Strategic Management, Public Value and Co-Creation in the Renewal of Public Agencies across Europe

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Structure of the Presentation

Who are COGOV?

(1 slide)

What are COGOV's aims?

(1 slide)

Research Questions and Methods

(2 slides)

Findings

(3 slides)

Recommendations

(1 slide)

COGOV

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AIM

To understand the transformation of European public administrations following post-managerial trends.

Co-creation:

…the process through which two or more public and private actors attempt to solve a shared problem, challenge, or task through a constructive exchange of different kinds of knowledge, resources, competences, and ideas that enhance the production of **public value** in terms of visions, plans, policies, strategies, regulatory frameworks, or services.

Torfing, J., Sørensen, E., & Røiseland, A. (2019). Transforming the public sector into an arena for co-creation. *Administration & Society*, 51(5).

RESEARCH QUESTION

What is the role of strategic management in the co-creation of public value?

- How can strategic management enable public sector organisation to exploit the drivers - and overcome the barriers – to co-creation of innovative public value outcomes at both organizational and project levels?
- Which lessons can be shared on undertaking strategically managed co-creation?

Methods:
- Case studies
- Survey
- Focus Groups
- Design Experiments

Pattern of strategic renewal

Prevalence of co-creation

Skills for professionals

Co-creator learning game

Toolkit for manager to aid the development of co-creation

FINDINGS: Co-creation (1/3) 🔍

Advantages

- Mobilizes experiences and resources of relevant and affected actors that enhance service quality;

- Strengthens social cohesion by bringing together diverse groups of citizens;

- Stimulates innovation and builds common ownership for new solutions;

- Enhances citizens' democratic influence at the output side of the political system

Perils

- The co-destruction of value due to negligence, incompetence or the abuse of power;

- Arena capture, allowing access to power full groups at the expense of marginalized groups;

- The stigmatization of citizens;

- Suppression of disagreement in the public pursuit of consensus and quick wins;

- Increasing public costs of facilitation and add-on services.

FINDINGS: Emerging Lessons on Co-creation (2/3)

1. Co-creation is widely implemented across countries.

2. Co-creation is more frequent than co-production

3. The attainment of Public Value (with an emphasis on stakeholder engagement and improved service performance and satisfaction) as opposed to resources and capacity, is increasingly important

4. Culture shift - managers/professionals need to learn to invite and accept (experiential) knowledge of clients and others

FINDINGS: Strategic Management (3/3)

Our analysis of strategic management efforts indicates that successful co-creation is based upon the following elements:

- Values

- Leadership

- Platforms

- Roles and Perceptions

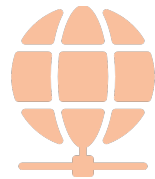# CONCLUSION AND RECOMMENDATIONS FOR MANAGERS

- No one fits all approach

- Build capacity to understand co-creation beyond impact evalatuion

- Set aside time and resources for training professionals

- Be aware that funding resources are needed

- Ensure consistency and long-term planning. Despite experimentation, co-creation has suffered from the fragmentation caused by one-off and temporary initiatives.

Thank you!

@cogoveu @AndrejaPegan

www.cogov.eu www.pegan.org