Index

Abernathy, W.J. 74
accountability
   ethics of innovation, and 243
   innovation implementation 53–4
   inter-organisational innovation, in 324
   public sector entrepreneurship, and 163
   risk management, and 158
Ackermann, F. 124–7, 132
adoption, of innovation see diffusion
African American Men Project, Minnesota
   135–6
Aiken, M. 499, 501, 507
Albury, D. 4
Alexander, J. 520
Alford, R. 499, 501, 507
Alliance for Innovation 206
Allison, G. 45–6, 61
ancillary innovation 340, 446, 498, 507
Andrews, R. 317, 522
Apple 244
architectural innovation 5
Arnstein, S.A. 377
artisanal innovation model 83–4
Ashworth, R. 108, 110, 112
asylum seekers, innovation through co-production case study
   challenges 382–3
   co-management and co-governance 385–7
   enhanced co-production 383–5
   networks, role of 385
   participatory co-production 382–3
   regulatory background 381–2
   service customization 384
   study method 382
   third sector organisations, role of 377–8, 383–4, 386–7
Australia
   collaborative network model case study 355–6
   policy networks case study (Kilbourne)
      362–70
   public sector change management strategies 113–15
Austria
   innovation networks case study 409–12
Backoff, R.W. 110, 132–3
Bailey, M. 522
Baird, L.S. 163
Baldock, J. 6
Ball, R. 522
Bardach, E. 319–20
Barras, R. 77
Barzelay, M. 30
bases of power interest diagrams 125–7
Bason, C. 47, 447
Baumol, W. 38, 324
Beer, S. 321
Behn, R. 37, 324
benchmarking 18
Beresford, P. 447
Berger, P.L. 377–8
Berry, F.S. 210–11, 218
Bertschneider, S. 499, 502–3
Bessant, J. 92–3, 97, 421
Better Regulation Executive (UK) 114–15
Bevir, M. 311–12
Bhatti, Y. 499, 505
Bingham, L. 111
Bingham, R. 499, 501, 508
Birkinshaw, J.M. 103–4
Bisset, S. 553
Bone, L.R. 544–5
Borins, S. 6, 49, 307, 390
bottom-up innovation
   attention, management of 188
   challenges 176, 190
   collective entrepreneurship, role in 186, 189
   conditions necessary for 185–7
   conflict and resistance, management of 188–90
   ideas champions 186
   ideas management 186–8
   incubators of innovation, and 186–7
   models 37
   network management 189–90
   organisational interface, management of 189
   problem-solvers, and 185–6
   retrenchment 190
   start-up resources, importance of 186
   studies, generally 176
   see also Lighthouse (US military innovation) case study
Bouckaert, G. 16, 30–31
bounded rationality
   deliberative rationality 21–2, 26
   New Public Administration, and 20–25

Stephen P. Osborne and Louise Brown - 9781849809757
Downloaded from Elgar Online at 07/28/2019 10:12:00PM
via free access
third sector role in 377–8, 383–4, 386–7
traditional model, compared with 376
user driven models of social enterprise
activities 423–4
collaboration
 collaborative networks 350–53, 355–6
in implementation 152
organisational change, role in 109–11, 116
collaborative innovation 52, 151–2
challenges 302–3, 308
demand for 301
failure, risk of 308–10
governance network theory, and 310–14
governmental theory 313–14
management characteristics 309
management mechanisms 308–10
network management theory 312–14
normative institutionalism 311
potential advantages 305–7
rational choice institutionalism 310–11, 314
research trends 305–7
social enterprise, and 425–6
third sector organisations, and 425–6
Collins, R. 22
common good analysis 127–8

Community organisations see third sector organisations
Community Shop, co-creation case study 451–6
competition, and innovation
economic growth, links with 38
environmental drivers 49, 341, 486, 491
ethics, and 243–4
local government structural innovation 518–19
public procurement, and 228–9
role in 241
social enterprise, and 422–3
third sector organisations, and 397

competitive advantage theory 2, 60
complex adaptive systems (CAS)
advantages 332–3, 342–4
centralization structures, and 337–8
emergence, and 336
environmental influences on 341–2
implementation models 334
initial conditions 336
innovation, relationship with 335–42
innovation studies, reinterpretation using 336–42
path dependency dynamics 335–6, 339
performance landscape model analysis 337–42

Stephen P. Osborne and Louise Brown - 9781849809757
Downloaded from Elgar Online at 07/28/2019 10:12:00PM
via free access
Index

