



- User experience is at the center of innovation
- Change the rules for collaborative and participatory innovation
- Determine areas of innovation in the institution
- Reconfigure the institution using a specific scientific methodology

USER-FOCUSED INNOVATION: E-services (1/2)

- E-services
 - Water, electricity, internet, property taxes, garbage (concessions or private)
- Evolution
 - Receipt to email
 - Tendency to disappear collection areas
 - Language

USER-FOCUSED INNOVATION: E-services (2/2)

- Unstoppable race where everything tends to be done and controlled from a mobile device
- Apps
 - If institutions don't have apps, they will have strong social pressure
- E-service challenges
 - Everything is being digitalized. Public institutions generally lag behind
What services have they digitalized?

DEFINITIONS

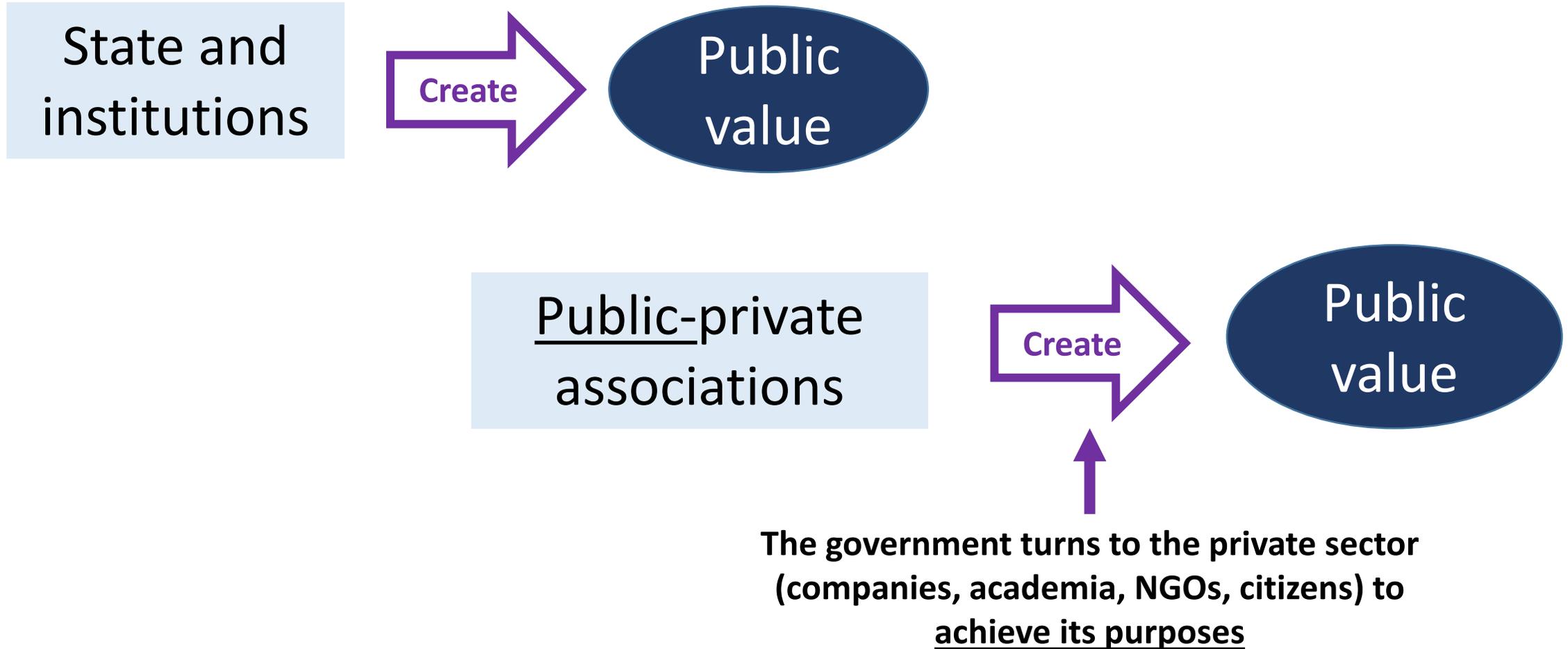
Public value: The value created by the State through the services it provides to its citizens, the regulations it establishes for the well-being of the public and the public policies it creates to satisfy the needs of the public.

Co-creating public value: When the State and its institutions work with the users of the services to create or expand their public value.

