INNOVATION STRATEGY

CITIZENS' SERVICES AND LIBRARIES

CULTURE AND
CITIZENS' SERVICES
City of Aarhus

"It has to be an experimental culture.
There has to be an enthusiasm for new ideas.
You have to have a culture that's willing to explore new ideas,
test them and then get rid of them if they're not good ideas."

Tim Brown, IDEO
- on how to create an innovative culture in your organisation

2nd edition, 2013. 1st edition of the Innovation Strategy was published in 2007
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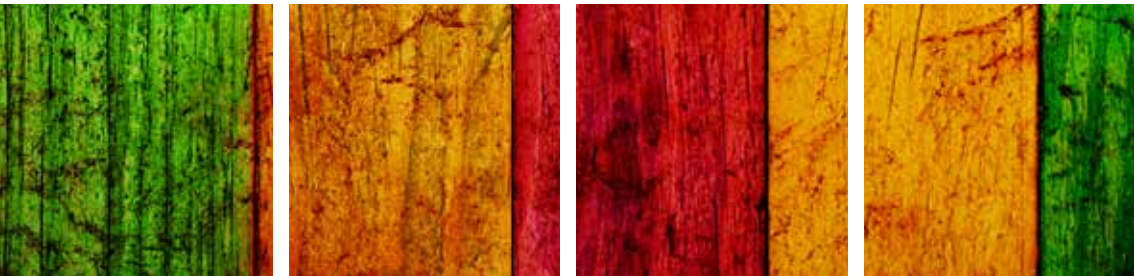
Publisher
Citizens' Services and Libraries
City of Aarhus, Denmark

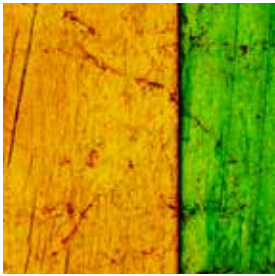
Layout and translation
Jan Thomassen, ITC Design
Dorthe Brandt Larsen, ITC Design

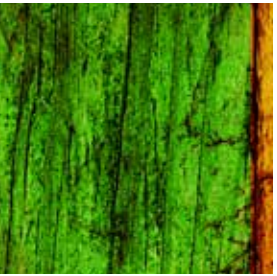
Print: Strandbygaard Grafisk a/s
Tel.: +45 8940 9200
Web: www.aakb.dk/innovation

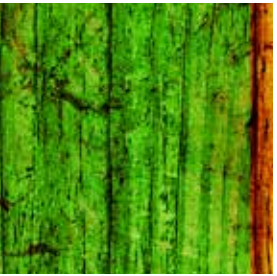


Innovation Strategy

Citizens' Services and Libraries as a public institution work with collaboration- and employee-driven innovation in order to improve and make more effective current service offers as well as to develop and facilitate new ones. These service offers may be run by us, by partners, or by users. Fields of innovation concern both physical and digital matters as well as mixtures.





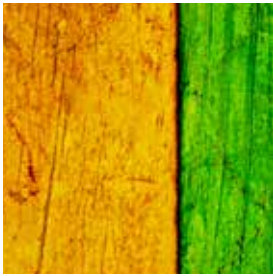


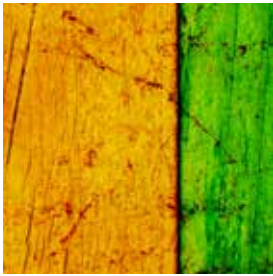
Citizens are the focal point

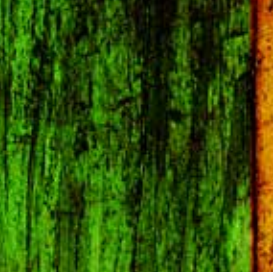
Citizens are the potential for change and they take part in innovation from the creative phases to testing and realisation.

Partnerships promote innovation

Innovation aims cannot be reached without partnerships. Innovative solutions emerge when collaborating with our network and partners. As a result, innovation work involves network partners locally, nationally and globally.

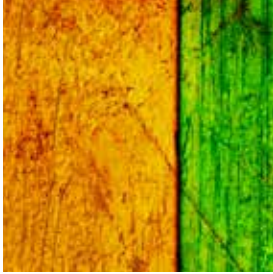






Transverse collaboration yields better results

Innovation work involves the competences of employees from Citizens' Services and Libraries and innovation takes place throughout the organisation. This presupposes great focus on utilising and co-ordinating competences and experiences across the organisation.

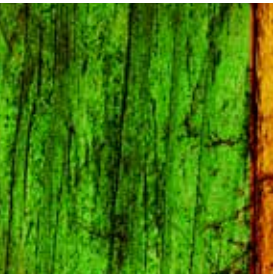


Ideas must be tested

Often, realising ideas from idea development means launching prototypes along the way in order to promote a faster process from idea to test to implementation in daily operations.