rule development role of 334
search processes, and 339–41
self-organising nature of 334, 336
specialization, and 339
complex public services systems
definition 332–5
types 333–4
see also complex adaptive systems (CAS)
CompStat (NYPD) 32–3
conceptual innovation 260
consequentialism 239
consumer co-production 376–9
Coombs, R. 77–8
cooperative networks 350–51, 353–4
coordinative networks 350–51, 353–5
Covin, J.G. 162–3
Cowan, R. 412
Craig, G. 522
Cranleigh Metropolitan Borough Council,
entrepreneurship case study 164–72
challenges 167, 169–71
entrepreneurial behaviour 167–8
leadership issues 169–70
legitimacy 168–9
motivation for 170
organisation background 166
perception of change, and 170–71
policy development 166–7
policy outcome 170–71
research method 165
staff engagement 170
creativity
as driver for innovation 49, 399–400
ethical innovation, and 241–6
strategic management, and 214, 216
Crosby, B. 6
crowd-sourcing 255
culture, influences of
on innovation 52, 242
on organisational change 111
review culture 485, 491
customers
categories of 435
as clients 435–6
as co-producers 63, 65–8, 264, 322–3, 376–8, 380–81
consumer co-production 376–9
customer-service relationships 380
studies 78–9
definition 434–5
expectations 63, 318, 380
health innovation networks, role in 412–13
Intelligent Society, and 264–5
inter-organisational needs 317–18, 320–21, 325
multiple conflicting users, difficulties with 68
psychic distance 317–18, 320–21
satisfaction, and 325
service participants, as 435
technological developments, influences on 254–6
unwilling/coerced users 68
see also service delivery; user driven innovation
Dalpé, R. 226, 228
Damanpour, F. 499, 502–3, 505, 507–9
Danziger, J.N. 499, 502
databases
e-government, importance in 262–4
Davies, G. 68
Davis, H.T. 465–6
Dean, M. 313
defibrillators network innovation case study 409–16
deliberative rationality 21–2, 26
den Hertog, P. 81–2
Denis, J. 532
Denmark
innovation networks case study 409–12
local government innovation diffusion
patterns 196–8, 205
public administration paradigm 19
public innovation policy trends 432
Quality Reform innovation project 439–41
structural innovation trends 514
user driven innovation
library case study 437–9
network family placement case study 436–7
policy papers case study 439–41
destructive innovation 245
di Maggio, P.J. 108, 194
diabetes
education network innovation 409–16
insulin pump therapy case study 462–4
diffusion, of innovation 57, 73, 565
benchmarking 18
electronic services, and 195–6, 201–2
influences on 201–2, 204, 530–31, 563–4
levels of adoption 202–3
models for 530–31
motivation
to diffuse 54–5
to take up innovation 55–6
New Public Management 16–17
patterns 16–17, 195–8, 200–203
studies 194–8
digital governance see e-government; e-services
disability, social model of 448–9
discontinuous change 2–3, 335, 446
dispers leadership 352, 354–5
disruptive innovation 73
dissemination see diffusion
dissipative systems 333–4
distributive leadership 352, 354–5
Downe, J. 379
Downs, G. 30
Doyle, M. 113
drivers
innovation, for 201–2, 301, 304, 498
competition 49, 341, 486, 491
creativity 49, 399–400
crisis 204
entrepreneurial drivers 178–9
environmental drivers 49, 341–2
lead users 50
networks 49–50, 151–2, 205–6, 305–6
NHS Direct, in 485–6, 490–92
political influences 485
private sector, in 49–51, 445–6
problem-oriented drivers 485
public sector, in 49–51, 144, 301, 445–6
review culture, and 485, 491
social enterprise 422, 427
support mechanisms, relevance of 486, 491
technology 486, 491
organisation change, for 109–13
Drucker, P. 172, 242
Dunleavy, P. 109
e-government
access, advantages and disadvantages 257, 265
background to 269
calculation functions 257
challenges 261–2, 265–6
characteristics 256–8
communication mechanisms, advantages 257
compatibility issues 254
customer/citizen role in use and development 264–5, 270
definition 253, 269, 288
development perspectives 258–9
digitization, and 254
globalization, and 256
governance capacity, and 261–5
ICT, and
ecological perspective 258
embedded nature 256
governance innovation 260–61
institutional innovation 261
interaction between 254–6, 265–6
key features 254–5, 257
organisational innovation 260
process innovation 260
product/service innovation 260
research trends 270–71
role in change and innovation 259–61, 269
success, conditional nature of 270
virtual organisations 260, 265
innovation potential 254–6
Intelligent Society, and 264–5
Intelligent State, and 262–4
interoperability problems 261–2
performance characteristics 271
personalization, role of 264
principles 253
simulation opportunities 257
social and political influences on 258–9
technological integration, influence of 261
transparency, and 257–8, 263
trends 288
visual influences on 255–7
see also under Italy
e-services
crowd sourcing 255
focus and trends 146, 148, 226
innovation diffusion
influences on 202–3
patterns 195–6
innovation studies bias 75–7
Intelligent Society, and 264–5
multimedia, and 255–6
potential 67–8
semantic web, role of 256
service delivery, and 64
co-production 66–8, 264
difficulties with 67–8
one-stop-shops 109
social media, and 254–5, 265
technological influences on 254–6
virtual organisations 260, 265
Eden, C. 124–7, 132
Edler, J. 224, 227
Edwards, L. 244
efficiency 98–9
definition 98
entrepreneurial role in 38–9
fairness, and 15
need for innovation, and 40–41
New Public Management measures, role in 15–16, 38–9
public procurement, and 229
research emphasis on 15–16
Eggers, B. 36
elderly persons, care services for innovation in, definition 289–90
third sector organisations, role in challenges 288, 292–3, 295–6
dementia charity, UK case study 294–5
ICT role in 288–9, 292–5
innovation typologies 291–2, 295
network innovation case study 409–16
OLDES (Older People's Services at Home) EU case study 293–4
research trends 288–9, 291, 295–6
role in 288, 290–91, 295–6
SAP (single assessment processes), UK case study 291–3
electronic government see e-government
Emison, G.A. 243
Engeström, Y. 323
enhanced co-production 377–81, 383–5
enthusiasm
cycles of 26
New Public Management, influences on 20–25
entrepreneurship
characteristics 162, 171–2
corporate entrepreneurship 162
definition 162–4, 171–3, 177
entrepreneurial innovation model 83–4, 178–9, 432–3
environmental conflict, management strategy for 161
functional entrepreneurship 179
ideas vector, in 178–9
and innovation, generally 37–9, 41, 148, 177–9
influences on 161–2
innovative personality, and 241
institutionalization 178
networks, role of 367–71
New York Police Department reform, in 32–3
phases of 178–9, 433
processes of 178–9
public ethics, and 241
public sector, in
applicability to 162–4, 172–3, 564
burden of risk, relevance of 162–3, 173
case study (Cranleigh Metropolitan Borough Council) 164–72
challenges to 162–3, 172–3
embedded agency, and 163
failure, reaction to 171–2
initiators of 164
NHS Direct, in 492–3
policy trends 161
power, role of 170–71, 173
private sector, comparison with 163–4
profit, concept of 163
research on 163–4
scrutiny, relevance of 163
support, importance of 170–71, 173
team entrepreneurship 179
environmental assessment
strategic management, and 213–14
Escher, S. 449
ethical innovation
best practice 244–5
care ethics 239, 241
competition, and 243–4
compliance approach 245–6
conflicts over 238–44
consequentialism, and 239
as convergence 244–5
deontological perspectives 239–40
developing trends 238
entrepreneurship, and 240–41
ethical theories, and 238–41
focus of 243–4
innovation-ethics matrix 245–6
innovative personality, and 240–41
inter-organisational projects, in 323
justice, and 239–40
motivation and drivers 244–5
paradox of 244
public/private sector, differing views of 243
public virtue, and 239–41
reactive regulation, and 244–5
research trends 243–4
self-regulation, and 244–5
European Innovation Union 114
European Union
public procurement for innovation policy 224
Evers, A. 6
evidence, as basis for innovation see under public sector innovation
Fagan, J. 68
fairness see ethical innovation
Fajans, P. 220–21
Falbe, C. 21–2
Fathers Project case study 451–3
feminist theory 241
Fenwick, J. 522
Ferlie, E. 6
Fernández, S. 109, 499, 505
FIST (Field Information Support Tool) 183–4
Fix My Street 260–61
Flanagan, K. 231
Foucault, M. 313
Frahm, J. 113

