

# Currently, Labelled Innovation Model of Public Sector Innovation and the Public Design Thinking Process are Rooted in Innovating Public Administration

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## Abstract

This research mainly addresses design thinking and innovation in the public sector. Traditionally, innovation in the public sector, including government has been understood as the internal (administrative applied to innovating public administration) and external (applied to discovery public needs) objectives. For this reason many public sectors and governments are also faced with a new innovation paradigm and public design principles that should be at the heart of the public sector innovation for discovery public needs based on a new innovation paradigm issues such as business and industry issue, generation issues, gender issues, paradigm questions. Under these a new innovation paradigm issues, innovation and design thinking in public services in critical for the continued provision of such new public services in terms of innovating public service. In both quantity and quality in public sector innovation. According to quantity can be defined as the design thinking process of generating new model ideas, and quality focus will be on key implementing in quantity to create value for public sector innovation. Relevantly, the Delphi consensus results can be strengthening existing for citizens' needs according to a new paradigm shift based on a new innovation paradigm. It can play crucial role in leading the way novel approach to discovery public needs to design and result delivery in demonstrated the value co-created through the OECD'S Observatory of Public Sector Innovation (OPSI) in the Measuring Public Innovation (MEPIN) as a new approaches to provide quality of public services (innovating public administration) and better respond to public needs from citizens' needs and a new paradigm shift. Respectively, In particular perspective on discussion focused co-creation value is the innovation as practice in the public design thinking process. It is stated that this approaches claim to be centred on innovation model for demonstrate public sector innovation and the public design thinking process. Building on this, conceptual framework of both public sector innovation and the public design thinking process to create innovations that are adapted to the innovating public administration and best able to address public needs and respond to citizens' needs. Finally, this model of the research results has conformably suggested that relationship modelling will help research and adapted to the phenomenon of Digital Thailand.

**Keywords:** Public Sector Innovation, Public Design Thinking Process, Innovating Public Administration, Discovery Public Needs, Citizens' Needs, New Paradigm Shift

## Introduction

In this section are in line with the goal of public sector innovation can be defined by the OECD in their Observatory of Public Sector Innovation (OPSI) and European Commission

2013 to use a new public sector innovation principle. This principle must be mainstreamed throughout. For this reason to use new principle of public sector innovation. Innovating public administration for a high the public design thinking process and more responsive discovery public needs through a new paradigm shift issues based on a new innovation paradigm is needed to order to interactive citizens' needs. Public sector innovation is best based on internal (innovating public administration) and external (discovery public needs).

## **Public Sector Innovation Is Best Based on Internal (Innovating Public Administration)**

It is not only firms who innovate, public sector entities also innovate by introducing new approach to provide quality of innovating public administration to innovating public service, can play significant roles in the public design thinking process in the public sector innovation. Currently, many public sectors faced an unprecedented crisis from a new paradigm shift according to a new innovation paradigm from economic growth engines. Along with a new paradigm shift states about its meaning a new innovation paradigm issues such as business & industry issues, generation issues, gender issues, and paradigm questions. Under these conditions, innovation in public services or improved the public design thinking process, or innovating public administration. There are can be available evidence indicates that for discovery public needs based on citizens' needs to steer paradigm change conditions (adapted to The OECD's Observatory of Public Sector Innovation, 2013: 1-4; Hill, 2007: 1-46 PowerPoint slides).

In addition to a new vision for the public sector is required, where by public managers become public entrepreneurs applied to this research public innovators (adapted from Osborne, 2006: 477-388 and 2010). This can only happens through a pervasive change of the public sector mindset. It can be defined as the process of generating innovation ideas, and implementing them to create value for innovation in public administration related to mainly innovation objectives in the public sector, i.e. the internal (innovating public administration) and external (discovery public needs).

According to internal focus addresses innovating public administration are in this respect have followed

a) A similar trajectory of approaches to innovating public service problems, notably decentralization, pay and employment reforms, integrity and anti-corruption reform and "bottom-up" reforms, need designed to improve the development effectiveness of public sector innovation. These are suggested and summarized by McCourt (2013) and his concept agreed with Denhart and Denhart (2011); Osborne (2010); Robinson and UNDP Global Centre for Public Service Excellence (2015: 5) in Table 1.

