



Societal Challenges



Citizen's Needs



Public Sector Needs



SONNETS

Societal Needs Identification

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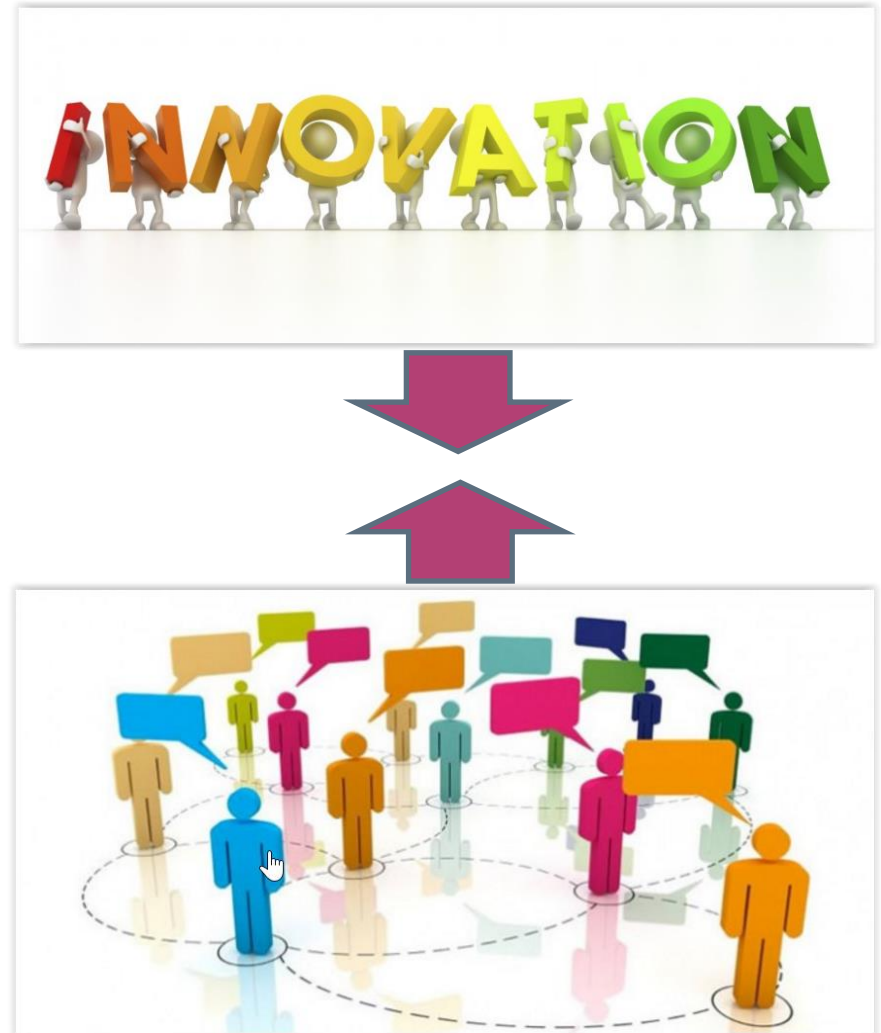
Agenda

- Role in the project
- Methodological view
- Needs, barriers & success factors
- Innovation directions



Role of Needs in Project

- Set the stage for innovation support activities
- Help generating valuable innovation



Methodology



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Phase #	Input	Activities Conducted	Output	Number of sources /stakeholders
Phase 1	Relevant literature (academic articles, projects' deliverables, policy documents, industry reports)	Review of content, identification of needs, trends/challenges	Long list of needs (53), preliminary list of trends/challenges	232 sources
Phase 2	Long List of needs	Needs discussion, matching and prioritization	First short list of needs (28), innovation perspectives, enriched list of trends/challenges	34 interviews
Phase 3	First short list of needs	Needs discussion, identification of potential innovation requirements and actions	Innovation requirements	4 experts
Phase 4	First short list of needs, innovation perspectives	Needs filtering, validation of innovation stances, identification of barriers and success factors	Final short list of needs (12), validated innovation perspectives, barriers and success factors lists	163 stakeholders from 9 countries

Priority Needs List



STAKEHOLDER	PRIORITY NEED	COUNTRIES
INDIVIDUALS	Inclusive well-being and health	IT, GR, ES, DE, BE, PT, UK
	Transparent and participative access to Public Sector services	IT, ES, GR, PT
	Equal employment opportunities	GR, DE, ES, IT
	Experiential education & training	ES, GR, IT, DE
BUSINESSES	Stimulate an entrepreneurial and start-up culture	IT, ES, PT, GR, UK
	Reduce taxation levels and lessen complexity	GR, ES, IT, FR, PT
	Easy access to Public Sector information (open data)	IT, PT, ES, GR
	Streamlined and reliable administrative procedures in the Public Sector	ES, GR, IT
PUBLIC SECTOR	Resource optimization	IT, GR, ES, BE
	Digitalization	GR, IT, ES, DE
	Appropriate remuneration and incentives	IT, GR, ES
	Lean bureaucracy	GR, IT, ES, BE

Barriers to overcome



CATEGORY	BARRIERS
FINANCIAL	Shrinking public budgets
	Resources allocation processes
	Economic context
	Credit crunch & lack of VCs
LEGAL	Complex and sometimes contradictory laws and regulations
	Corruption
	Administrative fragmentation
	Internationalization obstacles
ORGANIZATIONAL	Risk aversion and fear of failure
	Lack of incentives and meritocracy
	Organizational silos and lack of cooperation
	Cumbersome processes and bureaucracy
POLITICAL	Lack of political will
	Inadequate leadership
	Political instability
HUMAN CAPITAL	Ageing workforce and lack of new recruits
	Insufficiency of IT skills
	Skills obsolescence

Success factors to leverage



CATEGORY	SUCCESS FACTORS
LEGAL	Eradication of corruption
	Transparency
	Accountability
	Legal and fiscal simplification
ORGANIZATIONAL	Management by objectives vs. administrative fulfilment
	Meritocracy
	Value and customer orientation
	Effective communication of benefits
	Higher osmosis with private sector (start-ups / SMEs)
POLITICAL	Long term global orientation
	Persistence and stratification of efforts
	Triple sustainability mind-set
HUMAN CAPITAL	Education and training
	Employees empowerment
	Leveraging inflows of highly qualified youngsters

- **Public sector innovation from the outside:**
 - Simple (rules, interfaces and processes),
 - Accountable (certain response times, resources allocation),
 - Inclusive (guarantee basic needs, participation).

- **Public sector innovation from the inside:**
 - Meritocratic (incentives, selection),
 - Agile (bureaucracy, skills, fresh energies),
 - Integrated/coordinated (with private sector).

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