Index 571

Stephen P. Osborne and Louise Brown - 9781849809757
Downloaded from Elgar Online at 07/28/2019 10:12:00PM
via free access
Framework for Information Environments (FAME) (UK) 292–3
France
innovation networks case study 409–12
New Public Management, introduction 18
The Free Market Innovation Machine: Analyzing the Growth Miracle of Capitalism (Baumol) 38
Freeman, C. 73
Freeman, J. 520
Friedman, M. 239–40
Frinking, E. 229
Frost-Kumpf, L. 218–19
futility of resistance thesis 23–4
futility thesis 23–5
Gaebler, T. 148
Gainakis, G. 499, 502
Gallouj, F. 77, 82–4, 323
Georgiou, L. 227
Geroski, PA. 225, 231
Gershuny, J. 79
Gersick, C. 108–9, 113
globalization 21, 256
Glor, E.G. 238
Goldfinch, S. 21
Goldratt, E.M. 325–6
Goodman, R.M. 544–5
Google Maps 256
governance frameworks
governance network theory 310–14
governmentality theory 313–14
ICT, and 261–5
interpretative governance theory 311–12, 314
neo-liberal approach 151
network management theory 312–14
networked governance 151–2, 206, 305–6
governance innovation 260–61
Government Innovators Network 36
governmentality theory 313–14
Gray, B. 305
Greenhalgh, T. 541
Grisso, A. 176
Gronroos, C. 62–3
Gruen, R.L. 545–6
Grupp, H. 76
Handy, C. 93–4, 97, 103
Hannan, M. 520
Hansen, M.B. 196–8, 499, 505
Harris, M. 4
Harting, T.R. 245–6
Hartley, J. 4, 48, 445–6
healthcare
evidence-based innovation
insulin pump therapy case study 462–4, 467–9
policy trends 535–6
research trends 461–2
innovation, generally
adoption and diffusion mechanisms 531–2
best practice, comparison with 529–30
challenges 528–9, 531–2
defibrillators case study 409–16
definitions 529–30
diabetes education case study 409–16
effectiveness, influences on 529
health innovation networks case studies 408–18
influences on 532
research trends 531–2
state welfare capabilities, decline of 295
strategic management, studies in 220–21
supply and demand, controls over 65
voluntary organisations, role of 291–5, 408–18
see also elderly persons; National Health Service
Hearing Voices Network 449
Henderson, R. M. 73
hero innovators 6
Heymann, P.B. 214–16
Hipp, C. 76
Hirschman, A. 23
Hofstede, G. 245
Hood, C. 158
Howells, J. 80
Hoyman, M. 499, 504
HTACS (Human Terrain Analysis and Collection System) 181–2
Hudson, B. 318
ICT
access issues 257, 265
characteristics 257–8
database technology, importance of 262–4
digital divide 265
innovation network case studies 409–16
innovation potential 254–9
technological developments 254–6
technological innovation 260
third sector organisations, role in 288–9
user driven innovation, and 433
see also e-government; e-services
illness prevention education, network
innovation case study 409–16
implementation, of innovation 304
accountability and transparency 53–4

Stephen P. Osborne and Louise Brown - 9781849809757
Downloaded from Elgar Online at 07/28/2019 10:12:00PM
via free access
collaboration, in 152
evidence-based innovation, and
adaptation, need for 466, 472
textual influences on 472–3
linear models 464–5
multi-dimensional approaches to 470–71
theory, role of 473
impact of, variability 205
organisation design 52
public sector, compared with private sector 51
stakeholder identification and analysis 134–5
success criteria 51–2
incremental innovation 5–6, 73, 110–11, 145–6
information
accumulation, in inter-organisational
innovation 322–3
expansive learning theory 323
strategic information, definition 368
information-processing theory 321–2
information technology see e-government;
e-services; ICT
innofusion 73
innovation, generally
accidental or planned process, as 5–6
analysis 47–51
catalysts of 49–51
characteristics 5–6, 31–2, 36–7
civil liberties, with 4
co-production, role in 379–81
competition, and 38, 228–9, 341
complex adaptive system (CAS), relationship
with 335–6
context, role of 57, 163–4, 446–7
continuous improvement, and 2–4, 44,
103–4, 145–6, 243, 348, 399–400, 446
crisis, and 204
definition 2–6, 31–2, 44, 193–4, 303, 335,
361, 482, 496–7
reformulation of 399–400
difficulties with 3–4, 32, 40–41
manufacturing sector bias 2–3, 15–17,
60–62, 66, 563
dimensions of 47–8, 81–2
continuous change, and 2–3, 335, 446
drivers 49–50, 178–9, 201–2, 301, 304, 341–2,
498
networks 49–50, 151–2, 205–6, 305–6
public sector/private sector, compared
49–51, 144, 301, 445–6
economic development, and 37–8
effectiveness 36–7
efficiency, and 15–16, 38–40
entrepreneurial role in 6, 37–9, 41, 177–9,
432–3
environmental role of 6–7
guidance on 35–7
hero innovators 6
importance of 1–2
influences on
administrative intensity 508–9
community size 509–11
conflict and controversy 446–7
culture 52, 242
depredation/wealth 509–10
external forces 204, 500–507, 509–10
formalization 508
internal forces 500–509
organisational size 509, 511
political context 509–11
professionalism 508
specialization 339, 508
innovation cycle 35–6, 74, 85, 303–4
innovation-ethics matrix 245–6
invention, and 47–51
literature review 15–17
models
artisanal pattern 83–4
bottom-up innovation 37
entrepreneurial pattern 83
knowledge-intensive patterns 76, 83
neo-industrial model 83
network pattern 84
organised strategic innovation 83
Planning-Programming-Budgeting System
(PPBS) 34–5
playbooks and checklists 34–7
service innovation patterns 76
services professional model 83
motivation 54–6
need for 40–41
non-innovative developments, significance
of 5–6
novelty 36–7
organisational level, relevance of 48–9
organisational locus, importance of 6–7
organisational structure, and 338
performance management approach 145–6
phases of 46–7, 177–9, 433
diffusion 54–6, 74–5, 304
evolution 74–5
idea selection phase 303–4
implementation 51–4, 152, 205, 304,
464–6, 470–73
innovation cycle 35–6, 74, 85, 303–4
innovation management stages 74–5
innovation pattern modeling 76
invention 47–51, 303–4
purpose 91
reform, compared with 29–31, 37–40
research
analysis of 498–512
approaches to 194–5, 511–12
search processes 194–5
trends 38, 305–7
restrictions on 38–40
search processes 194–5, 339–41
sectoral clustering, and 48
sectoral systems of 324–5
sectoral variations, and 46
significance of 36–7
social enterprise role 3–4, 421–30
sources of 6–7, 242, 421, 434
sponsors 6–7
strategic alliances, and 48
strategies 35–6
studies
assimilation approach 77
bias 75–6
complex adaptive systems (CAS), using 336–42
customer role in 78–9
customer-service relationships 78–9
demarcation approach 78
dimensions of innovative activity 81–2
diversity, analysis of 82–4
implications 84–5
patterns identified 82–4
R&D on service delivery 78–80, 83–4
service sectors, in 76
synthesis approach 80–82
technologistic approach 77
trends 72
UK Metropolitan Police Service reform 99–104
success rates 53
theories 45
applicability to public sector 33–7
transferability 37
types of
ancillary innovation 340, 446, 498, 507
architectural innovation 5
conceptual innovation 260
destructive innovation 245
disruptive innovation 73
evolutionary innovation 6
expansionary innovation 6
generally 193–4, 201, 340, 348–9, 446
incremental innovation 5–6, 73, 110–11, 145–6
innofusion 73
inventions 72, 433
modular innovation 73
open innovation 50–51, 75, 81, 84, 440
organisational innovation 242–3
policy innovation 48, 348
process innovation 73, 242, 340, 348, 446, 497–8
product innovation 45, 73, 242, 348, 446
public sector/private sector, compared 446
radical innovation 5–6, 32–3, 73, 348
recombinant innovation 49
revolutionary innovation 73
rhetorical innovation 48, 50
social innovation, and 4, 85
sustaining innovation 73–4
system interaction 348
utilitarianism, and 239
see also collaborative innovation; ethical innovation; implementation; inter-organisational innovation; New Public Management; private sector innovation; public procurement; public sector innovation; service development
Innovation Action Plan for the Australian Public Sector 115
Innovation Hub (Report) 1
The Innovation Journal 35
Innovation Nation (White Paper) (UK) 1, 157–8
innovation networks
characteristics 412–13, 416–17
competences and compatibility, role of 412–13
external environment, links with 414–15
failed networks 416, 418
financial incentives 415
healthcare innovation networks, case study 408–18
innovation categories 408–12
national standards/targets, and 415
patients, role in 412–13, 416–17
patterns 84
previous connections, role of 412–13, 417
private sector role, importance of 413–14, 417
structural reorganisation, and 415, 514–15
success criteria 413–16
third sector organisations, case study 408–18
trust, role of 413–14, 417
Innovations in Government Award 36–7
institutional isomorphism 108, 112
institutional theory, and organisational change 108
institutionalism
normative institutionalism 311, 314
rational choice institutionalism 310–11, 314
institutionalized search processes 194–5
index 575