**Table 1** Innovating public service problems with respect to innovation in the public administration and the need for the public design thinking process

| <b>Problem</b>   | <b>Approach</b>   | <b>Main Action Approaches and Period</b>  |
|--|---|---|
| 1. How can we put public sector on an orderly efficient footing? | Weberian public administration and capacity-building.   | Post-independence mean inspiration to ideation applied the public design thinking process in term of "ideal type". It relied on centralized control and set rule. |
| 2. How can we get public sector closer to the grassroots.        | Decentralization, bottom-up reforms, designed to improve the development effectiveness public sector. | From ideation to implementation or public administration as the professional's foundational paradigm. 1970s to present.   |

**Table 1 (Con.)**

| <b>Problem</b>   | <b>Approach</b>  | <b>Main Action Approaches and Period</b>   |
|--|--|--|
| 3. How can we make public sector more affordable?  | Pay and employment reforms, designed to improve the development effective of public sector.  | Many developing countries have followed a similar trajectory of approaches, notably decentralization, pay and employment reforms.  |
| 4. How can we make public sector perform better and deliver on our key objectives.   | Innovating public administration, communitarianism, public administration for civil society and public interest.   | A greater focus on management by results replaced a public sector orientation governed by inputs (quantitative) and output (quality). While performance management increasingly pervaded the public sector (Dunleavy & Hood, 1994: 9-16). 1990 to present.   |
| 5. How can we make public sector more honest?  | Integrity and anti-corruption reforms including the new public governance.   | The new public governance theory emphasizes pluralization to establish an open service system. Current public service system is becoming networked diversified and self-organized more than linear types of government-market (Runya, Qigui, & Wei, 2015: 11-21). Late 1990s to present.                       |
| 6. How can we make public sector reinventing more responsive to citizens.  | "Bottom-up" reforms or nurturing grass roots by money project for community. That called "public service for democracy reform or public popular regime or welfare state. | The public sector ethos and approaches especially the cultivation of new management practices marketization and contracting out of core services to bottom-up reforms and the creation of "arms-length" executive state implementation (Dunleavy & Hood, 1994: 9-16; Hood, 1990: 3-19). Late 1990s to present. |
| 7. From the crisis in economic growth, how can we make public sector as trouble shooter more responsive to discovery public needs. | Innovating public administration present to new paradigm shift that contributes away of the public design thinking process, innovation in the public sector.             | Recently, modernization of the public sector has been identified by innovation in the public sector towards the public design thinking process on innovating public service innovation. (internal: innovating public administration and external: discovery public needs objectives)                           |

**Source:** Adapted from Denhardt & Denhardt (2011); Osborne (2006, 2010); McCourt (2013); Robinson & UNDP Global Centre for Public Service Excellence (2015: 5); Ferlie (2018: 1-28); Bloch & Bugge (2017: 1-18); Calleja (2015: 1-9); Bourgon (2014); Dunleavy & Hood (1994: 9-16); Hood (1990: 3-19).

b) According to state-of-the-art on public innovation it can be implementing of generating new ideas to create value for comparing perspectives: old public administration new public administration and the new public service. From the broader shift in innovation approach applied to Osborne (2006: 377-388) who outlines three modes of public administration and management by association, their principal characteristics as follows: Public Administration (PA-statist and bureaucratic), New Public Administration (NPA-competitive and minimalist)

and New Public Governance (NPG-plural and pluralist). These types of administration are appointed on the basis of innovation in innovating public service belong to public sector innovation applied to Nunberg and Nellis (1995); Eaton, Kaiser, & Smoke (2011); McCourt (2005, 2013).

c) In spite of these above considerable advances relatively, influenced by the ideas of Max Weber ideal-type, the prevailing approach to public administration for much of the 20th century drew on a model of bureaucracy based on the twin principles of hierarchy and meritocracy. This approach relied on centralized control, set rules and guidelines, separated policy making from implementation, and employed a hierarchical organizational structure according to Osborne (2006: 377-388) idea. Furthermore, Drawing on Minoque (2001: 1-19) and McCourt (2013) related to Denhart & Denhart (2000: 549-559) set out the field of public administration to the new approaches to the field of innovation from modernization of the public administration to innovating public administration, provided the framework of innovating public service. It had importance reference value and significance especially for deepening on comparing perspectives. Old public administration, including innovating public service. (see Table 2)

**Table 2** Comparing perspectives: Old Public Administration, New Public Administration, and Innovating-Public Administration, Including the New Public Service

|  | Old Public Administration   | New Public Administration                          | Innovating Public Service  | Innovating Public Administration Studies   |
|--|---|--|--|--|
| <b>Theoretical foundations</b>                         | Political philosophy to political theory and presidential theory (Woodrow Wilson) naïve social science. | Economic theory, positivist social science.        | Democratic theory depoliticization and governmental politesse, including public polka for citizens' needs. | Labelled innovation model in public administration. Moreover, efforts to better understand and promoting for the design thinking process in the public sector and engaging narrative of innovating public service. |
| <b>Rationality and model of discovery public needs</b> | Administrative rationality, public interest.  | Technical and economic rationality, self-interest. | Strategic rationality, citizen interest.   | Strategic rationality of discovery public needs from citizens' needs.  |
| <b>Conception of public interest</b>                   | Political, enshrined in law.  | Aggregation of individual interests.               | Dialogue about shared values, demagogue, demagogic.  | Understand and discovery public needs from citizens' needs and a new paradigm shift issues.  |

