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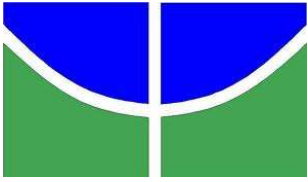
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DIFFUSION OF INNOVATIONS IN PUBLIC SERVICES: PROPOSING A THEORETICAL AND CONCEPTUAL SUMMARIZATION

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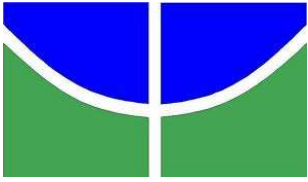
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Background

- Service innovation emerged as a research theme 30 years ago
- Innovation in public services, however, is a recent research field (10 years old)
- As it attracts more audience, traditional research lines are revisited in light of public services' dynamic
 - In this paper, we focus on **diffusion of innovations in public services**



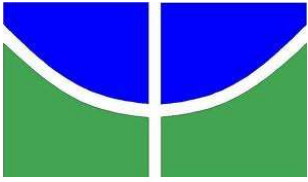
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Research questions

- How do innovations in public services diffund?
- What dimensions / variables should we retain from original innovation diffusion theory if we aim to analyse innovation in public services?
- Which (if any) models could provide theoretical basis for us?



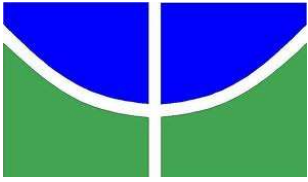
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Diffusion of innovations

- Diffusion of innovations is known as the confirmatory step for an innovation
- Although traditional innovation research recognizes “diffusion” as the construct, in public management studies, people have been favouring terms such as “adoption” (when focusing on individuals), “assimilation” (when focusing on organizations), “lesson drawings” or even innovation “transference”



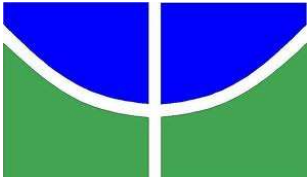
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Research design

- We present a theoretical paper aiming to summarize the state-of-the art knowledge regarding diffusion of innovations
- We critically compile concepts, terminologies, possible factors of influence and stages of the process of diffusion of innovation
- How?
 - We have selected research papers from ProQuest
 - “Diffusion” / “adoption” / “implementation” / “sustainability” / “institutionalisation” / “routinisation” / “innovation” + “public services” / “public sector”
 - Only 2 research papers have emerged (please keep in mind that we focused on papers describing public sector innovations)



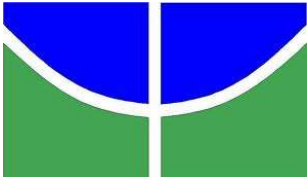
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Theoretical basis for our model

- 1) Greenhalgh et al. (2004; 2013) – adoption and assimilation of innovations in health services
- 2) Vries, Bekkers e Tummers (2014) – adoption and diffusion of public sector innovation
- 3) Rogers (1984) – original dimensions of innovation diffusion



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Dimensions summarized from theory

1) **Assimilation and adoption**

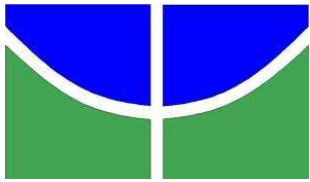
- a) Fuzzy boundaries (core and periphery for the diffusion)
- b) Risks
- c) Contributions to simplifying organizational tasks
- d) Required knowledge base
- e) Extension / support

2) **Outer context: interorganizational networks and collaboration**

- a) Informal interorganizational networks
- b) Intentional propagation strategies
- c) Broader organizational environment
- d) Political directives

e) **Implementation and rotinization: organizational structure**

- f) Leadership
- g) Human resources
- h) Funding
- i) Communications
- j) Interorganizational networks
- k) Feedbacks
- l) Adptation / reinvention



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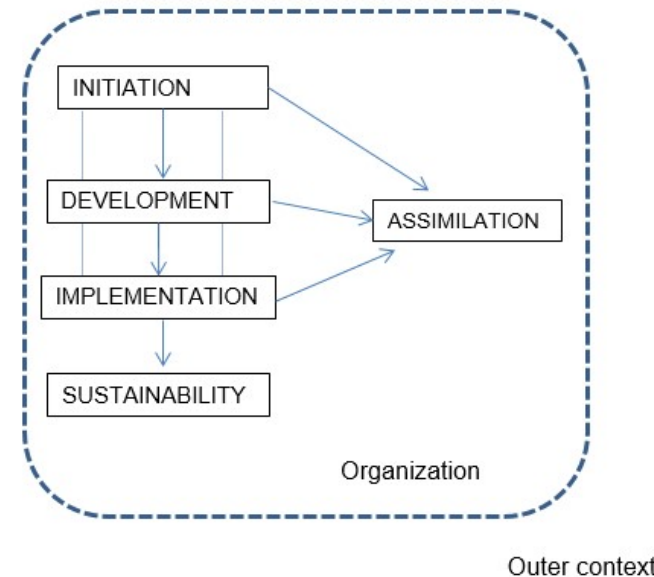
Our theoretical model to be tested

THE INNOVATION
 Low Complexity
 Relative advantage
 Compatibility
 Risk
 Extension/support
 Potential for
 Reinvention*

ASSIMILATION
 Formal decision-making process
 Phases evaluation
 Planned and sustained efforts in the implementation
 Team-centered process
 Non-linear process, organic

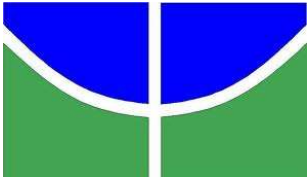
OUTER CONTEXT
 Informal interorganizational networks
 Political directives
 Public pressures
 Funding

IMPLEMENTATION /ROTINIZATION/SUSTAINABILITY
 Slack resources (information, time, money)
 Leadership
 Decentralization
 Hands-on approach by leaders and managers
 Human resource
 Dedicated resources
 Internal communications
 Reinvention/development
 Feedbacks



- Rogers
- Greenhalgh
- Vries, Beckers, Tummers and Greenhalgh

* Greenhalgh based on Rogers



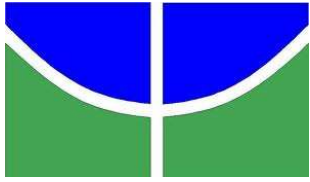
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Next steps for our research

- We will apply our summarized theoretical model into an empirical case: ENAP (Brazilian Public Management National School) Public Innovation Award
- ENAP has been awarding public innovations for the past 15 years. By applying our model to the 15 best-acknowledged brazilian innovations, we will be able to test the following:
 - How do the theoretical dimensions from our model behave empirically?
 - What dimensions effectively explain diffusion of innovations in public services?
 - What ENAP recognizes as innovation in public services has, in fact, been diffused?



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Please contact us for any comments

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