insulin pump therapy case study 462–4
Intelligent Society 264–5
Intelligent State 262–4
inter-organisational innovation 317
accountability, and 324
budgets, conflicts over 322
case study, West Lothian Community and Care Partnership (Scotland) 326–8
challenges 321–3, 325
cooproduction, influences on 322, 385
context, role of 320–23
cumulated knowledge 322–3
ethical considerations 323
fairness, and 324–5
framework for 319–20
holistic thinking in 325–6
importance of 317
information-processing theory, and 321–2
learning strategies, role of 322–3
management lessons from 326
quality, analysis of 324
results of 324–6
service complexity, influence of 317
service fragmentation, as response to 319
service quality and effectiveness 324
service types 319
shared strategies, as 322–3
sustainability, and 324–5
user interaction 317–18
user satisfaction 325
value and needs, role in 320–21
whole system advantages 321–2
International Budget Project, cooperative network model case study 352–4
inventions 72, 433
invention phase, of innovation 47–51, 303–4
isomorphism 108, 112
Italy
Action Plan, development and launch 276–9, 282
Authority, introduction 275–9, 281–2
background 269, 272–4
call for projects 280
challenges 279–80
co-ordination strategy developments 274–5
EU e-policy, interaction with 277–8, 282
evolution 279–82
ICT uptake, influence of 273–4
political influences on 274–5, 279–83
restructuring 280
standardization proposals 273–4
study method 286–7
public services innovation
cooperative innovation 307
eyoung persons ICT case study 293–4

Jennings, D.F. 171
Jennings, M. 240–41
Jentoft, S. 318
jeopardy thesis 23
Johne, A. 78
Johnson, K. 544
Jonard, N. 412
Joyce, P. 217
justice, and ethical innovation 239–40
Kanerva, M. 80
Kant, I. 239–40
Kelman, S. 109
Kerly, R. 524
Kilbourne policy networks case study (Australia) 362–70
Kim, S.E. 204–5
Kimberley, J. 1
King, P. 6
knowledge uncertainty 153
Kooiman, J. 312–13, 318
Korea
e-government innovation, influences on 204–5
Kraemer, K. 499, 501, 509
Kramer, R. 390
Kristensson, P. 66, 380
Kwon, M. 499, 505, 507
Lamie, J. 522
Larkey, P. 30
Leach, S. 522–3
lead users 50, 228
leadership
dispersed/distributive leadership 352, 354–5
leadership failure 22
learning-oriented view 26
models 350–53
networks, role in 350–53
non-government organisations, in 146, 148, 151, 154
public procurement innovation, role in 232–3
purpose and function 26, 213
research trends 350–51
scepticism, and 23–6
shared leadership, challenges 352
styles, influences on local government innovation 203–6
top-down leadership trends 21–2
transformational leaders 350–51
see also strategic management

Stephen P. Osborne and Louise Brown - 9781849809757
Downloaded from Elgar Online at 07/28/2019 10:12:00PM
via free access
Handbook of innovation in public services