**Table 2 (Con.)**

|  | <b>Old Public Administration</b>  | <b>New Public Administration</b>  | <b>Innovating Public Administration</b>  |  |
|--|---|---|--|--|
|  |   |   | <b>Innovating Public Service</b>   | <b>Innovation in Public Administration Studies</b>   |
| <b>To whom are civil servants responsive</b> | Clients and constituents.   | Customers market drive outcomes results from accumulation of self-interest.   | Citizens' needs, task & taste and better service, public service, desire to contribute to public and social welfare.   | A new paradigm shift issues for exploration or investigation of discovery public needs.  |
| <b>Role of government and public sector</b>  | "Rowing" implementation focused on politically defined public or public administration objectives, good governance warning, public interest responsibility programmes through government agencies, public sector, policy theory, policy agenda. | "Steering serving" as catalyst to unleash market forces, the beginning of the public market and corporate social responsibility, including civil society mechanisms and incentives through private and non-profit agencies. | "Serving" negotiations and brokering interests among citizens, lobbyists, communitarianism, reinventing government public governance (Skelcher, Mathur & Smith, 2005: 573-596) non-profit, private agencies. | The public design thinking process in all brainstorming inspire or creativity session, ideation sessions, implementation sessions, and using resources to take care public and needs and trouble shooter to kill a new paradigm shift issues for peacekeeping public needs, and the new governance according to Rhodes, 1996: 652-661 & Osborne, 2010. |

**Source** Adapted from Bartoletti & Accioli (2016: 1-11); Abonyi & Styke (2010: 533-545); Denhardt & Denhardt (2011), UNDP Global Centre for Public Excellence (2015); Jones & McGurk (2014); Jones & McGurk (2014); Skelcher, Mathur, & Smith (2005: 573-596); Osborne (2010); Rhodes (1996: 652-667).

### **Public Sector Innovation For Seeding External (Discovery Public Needs)**

Relatively, from internal focus in the previous section, to build guidelines for external focus on discovery public needs to connect to and learn from citizens' needs based on a new paradigm shift. There is a need for a new design thinking as innovation approaches for public sector. The value of innovation in the public sector and related considered to discovery public needs can therefore, ultimately, discusses of modernization of the public administration has been identified by the innovation approaches in this field, the key role of state-of-the-art on public sector innovation is organized along three service action lines: 1) new paradigm shift

2) seeding citizens' needs and 3) strengthening existing existing for seeding citizens' needs (see Table 3).

**Table 3** The key role of state-or-the-art-on public sector innovation especially for seeding discovery public needs

| <b>Discovery Public Needs</b>   |   |  |
|---|---|--|
| <b>A new Paradigm Shift</b>   | <b>Seeding Citizens' Needs</b>  | <b>Strengthening Existing for Seeding Citizens' Needs</b>  |
| <ul style="list-style-type: none"> <li>• <b>Global innovation index</b> <ul style="list-style-type: none"> <li>- Digital</li> <li>- Robotic</li> <li>- Medical hub</li> <li>- Aviation and logistics</li> <li>- Bio-chemicals</li> </ul> </li> <li>• <b>Global five new clusters</b> <ul style="list-style-type: none"> <li>- Health, wellness &amp; Bio-med</li> <li>- Food agriculture &amp; Bio tech</li> <li>- Smart device, robotic &amp; mechatronics</li> <li>- Digital culture &amp; High value service</li> <li>- Creative culture &amp; High value service</li> <li>- Paradigm questions</li> <li>- Business &amp; Industry issues</li> <li>- Generation issues</li> <li>- Gender issues</li> <li>- Paradigm questions</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li><b>A new paradigm shift issues</b> <ul style="list-style-type: none"> <li>• <b>Business &amp; Industry issues</b> <ul style="list-style-type: none"> <li>- Supply innovation</li> <li>- Personal innovation</li> <li>- .com innovation</li> <li>- E-commerce</li> <li>- Internet of Thing (IOT)</li> <li>- Blockchain</li> <li>- Artificial Intelligence (AI)</li> <li>- Global warming</li> </ul> </li> <li>• <b>Generation issues</b> <ul style="list-style-type: none"> <li>- Silent/lucky generation</li> <li>- Baby Boomers</li> <li>- Generation X (Xers)</li> <li>- Generation Y</li> <li>- Generation Z</li> <li>- Generation I (Inc.)</li> <li>- Elderly</li> <li>- Lack of the early birth (Baby)</li> </ul> </li> <li>• <b>Gender issues</b> <ul style="list-style-type: none"> <li>- Women leadership</li> <li>- Feminism</li> <li>- Shero in digital content</li> <li>- Single mom</li> <li>- Sexual harassment</li> <li>- Moral harassment</li> </ul> </li> </ul> </li> <li>• <b>Paradigm questions?</b> <ul style="list-style-type: none"> <li>- When do new paradigms appear?</li> <li>- What kind of person is paradigm shifter?</li> <li>- Who are the early followers of paradigm?</li> <li>- How does a paradigm shifters</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• <b>Public sector innovation</b> and the relationship with internal focus (innovating public administration and external focus) (discovery public needs)</li> <li>• Related to the public design thinking process</li> <li>• Based on The OECD's Observatory of Public Sector Innovation, 2013: 1-4 (more detail will describe in the next section)</li> </ul> |