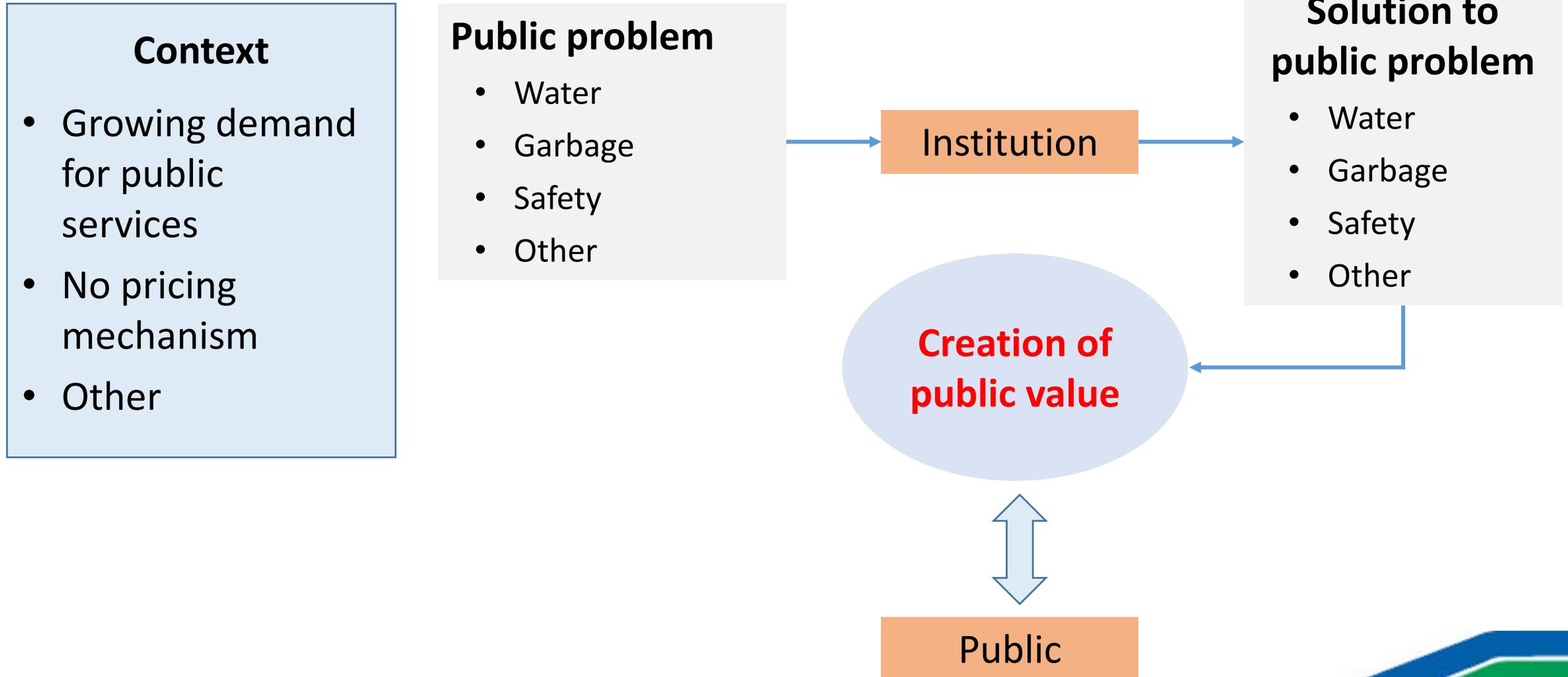
Public goods: A type of commodity **that cannot be traded on any market**, since it can be used and enjoyed by any citizen without restriction. Public goods have two characteristics that distinguish them from other products: they are non-rivalrous and non-excludable.

In general, they must be **state-administered** with control mechanisms that guarantee their use and enjoyment.