Lee, S.D. 520
Lewin, K. 91–5, 111
libraries, user defined innovation case study 437–9
Life Services Systems (coordinative network), case study 354–5
Light, P 38–9
Lighthouse (US military innovation) case study
attention, management of 188
background 176–7, 179–80
challenges 190
collective entrepreneurship, in 186, 189
conditions necessary for bottom-up innovation 185–7
conflict and resistance, management of 188–90
data analysis 180–83
development phase 180–83
FIST (Field Information Support Tool) 183–4
HTACS (Human Terrain Analysis and Collection System) 181–2
ideas champions, and 187
ideas management, and 187–8
incubators of innovation, and 186–7
Lighthouse prototype 185
MIST (Multi-modal Information Support Tool) 182–3
network management 189–90
new ideas, importance of 186
OpenFIST (Field Information Support Tool) 184–5
organisational interface, management of 189
problem-solving 185–6
prototype phase 183–5
start-up resources 186
study context 179–80
‘Little Sisters’ 263
Littunen, H. 241
Lloyd, P. 422
local government, generally
characteristics 193
local government innovation
adoption, levels of 202–3
challenges 193, 206
diffusion, studies and patterns 194–8, 200–203
drivers 201–2, 204
elected executives, role of 199–200
external/internal characteristics 198–9
guidance 193
impact of 205
influences on 198–202, 204
leadership styles, role of 203–6
networks, role of 151–2, 205–6
research approaches 194–5
scope and timing 194–5
search processes 194–5, 339–41
type of innovation, variables in 200–202
see also local government structural innovation; organisational change
local government structural innovation
background 515–17
capacity and legitimacy, influence on 522–3
competitive effects of 518–19
costs, effects on 521–2
effectiveness, influences on 522
England, in 517
impact of 517–25
networks, role in 415, 514–15
phases of 515–17
political effects of 518
prospects for further innovation 523–4
research trends 524–5
Scotland and Wales, in 517, 523–4
technical effects of 519
trends 514–15
Longley, C. 180
Lumpkin, J.L. 171
Lusch, R. 64, 324
Lynn, L. 446
McCue, C. 499, 502
McDonald, S. 566
MacIntyre, A. 240
Mack, W. 161
McLaughlin, K. 61–2
Maher, L. 92–3, 97
management theory
managerialism, focus on 15
services, applicability to 62–4
managing change see under organisational change
Manthorpe, J. 522
manufacturing industry
bias, in managing innovation 2–3, 15–17, 60–62, 66–8, 563
production and consumption, separation of 63
March, J.G. 311
Margetts, H. 68
market, role in private sector 15–17
Marsh, L. 244
Mehanna, R.A. 238, 245
Metropolitan Police Counter Terrorism Service
reform case study (UK) 99–104
9/11 terrorist attack influences on 101–2
background 99–103
challenges 100
service history and development 100–101
Miles, I. 77–80
military organisations, change management in
see Lighthouse
Mindsport 437–9
Mintzberg, H. 138
Miozzo, M. 76
MIST (Multi-modal Information Support Tool) 182–3
Modernising Government (White Paper) (UK) 399–400
Modernisation Initiative see under National Health Service
modular innovation 73
Moon, M. 499, 502–3
Moore, M. 39, 214–16, 219
morality see ethical innovation
Moran, M. 25
Morgan, J. 499, 506, 507
motivation, for innovation
for diffusion 54–5
to take up innovation 55–6
National Endowment for Science, Technology and the Arts (NESTA) (UK) 157
National Health Service
innovation in, generally 565
challenges 536–7
communication, importance of 536
complexity of system, impact of 533
costs and financing 533–4
diffusion and adoption 532–6
evidence-based decision-making, and 535–6
management and leadership influences on 534–5
opportunities for 537
organisational capacity, and 534–5
organisational structure, and 534
social networks, and 536
Modernisation Initiative case study
background 547–8
challenges 556–9
change management emphasis 555–6
embedded service models, impact of 556–7
governance structure 551
inter-organisational initiatives, role of 551–4
results 549–57
sexual health programme, sustainability issues 553–5
stakeholders views on transformational change 550–53
stroke programme, sustainability issues 552–3
study method 549
NHS Direct case study
accountability 483
background 477–80, 489–90
capacity for organisational learning, and 484, 486, 490
challenges 481–5, 487–90, 492–4
competition, influence of 486, 491
consultation, need for 484
text 481–7
definitions for 482
developmental stages 478–9
drivers for innovation 485–6, 490–92
entrepreneurial influences on 492–3
heritage and legacy 483
implementation 479–80
influences on innovation 482–5, 487–90
innovation framework, place in 486–7
lessons from 492–3
momentum, relevance of 493–4
pilot processes 487–9, 493
political reaction 479, 489
reflexivity, and 493
resistance to change, and 484–5, 487, 490
review culture, and 485, 491
risk aversion, and 483, 488–9
service, purpose of 478
success, analysis 480
support mechanisms, relevance of 486, 491, 493
technology, role in 486, 491
service model innovation in
background 540
challenges 557–9
implementation processes, relevance of 541–2
influences on, model of 540–43
Modernisation Initiative sustainability case study 543–59
research basis 540–43
‘Six West’ problem 540
sustainability, case study 547–59
spending trends 528
National Institute for Health and Clinical Evidence 462–4, 467–9
Neely, A. 242–3
Nelson, K. 195–6, 200
neo-liberal approach, to public sector
innovation 151–2
NESTA see National Endowment for Science, Technology and the Arts
Netherlands
Intelligent Society, use of 264
Vehicle Licence Registry 262–3
network management theory 312–14
networks
advantages 356–7, 564
bottom-up innovation, management in 189–90
case studies 352–6
challenges 356
co-production, role in 385
collaborative networks 350–53, 355–6
cooperative networks 349, 350–51, 353–4
coordinative networks 349–51, 350–51, 353–5
definition 319, 349
as driver for innovation 49–50, 151–2, 205–6, 305–6, 360–61
entrepreneurial behaviour, and 367–9
governance framework, as 151–2, 205–6, 305–6
governance implications 357
governance network theory 310–14
horizontal nature 349
leadership role in 350–52
participants 435
public procurement innovation, influences on 228–9
public sector innovation, role in 151–2, 205–6, 305–6, 347
structural innovation 415, 514–15
reciprocal interdependence, and 355–6
research trends 349
structural design 356–7
structural innovation, role in 415, 514–15
ties, role of, strong vs. weak 356–7
types of 349–50, 353
see also innovation networks; inter-organisational innovation; policy networks
Neuhaus, R.J. 377–8
New Public Governance (NPG) 21–5, 303, 314, 360–61
New Public Management (NPM) 20–21
anchoring 20–21
availability, relevance of 20
background 30–31, 38, 60, 302–3
bounded rationality, and 20–25
challenges 302–3
characteristics 19–20, 309
cognitive-psychological model 20–25
conflicts 19–20
diffusion patterns 16–17, 195–8
disadvantages 30–31
enthusiasm, influences on 20–25
external pressures, and 17
global convergence, and 21
influences on 16–25
international organisations, role 17–18
leadership role 22–3
literature review 15–17
management experience base 2, 15
managerial roles in 304
national characteristics, and 16–17
new institutional economics influence on 19
normative imitation 18
paradigmatic change theory, and 18–21
policy trends 15–17, 109–10
principles 302–3
public management theory, and 61–2
purpose 30–31
reform institutionalisation 24–5
reform team size, relevance of 22
representativeness, and 21
resistance, compliance or commitment 21–2
sceptics, role of 22–4
Third Way 25
top-down leadership, and 21–2
trends 303, 314
New Service Development process 78
New Synthesis Project 153
New Zealand
New Public Management 18, 24–5
NHS Direct see under National Health Service
non-government organisations
innovation leadership role of 146, 148, 151, 154
Noordegraaf, M. 25–6
Normann, R. 66, 317
normative imitation models 18
normative institutionalism 311
novelty, of innovation 36–7
NPM see New Public Management (NPM)
nursery education, social enterprise in 426–7
Nutley, S.M. 465–6
Nutt, P.C. 110, 132–3
OECD
demand-side innovation/procurement policies 224
OLDES (Older People’s Services at Home) EU healthcare innovation case study 293–4
Olsen, J.P. 311
one-stop-shops 109
Open Government Initiative (US) 253
open innovation 50–51, 75, 81, 84, 440
OpenFIST (Field Information Support Tool) 184–5
Stephen P. Osborne and Louise Brown - 9781849809757
Downloaded from Elgar Online at 07/28/2019 10:12:00PM via free access
organisational capacity, influence on innovation 534–5
organisational change
challenges 39–40, 100–101, 107, 113, 116
texture, role in 91–2, 98–9
continuous improvement 2–4, 44, 103–4, 145–6, 243, 348
costs 101
culture, importance of 111
cumulative change 94–5
definition 39–40, 112
diffusion mechanisms 112–13
drivers 109–13
dynamic complexity, and 103–4
episodic change 94–5
first order change 95
focus, internal vs. external 147–8
incremental change 5–6, 73, 110–11, 146–7
influences on 202–6
innovation, relationship between 92–8
bias trends 95–6
complacency, dangers of 95–8
expectation and investment 95–6
study background 99
innovative vs. non-innovative organisations 204–5
institutional isomorphism 108, 112
leadership styles, relevance of 203–6
managing change
balance, need for 95–8, 103–4, 147
collaboration, as 109–11, 116, 151–2
failure rates 107
leadership role 26
managerial ability, importance of 109
managing the unexpected 91
orientation changes, need for 107–8
public sector, in 107–8
smart strategies for 95–8
stakeholder roles 108, 111, 118–19
success factors 107, 113–14
trends 107
measurement and evaluation
models for 108–9, 111–12
multiple simultaneous changes 110–11
organising behaviours 100–102, 111–12
performance management approach 145–6
phases 92–4, 97–8
process-based organisations, and 101–2
public services, in
challenges 100–101, 110–13, 116, 147–8
collaboration, role of 109–11, 116, 151–2
drivers 109–11
policy trends 110
studies 109–10
types of change 109–11
reactive change 94–5
research development 92–3
research trends 115–16
resistance to 107
second order change 95
shift in emphasis 100–104
Sigmoid Curve 93–4, 103
structure-based organisations, and 101–2
theories of 108–9
transactional change 112–13
transformational change 110, 112–13, 147–8, 213, 216, 348–9
trends 115–16
vested interests 92–3
organisational design, influence on innovation 52
organisational innovation 242–3
ICT influence on 260
organisational structure
innovation, influence on 338
in NHS 534
organised strategic innovation models 83
Osborne, D. 148
Osborne, S. 241–2
Ostrom, E. 310–11, 375
Park, J.I. 524
Pärna, O. 244
participation planning matrices 129–31
participative co-production 377–8, 382–3
path dependency dynamics 335–6, 339
performance landscape model analysis
complex adaptive systems (CAS), and 337–42
private sector, differences in 341
Perry, J.L. 499, 501–2, 509
perversity thesis 23
Pestoff, V. 379, 381
Peters, B.G. 19
Piening, E.P. 336, 339, 343
Planning-Programming-Budgeting System (PPBS) 34–5
Pluye, P. 544
Poister, T.H. 217–19
policy innovation 48
policy-making
devolution, and 151
evidence-based
background to 144–5
challenges 153–4
governance frameworks 151–2
influences on 147–8
multi-agency innovations, in 152
scale, relevance of 152
systems, need for 149
innovation, increasing place in 396–402
prevention programmes 150–51
policy networks
case study 361–70
context 370–71
importance of 370–71
innovation norms, analysis of 364–7, 373–4
key innovators
identifying 363–4
network influence on behaviour 367–71
research trends 360–61
strategic information, and 368
politics, role in innovation 485, 509–11
local government politicians 199–200
local government structural innovation 518
public services innovation 50–51, 146–8, 220
user driven innovation 454–5
Pollitt, C. 16, 30–31, 39, 521
Polsby, N.W. 304
Poole, M. 109–11
Porter, M. 2, 60, 228, 317
Potvin, L. 553
Powell, W. 108, 194
*Powering Ideas* agenda (Australia) 115
Prahalad, C.K. 380
prevention programmes, as public sector innovation 150–51
private sector innovation
analysis, units of 48–9
assumptions concerning 44–5
co-production 65–8, 322
context, role of 57
diffusion 57
motivation to diffuse 54–5
motivation to take up innovation 55–6
dimensions of 47–8
drivers 49–51
generalisations 45
implementation phase 51–4
innovation phase 46–51
open innovation 50
public sector innovation
copying, advantages of 85
differences from 45–8, 56–7, 324–5
research focus on 45
sectoral differences 45–6
success rate of 40, 44–5
problemistic search processes 194–5
process innovation 73, 242, 340, 348, 446, 497–8
ICT influences on 260
process research 177
product innovation 45, 73, 242, 348, 446
ICT influences on 260
profit, as motive for public sector reform/innovation 163
Progressive Public Administration paradigm (PPA) 18
*Promoting Innovation and Change in Organizations and Communities* (Rothman) 35
psychic distance 317–18, 320–21
public administration models 19
paradigmatic change, and 18–20
public entrepreneurs 6
*The Public Innovator’s Playbook: Nurturing Bold Ideas in Government* (Eggars & Singh) 36
Public Management Risk Association 158
public management theory
manufacturing sector bias in 2–3, 15–17, 60–62, 66, 563
public services delivery, applicability to 61–4
public procurement
definition 224, 230
developmental procurement 230
innovation, and
buyer–supplier interaction, and 227–8
challenges 231–4
competition, and 228–9
decentralisation 232
dynamic/static effects of 229
EU policy, on 224
impacts of 226–34
influences on 226–31
justifications for 227–30
lead users, and 228
leadership, role of 232–3
literature review 225–6
network effects on 228–9
organisational needs 232
pre-procurement phase 231–2
privilege policies 232
public demand, influence of 228–9, 231
public technology focus 226
research trends 224–5
risk aversity, and 232
societal needs, and 229–30
as solution to market/systemic failure 227–9
strategic intelligence 232
success, features needed for 234
types/methods of 230–31
pre-commercial procurement 230
responsive procurement 230
public sector innovation
analysis, units of 48–9