**Source** Created from Hill, 2007; Osborne, 2006: 377-388; The OECD's Observatory of Public Sector Innovation, 2013: 1-4; Nunberg & Nellis, 1995; Abonyi & Slyke, 2010: S33-S45, 2012; Docherty, 2017: 719-724; Croft, 2014: 3; European Commission, 2013: 5-4; Arundel, Bloch & Ferguson, 2016: 1271-1282; Bates, 2012; Bettencourt & Ulwick, 2008: 109-114.

## Public sector innovation and public design thinking

Due to theoretical underpinnings of public sector innovation in the previous section content to highlight innovative practices on the internal (innovating public administration) and provides a platform for public sector, innovators to preparing for a new paradigm shift issues as to related discovery public needs based on citizens' needs. For the sake of discussion, whole today the public sector and the public services it provides are confronted by increasing paradigm shift is based on shared paradigm issues and questions are committed to signify a set of the rule and the world conditions (adapted from Hill (2007); The OECD's Observatory of Public Sector Innovation (2013); Bloch & Bugge (2013); World Bank (2008: 6); Uleberg (2009)).

Paradigm shift may apply to the public sector innovation itself, or the way in which public service are provided according to a change to a new in which public services are provided according to a change to a new game, a new set of rules affecting innovation practices of the internal and external objectives in public service delivery. At the same time paradigm shift en rapport the public design thinking process to service delivery. So far Fons et origo (in Latin) are confronted by when the rule change, the whole world can change and also innovative practice both internal and external are operating to respond to change.

Respect to paradigm shift, perspectives on the public design thinking process for public sector innovation issues special themed section has its origins in the approach to the public sector which will also improve public design as a strategy for change.

To deliver innovative approaches to public service delivery through the design thinking process in the public sector, this approach need to corresponds with the following principles emerge to characterize public sector innovation.

1) Novelty: It is about a novel practice or approach, relative to suit for addressing a new paradigm shift issues for discovery public needs in the public sector strategies (applied to Burns, Cottam, Vanston & Winhall (2006); Kolko (2010)). This novelty can applied to the design thinking process in the public sector. This is closely linked with com = means "with or" "together" (in Latin) and munis = means "the changes or generating", that link the search for the first space of the design thinking process inspiration for solution. According to munis is described the second space in this design thinking approach called "ideation" (adapted from Croft (2014: 3)). Relevant to this view, can be used by design thinking in terms of integrating inspiration into ideation. Inspiration is see as the public sector innovation towards internal focus and external focus. In this approach internal focus on innovating public administration in face of a new paradigm shift issues and ideation solutions that draw in external or outside focus on discovery public needs based on citizens' needs (adapted from European Commission (2013: 5-14); Hugehes, Moore, & Kataria (2011); Bason (2010: 241); Ansell, Chris, & Torfing (2014); The OECD's Observatory of Public Sector Innovation (2013)).

2) Implementation: Innovation is not just an idea, but has to be implemented. It is stated that the path that leads from the public sector innovation as an essential ingredient to meet people's lives and citizens' needs preparing for a new paradigms shift in each society. This may create new possibilities to treat citizens in a more holistic way, by providing an overview of how each citizens interacts with the innovating public administration to the new public service implication for innovating public service. Thus, applied to the design thinking process in the public sector. Implementation is the third space as the path that leads from the innovation stage into discovery public needs.