FRAMEWORK



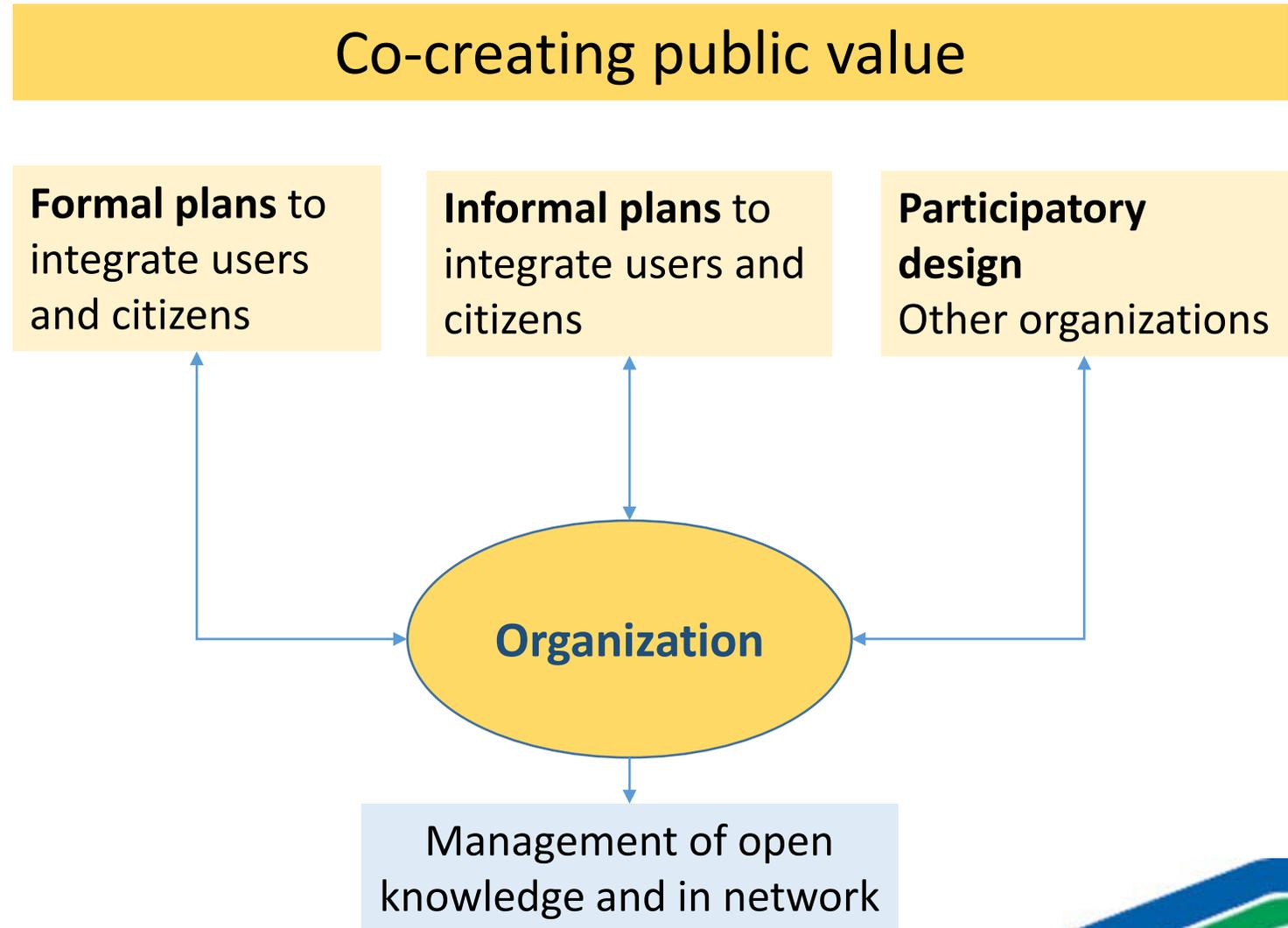
PUBLIC VALUE IN INSTITUTIONS



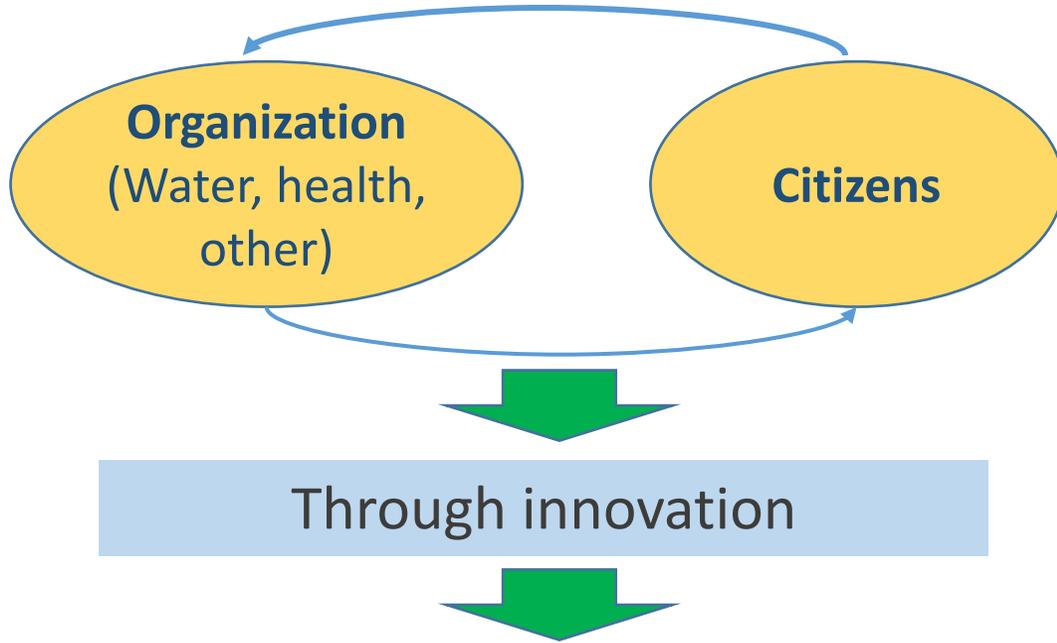
CO-CREATING PUBLIC VALUE (1/2)

Formal or informal mandates

The cost-benefit of the services provided



CO-CREATING PUBLIC VALUE (1/2)



It responds to:

- What is the institution specifically responsible for doing?
- What benefit does the institution provide citizens?
- What do citizens expect from the organization?
- Other...

The public value must:

- Be aligned with the regulations and mission of the organization
- Be well defined for easy understanding
- Be consistent with public expectations



Creation of public value

LEADERSHIP AS A CRITICAL ELEMENT FOR INNOVATION AND CREATING PUBLIC VALUE



- If innovation is disruptive, so is leadership
- Traditional: Quality circles, Ishikawa, just in time...
- Innovation liquidated the organizational structure
 - Nodes, networks, matrices
- Demands liquid leadership
 - Ability to continuously adapt, advance and reinvent in rapidly changing ecosystems

NEW LEADERSHIP CAPABILITIES FOR INNOVATION (1/2)

- Leadership for creativity
- Favor knowledge management
- Areas of responsibility that fall outside the leader's expertise
- Leadership and decision-making systems distributed throughout the organization. People with various functions, in various areas and at various levels
- Ability to operate in an uncertain environment (PEST)