Stephen P. Osborne and Louise Brown - 9781849809757
Downloaded from Elgar Online at 07/28/2019 10:12:00PM
via free access
Index

business management practices, use in 15–17
co-production, importance of 65–6, 81
competitive advantage, and 2, 60
constraints over 147, 153–4
context 57, 163–4, 216–17, 446–7
cultural influences on 52
definition 289–90
demand for 301
devolution, and 151
diffusion
  influences on 201–2, 563–4
  motivation to diffuse 54–5
  motivation to take up innovation 55–6
  phase 54–6, 74–5, 304
  studies 194
dimensions 47–8
drivers 49–51, 144, 301, 304
efficiency, and 98–9
ethics, role in 244, 246–7
evidence-based innovation 564
  adaptation, need for 466, 472
  background 144–5, 461
  challenges 153, 465–6
  contextual influences on 466–7, 472–3
  facilitation, and 471
  governance frameworks 151–2
  healthcare, trends in 461–2
  implementation experiences and lessons 469–73
  implementation processes 464–7
  influences on 147–8
  insulin pump therapy case study 462–4, 467–9
  linear models 464–5
  multi-agency innovations, in 152
  multi-dimensional approaches, need for 470–73
  prevention programmes, and 150–51
  research scale and scope 152, 465–6
  research trends 461
  systems, need for 149
  theory, role of 473
focus, internal vs. external 147
governance frameworks
  neo-liberal approach 151
  networked government approach 151–2, 205–6, 305–6
  implementation phase 51–4, 152
  influences on
    external forces 204, 500–507, 509–10
    internal forces 500–509
  innovation phase 46–51
  manufacturing industry, as bias in 2–3, 15–17, 60–62, 66, 563
  need for 40–41
networks, role in 151–2, 205–6, 305–6, 347
structural innovation 415, 514–15
non-government organisations, role of 146, 148, 151, 154
open innovation 50
opportunities 147–8, 566
organisational level, role of 48–9
policy development, and
  challenges 144–5, 153–4
  motivation for 144
  public debate role in 146
policy innovation 48
politicians’ role in 50–51, 146–8, 220
prevention programmes 150–51
private sector innovation, and
  copying, advantages of 85
  differences from 45–8, 56–7, 324–5
public value, role of 39, 52–3, 214–16
reform, compared with 29–31, 37–40
research 498–9
  approaches to 194–5
  challenges 144–5
  focus 144, 241–2
  trends 31–2, 241–2
  revaluation of 399–400
rhetorical innovation 48, 50
risk management 157–9
sectoral variations, and 46
service delivery 348
  co-production 65–8, 264, 322
  customer-service relationships 78–9
  differences from manufacturing sector 65–8, 78
  intangibility, and 79–80
  service co-creation 66–7, 380, 384
  service customization 66, 380, 384
  services-dominant approach 62–6, 81
services sector
  public management theory limitations, and 61–2
  special nature of 60–61
strategic management, in 214–16
structural innovation
  capacity and legitimacy, influence on 522–3
  characteristics 514
  competitive effects of 518–19
  costs, effects on 521–2
  effectiveness, influences on 522
  impact on local government 517–25
  link between 38–40
  organisational effects of 520
  political effects of 518
  research trends 524–5
  technical effects of 519
UK local government reforms 514–17, 523–4
types of innovation 348–9, 446
See also local government innovation; organisational change; public services innovation
The Public Sector Innovation Journal 35
Public sector reform, generally
definition 30–31
guidance on
for innovators 35–7
for reformers 34–5
models
Planning-Programming-Budgeting System (PPBS) 34–5
playbooks and checklists 34–7
one-size-fits-all policies
checklists 34–5
disadvantages 30
one-stop-shops 109
purpose 30–31
See also New Public Management
Public servants, role of
Guardianship 22–3
Scepticism, and 22–5
Public service systems See complex public services systems
Public services, generally
Competitive advantage, role in 2
Fitness for purpose 62–4
Management theory, relevance to 61–4
Private sector management processes, role in
2, 15–17, 60–62, 66–8, 85
Production and consumption, link between 63–4
As separate sector 60–61
Service delivery
Co-creation 66–7, 380, 384
Co-production, and 65–8, 81, 264, 322
Customer-service relationships 78–9
Customization 66, 380, 384
Intangibility, and 79–80
Production and consumption, interaction between 63–4
User analysis of 62–4
Service-dominant theory 64–8, 81
See also Complex adaptive systems; complex public service systems; service development
Public services innovation
Entrepreneurship, and 148
Ethical innovation 238
Fairness, and 324–5
Inter-organisational innovation 322, 326, 333, 385
One-stop-shops 109
Political influences on 146–8, 220
Politicians’ role in 50–51, 199–200
Risk management 157–9
Service fragmentation, and 319
Service system complexity
Analysis, systemic approach to 332–4
Complex adaptive systems (CAS) models, role in 332–5
Definition 332
Inter-organisational innovation, and 317
Third sector organisations, role in 295–6
Challenges 288, 292–3, 295–6
Historical role of voluntary services 290–91
Innovation typologies 291–2, 295
Research trends 288–9, 291, 295–6
Stakeholder ambiguity, and 290
User expectations, and 63, 318
Users, definition 435–6
Public value, in public sector innovation 39, 52–3, 214–16, 219
Public virtue 239–40
Purpose network diagrams 128–9
Quinn, R.E. 94–6, 103
Radical innovation 5–6, 32–3, 73, 348
Radnor, H. 165–6
Rainey, H. 109
Ramamurti, R. 172
Ramaseswamy, V. 380
Rammer, C. 80
Randomized controlled trials (RCTs) 149
Rational choice institutionalism 310–11, 314
Rawls, J. 240–41, 319
Raynor, P. 243–4
R&D
Public procurement in innovation studies 225
Service delivery studies 78–80, 83–4
Recombinant innovation 49
Reform See New Public Management; public sector reform
Relationship management 151
Revolutionary Innovation 73
Rhetorical innovation 48, 50
Rhodes, R.A.W. 311–12
Risk
Generally
Balancing with benefits 157–8
Definition 157, 163
Public sector risk aversity 162–3, 243
Innovation, in
Accountability and transparency 53–4, 158
Index 583

