Preface

Starting and operating a new venture in one's own country or globally, or being involved in corporate entrepreneurship involves considerable risk and energy to overcome all the obstacles involved; yet, even more risk and energy is involved in governpreneurship – establishing entrepreneurship in a government or government agency. It involves overcoming the inertia, rigidity, rules and regulations and bureaucratic nature of almost all governmental organizations to create something new – a new way of doing things, a new system and/or a new service. Governpreneurship becomes increasingly important in an era of economic downturn, reduced sources of revenue, and increased demand and expectation from constituencies.

While entrepreneurship has traditionally been viewed as a private sector phenomenon, corporate and social entrepreneurship have developed in a number of different domains such as not-for-profits, for-profits and public sector organizations. Entrepreneurship is a universal concept that can be applied in small- and medium-sized enterprises (SMEs), large national and multinational organizations, as well as social ventures, enterprises, communities and even governments. It is not limited to a select group of people: any person with the right orientation, decision making framework, drive and motivation can develop an entrepreneurial perspective and mindset. This perspective and mindset identifies a need and transforms a creative and innovative idea to fill that need.

In organizations and governments, entrepreneurs challenge existing assumptions and look to generate value in more innovative and creative ways. Entrepreneurs change the way things are done by identifying opportunities and successfully filling them. Through this challenge and change renewal occurs.

To fully cover this topic of Governpreneurship (entrepreneurship in government), the book is divided into seven chapters and four case histories.

Chapter 1, 'Entrepreneurship in the public sector', discusses the differences between government entities, corporate entrepreneurship and entrepreneurship, and develops a framework for public sector entrepreneurship and its challenges. Chapter 2, 'The government entrepreneur', focuses on government innovation, the significant roles in government

entrepreneurship and of course the characteristics of one. Formulation and managing policy innovation is the focus of Chapter 3. After discussing approaches to and stages in policy innovation, approaches, different frameworks and how to understand the policy landscape are presented. Chapter 4, 'Locating and fostering innovation', discusses how to create an innovative public culture, the influences of media and the benefits of contracting services. The chapter concludes with programs fostering entrepreneurial innovation and provides some examples of governments encouraging innovation. Chapter 5, 'Managing the internal and external politics', discusses these two important impacts on government entrepreneurship as well as how change can occur from outside the government. The important concepts of developing the plan and building the coalition are the topics of Chapter 6. The aspects, benefits and obstacles to creating a coalition are discussed with particular attention being paid to public-private partnerships. The book concludes with funding the venture (Chapter 7). Following a presentation of methods of financing, cost-savings activities, funding examples of public-private partnerships and venture capital, the chapter and book conclude with presenting some innovative funding programs.

To illustrate the aspects of government entrepreneurship discussed in these seven chapters, four case histories are presented. The first case history features government entrepreneurship at the national level—the country of Ireland. The Celtic Tiger discusses the basics of the country's economic development and evolution. Governpreneurship is seen throughout the various activities and aspects of the government of Singapore, the second case history. The third case history deals with entrepreneurship in the public sector of the Kingdom of Saudi Arabia. Following a presentation of the development and operation of Saudi Arabia General Investment Authority (SAGIA), the case history concludes with the ten golden rules for entrepreneurship in the public sector. The last case history, HUG – Geneva University Hospital is a unique example of government entrepreneurship in a state-owned hospital

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Amr Al-Dabbagh

May each of you always think entrepreneurially in all that you do.