Replicate

Results of innovation are most effective if they can be broadly implemented. Citizens' Services and Libraries work to transform experiences into daily service in a methodical manner.

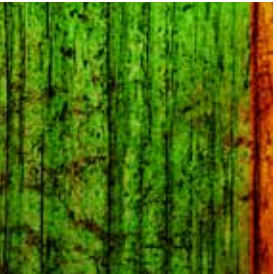


Innovation is branding too

Innovation work provides Aarhus and Citizens' Services and Libraries with positive attention from citizens, politicians and among professional colleagues.

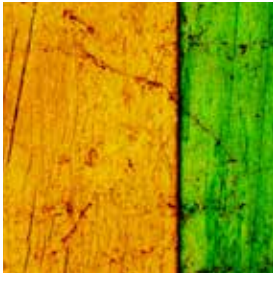
Idea development and innovation are creative processes

The inventiveness and creativity of employees are necessary preconditions for innovation processes and make working with innovation beguiling.



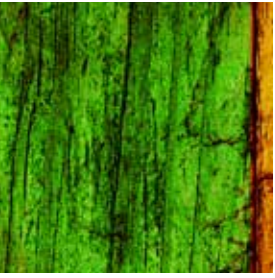
Innovation requires prioritised resources

Citizens' Services and Libraries annually allocate a common pool for innovation. Other necessary resources are found through prioritising operation resources in the organisation and through contributions from external sources.



Innovation requires management focus and commitment

Every year, processes to prioritise ideas are carried out and management prioritises funds for innovation projects.



Methodical innovation uses standards

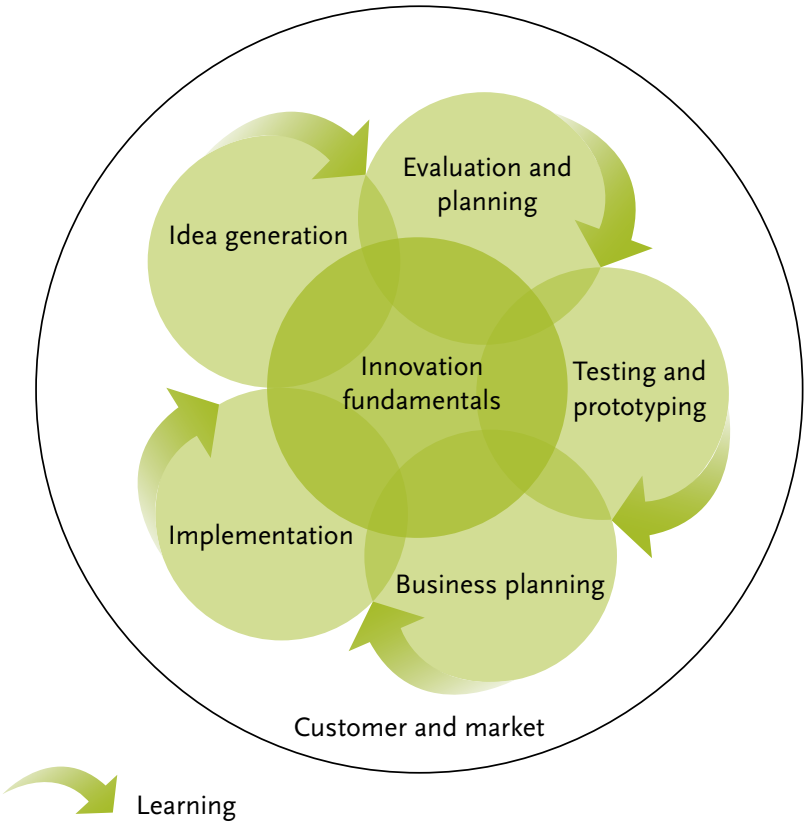
Citizens' Services and Libraries work with innovation in a methodical manner. A toolbox has been worked up which contains large-scale methods for everything from creative processes to citizen dialogue as well as the use of physical space to test prototypes. This is due to many years' focus on innovation.

Seven circles of innovation

The innovation process is described in a project model and the seven circles of the innovation model are used as the overall method. The seven circles of innovation include seven conditions which are necessary to ensure successful innovation.

The method operates with fundamental matters in the organisation, e.g.:

1. Framework, strategy, organisation, competences, culture and external cooperation
2. Idea generation
3. Evaluation
4. Testing and prototyping
5. Planning and business planning
6. Implementation
7. Customers and other interested parties.



Source: Fremtidstanken og Center for ledelse, 2005