implementation diffusion 55
management of 157–9
public procurement innovation, in 233
Rivkin, J.W. 337–9
Robert, G. 532
Roberts, N. 6
Roberts, N.C. 307
Rogers, E. 74, 195, 530
Rogers, J.L. 546
Romme, M. 449
Rosen, S. 176
Rothewell, R. 225, 229, 232
Rothman, J. 35
Rothwell, R. 74
Salmon, P. 518–19
Santanyana, G. 91
SAP (single assessment processes), UK healthcare innovation case study 291–3
Savona, M. 77
Savory, C. 242
sceptics
anti-reform arguments and counterarguments 23–4
New Public Administration, role in 22–5 sustainability, on 24
Scheirer, M.A. 544
Schmidt, T. 80
Schneider, M. 499, 503, 505, 507, 509
Schumpeter, J. 37–8, 229, 432–3
Scotland
innovation through co-production, asylum seekers case study 381–7
inter-organisational innovation case study (West Lothian Community and Care Partnership) 326–8
local government structural reforms 517, 523–4
Seldon, S. 499, 502, 508
semantic web 256
service delivery
co-creation 66–7, 380, 384
customer analysis 62–4
customer-service relationships 78–9
customization 66, 380, 384
e-services 64, 66–8, 264
difficulties with 67–8
one-stop-shops 109
ICT influences on innovation 260
inseparability in 376
intangibility, and 79–80
public services, in 348
differences from manufacturing sector 65–8, 78
production and consumption, interaction between 63–4
user analysis of 62–4
R&D, studies of 78–80, 83–4
service customization 66, 380, 384
Service-Dominant Logic 333
service encounter points 376
service management perspective trends 332–4
service design frameworks 84
service development
co-production, and 65–8, 81, 264
as mode of innovation 5
New Service Development process, studies 78
and service innovation, differences between 2–3
Service-Dominant Logic 333
service management theory 66
Services Integration Project (collaborative network), case study 355–6
Shediac-Rizkallah, M.C. 544–5
Siggelkow, N. 337–9
Sigmoid Curve 93–4, 103
significance, of innovation 36–7
Simon, H. 40
Singh, S. 36
slack search processes 195
Slevin, D.P. 162–3
Smyth, A. 164–72
social enterprise see under third sector organisations
social innovation 4, 85
social media 254–5, 265
social networking for health professionals
importance of 536
innovation case study 409–16
social problems, prevention programmes 150–51
societal regulation 313
Soete, L. 76
Spain
innovation networks case study 409–12
stakeholders
conflicts between 153, 325
definition 119
identification and analysis
bases of power-directions interest diagrams 125–7
basic stakeholder analysis techniques 123–4
common good analysis 127–8
criticism 138
engagement techniques 120–22
implementation and monitoring phase 134–5