NEW LEADERSHIP CAPABILITIES FOR INNOVATION (2/2)

- Digital skills and competence for operations and communication
- Leadership in hybrid, remote and face-to-face environments
- Multidimensional leadership: Genders and cultures

ALL ADDED TO THE SKILLS ALREADY KNOWN

STAFF MATTERS MORE THAN EVER

Energize them

Listen to them

**Give them the authority and the means to
innovate**

Help them do the impossible

QUESTIONS AND COMMENTS

TO LEARN MORE:

Public Value:

- Bryson, J. M. Crosby C.B. Bloomberg, L. . **Creating Public Value in Practice**. CRC Press, New York; 2015; 426 p.
- Bryson, J. M. Crosby C.B. Bloomberg, L. **Public Value and Public Administration**; Georgetown University Press; Washigton, DC; 2015; 314 p.
- Cornes, R. y Sandler, T. **The theory of externalities, Public Goods and Club Goods**; 1996; 616 p.

Innovation:

- Caporello, L. et al Editors. **Digitally Supported Innovation: A Multi-Disciplinary View on Enterprise, Public Sector and User Innovation**; Springer, Vol. 18; 2016; 307 p.
- Schramm, L. **Technological Innovation: An Introduction**. De Gruyter; 2018; 233 p.
- Tidd, J; Bessant, J. **Managing Innovation**. John Wiley & Songs, Ltd; 2009; 642 p.
- Gatington, H; Gotteland, D; Haon, C. **Making Innovation Last**. Volume I. Palgrave Macmillan; 2016; 267 p.
- Schramm, L. **Technological Innovation: An Introduction**. De Gruyter; 2018; 233 p.

THANK YOU



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