Stephen P. Osborne and Louise Brown - 9781849809757
Downloaded from Elgar Online at 07/28/2019 10:12:00PM
via free access
importance of 118–21
organisation participation techniques 122–7
participation planning matrices 129–31
power vs. interest grids 124–5
problem/opportunity formulation 127–9
proposal attractiveness vs. stakeholder
capability grids 133–4
purpose 137–9
purpose network diagrams 128–9
research into 138–9
solution searches 129, 131–2
stakeholder influence diagrams 125
stakeholder listings 122–3
stakeholder role playing 132
stakeholder support vs. opposition grids
132–3
winning coalition proposal development
132–4
innovation, influences on
African American Men Project, Minnesota 135–6
Heading Home, Hennepin County
136–7
MetroGIS, Minneapolis 136
organisational change, role in 108, 111,
118–19, 564
stakeholder ambiguity 290
value-creation role of 153–4
Steeleman, T.A. 307
Sternberg, R. 239
Stickley, T. 65
Storey, C. 78
strategic issue management 213–14, 216
strategic management
benefits 210–11, 220–21
creativity, and 214, 216
definition 210
environmental assessment, and 213–14
external support, and 214–16
human resources, role of 220
influences on 220–22
leadership role in 218–19
organisational capacity, and 214–16
in private sector, compared with public
sector 215–16
receptivity, importance of 220
relevance, need for 220, 222
role of 210–11, 214, 221–2
strategic communication, role of 213, 216
strategic triangle 214–16
strategic vision, and 214–16
studies, in reproductive healthcare sector
220–21
trends 210–12
types
public value theory 39, 52–3, 214–16, 219
strategic action streams/patterns 219
strategic issue management 213–14, 216
strategic planning 210, 212–13
strategic transformation 213, 216
strategic planning
criticisms 210–11
definition 212–13
impact, analysis of 217–19
performance tracking, and 217–18
strategic management, as form of 210,
212–13
systems approach to 217–18
trends 210–12
strategic transformation 213, 216
Streib, G. 217–19
structural reform, and public sector innovation
capacity and legitimacy, influence on 522–3
characteristics 514
competitive effects of 518–19
costs, effects on 521–2
effectiveness, influences on 522
impact on local government 517–25
link between 38–40
networks, role in 415, 514–15
organisational effects of 520
political effects of 518
research trends 524–5
technical effects of 519
UK local government reforms 514–17,
523–4
Sundbo, J. 83–4
supersonic imaging network innovation case
study 409–16
sustainability, of innovation 73–4
influences on 557–8
key individuals, role of 558
in NHS
Modernisation Initiative case study
547–57
research trends 543–7
paradox of 557–8
research, trends and opportunities 557–9
Svara, J. 195–8, 200
Sweden
public procurement innovation programmes
230–31
Sweezy, P. 37–8
system, definition 333–4
technological innovation see e-government;
e-services; ICT
Teodoro, M.P. 499, 504
Tether, B. 80
The Theory of Economic Development
(Schumpeter) 37–8
third sector organisations
definition 288–9, 408
elderly persons, care services for
challenges 288, 292–3, 295–6
dementia charity, UK case study 294–5
ICT role in 288–9, 292–5
innovation typologies 291–2, 295
OLDES (Older People’s Services at
Home) EU case study 293–4
research trends 288–9, 291, 295–6
role in 288, 290–91, 295–6
SAP (single assessment processes), UK
case study 291–3
features of, influences on 420–21
healthcare innovation networks, case study
competences and compatibility, role of
412–16
external environment, links with 414–15
failed networks 416, 418
innovation categories, in 408–12
national standards/targets, and 415
network characteristics 412–13, 416–17
patients, role in 412–13, 416–17
patterns 84
previous connections, role of 412–13, 417
private sector role, importance of 413–14,
417
structural reorganisation, and 415
study background 409–12
success criteria 413–16
trust, role of 413–14, 417
ICT role in 288–9, 292–3
innovative capacity, case study
activity types 391–3
change in emphasis, reasons for 395–402
competitive advantage, and 397
discriminant analysis 395
drivers 396–8
funding patterns, and 394–5, 397–8, 400–401
influences on 393–6
policy developments, and 396–402
reformulation of innovation 399–401
results 393–4, 406–7
study method 392–3
trends 395–6, 400
organisational forms 408
public services, role in
challenges 288, 292–3, 295–6
co-production 377–8, 383–4, 386–7
historical role of voluntary services
290–91, 390
innovation typologies 291–2, 295, 391
policy focus developments 408
research trends 288–9, 291, 295–6, 390–91, 408
stakeholder ambiguity, and 290
social enterprise, role of
challenges 425–6, 428
definition 421–2
disability independence case study 423–4,
427
drivers 422, 427
funding, in 426–8
new services for diverse target audiences,
and 425–9
nursery education, case study 426–8
policy trends 422–3, 428–30
positioning innovation 425–9
user-driven model, innovation based on
423–4, 427
wildlife/biodiversity case study 425–7
suitability for innovation, characteristics
420–21
Third Way 25
Thomas, H. 163
Thompson, V. 38
Thynne, I. 31
Tidd, J. 421
Timmons, J.A. 163
top-down innovation
New Public Management, in 21–2
trends 85, 98–9
‘Total Place’ programme 48–9
transformational change see under
organisational change
transparency
development 15
in e-government 257–8, 263
ethics of innovation, and 243
innovation implementation 52–3
uncertainty, vs. risk 157–9
Union of Physically Impaired Against
Segregation 449
United Kingdom
Better Regulation Executive 114–15
case studies
asylum seekers (Glasgow), co-production
381–7
entrepreneurship, in public sector
(Cranleigh MBC) 164–72
innovation networks 409–12
inter-organisational innovation, West
Lothian Community and Care
Partnership 326–8
coordinative network model case study
354–5
evidence-based innovation, healthcare trends
462
Heading Home, Hennepin County 136–7
Houston Police Department study 219
local government innovation diffusion
elected executives, role of 199–200
influences on 202–3
studies 197–8
MetroGIS, Minneapolis 136
Open Government Initiative 253
Planning-Programming-Budgeting System
(PPBS) 34–5
public procurement in innovation, policy
trends 224–5
public services innovation
collaborative innovation 306–7
evidence based evaluation systems for
149
strategic planning 220
public value theory, and 219
studies 217–19
trends 211, 217–18
user driven innovation
advantages 447
background to 432–3
case studies 436–41
background 450–51
open-systems approach 454
political mandate, influence of 454–5
sponsorship 454–5
user involvement analysis 451–4
challenges 441–2, 456
creation 66–7, 380, 384, 447–8, 451–6
definition 432–3, 439, 441, 447
democratic models of participation 448
entrepreneurship, and 432–3
managerial models of participation 448
depends on 448–9
project management, and 442
public sector, in 434–6, 451–6
social enterprise activities, and 423–4
studies 432–4
trends 304, 565
user engagement 435, 442, 451–6
user roles, defining 439–42
welfare services, in 448–56
users
definition 435–6
user expectations 318, 381
see also customers
utilitarianism, of innovation 239
Utterback, J.M. 74
Uyarra, E. 231

Stephen P. Osborne and Louise Brown - 9781849809757
Downloaded from Elgar Online at 07/28/2019 10:12:00PM
via free access
value
  inter-organisational innovation, in 320–21
  organisational value 214–16
  public value 39, 52–3, 214–16, 219
Van de Ven, A. 4, 46–7, 109–11
Van der Wal, Z. 243
Vargo, S. 64, 324
Varis, M. 241
Vigoda-Gadot, E. 244
Vincent, J. 158
virtual organisations 260, 265
virtual reality rehabilitation network
  innovation case study 409–16
virtue ethics, and innovation 239–41
voluntary organisations see third sector organisations
von Hippel, E. 50, 304, 434
von Tunzelmann, N. 244
Wales
  local government structural reforms 517, 524
Wallis, J. 21
Wechsler, B. 211
Weick, K.E. 94–6, 103, 319
Weinberg, M. 499, 504
Weinstein, O. 77
West Lothian Community and Care Partnership (Scotland), inter-organisational innovation case study 326–8
Westall, A. 3, 421
Weyland, K. 22
Wheatley, M. 111–12
Wildavsky, A. 137–8
Windrum, P. 84–5
Wise, L. 109
Wise, L.R. 499, 505
Wu, X. 244–5
Yazbeck, Y. 238, 245
Yuki, G. 21–2
Zan, L. 57
Zegveld, W. 225, 229, 232
Zwick, D. 380