3) Utility: It aims to improve public sector by innovative approaches to service delivery include (adapted from Arundel, Bloch, & Ferguson (2015: 1271-1282); Briggs (2007); Craft (2014: 1-10); Kimbell (2011: 129-148); Johansson-Sköldberg (2013: 30-40); The OECD's

Observatory of Public Sector Innovation (2013: 1-4); Digital Thailand Planning Division (2016: 1-15); Digital Content Association of Japan (2016: 1-6)).

3.1) Innovation types access to public services. The definition of an innovation is not a perfect match, other types of innovation based on public administration and the public services related to the public design thinking process are important in the public sector innovation. Such as in Thailand, Digital Thailand which lead to significant gains to citizens with ity = "come from" "Itatus" (in Latin) which means "local" "small" or "intimate". Taken together with communis in this above content in this section refers to the community can be described in the macro public sector (national level or whole society) and micro public sector (local community). So for example Digital Thailand may entrance to public services across the national level, regional and local. Effective of innovating public administration may integrate with aspects and specific practices of the public design thinking process, inspiration, ideation and implementation.

3.2) Innovation activities are creating public services more tailored to citizens' specific needs and behaviors. Moreover, public sector can surveys concentrate more extensively on innovating public administration as a new public sector innovation towards a new architecture in innovating public service to support innovation development (the design thinking process for the measuring public innovation (MEPIN), brainstorming sessions etc. that are more relevant to service innovations for discovery public needs. In Japan, People Republic of China and Republic of Korea for example, insights from statistics and the business information infrastructure, including citizens' needs are being applied to content market policy with citizens to increase content industry, video, music, games, books, magazines and related digital content, resulting in increased revenues, tax debts, and respond to a new paradigm shift issues including incentive to trial and design thinking more effective public sector innovation in innovating public service.

3.3) Innovation outcomes relevant to innovation novelty for multiple innovation and the ability of respondents to provide accurate a new paradigm shift responses, with the decision for accuracy based on design thinking and items response rates for relevant to discovery public needs from citizens' needs. This perspective the Oslo Manual defines an innovation as something that is new or significantly improved (applied to the public sector) and which has been implemented (OECD, 2005). A core element of implementation is confirmed in the design thinking process as a measurement frame of a new public sector innovation towards a new architecture. It is the ability to define key concepts of innovation outcomes in the public sector (adapted from OECD (2014, 2015); Bartoletti & Faccioli (2016: 1-11); Abonyi & Styke (2010: 533-545); Denhart & Denhart (2011)). This approaches discusses key topics concerning public sector innovation and the design thinking process, drawing on recent expectations from citizens' needs and a new paradigm shift issues challenges during a time defined citizens' needs implication in paradigm shift issues such as business and industry issues, generation issues, gender issues and paradigm questions (more detailed please return to see in Table 3).

In respect to the previous section, public innovation is about enhancing the value of administration, procedures and services for citizens' needs, including discovery public needs from a new paradigm shift issues. It focuses on the creation of innovation outcomes to address societal and citizens' needs and increase value for public administration, including society as a whole. Innovation is deemed "public" when it serves innovative purpose and prioritized enhancing citizens' needs value over improving public servants program efficiency. Finally, public innovation provides the potential to open governments and public sector to new ideas and potentially high consequences of thinking about the challenges of today and the capacities that government and public sector will need to ensure the future program and policy meet the citizens' needs for discovery public needs.

## Purpose of Study

The purpose of the research were to

- 1) Analyze the Delphi consensus view on public sector innovation and the public design thinking process are rooted in innovating public administration.
- 2) To design innovation model for demonstrate public sector innovation and the public design thinking process are rooted in innovating public administration.

## Method

This research was conducted via future research method by using the Delphi Technique. The 17 purposive key informants consisted of the Thai public department from Ministry of Defense (MOD), Ministry of Public Health (MOH), Ministry of Industry (MOI), Ministry of Commerce (MOC) and Digital Thailand and this research network since Asia Content Summit 2009 to present, ASEAN Content Summit 2011 to present and Digital Content Association of Japan included Japan, Hongkong, Singapore, Malaysia and Korean.

The research instrument involving three-round, In-depth interview (first round) and questionnaires (in the second round and third round). The descriptive statistics employed in this study are Mean, Median, Mode, Interquartile Range (IR), and the difference between Median and Mode.

## Results and Discussion

- 1) The findings obtained are predominantly positive as regards that connected the design thinking process with innovation through the lens of the public sector innovation.

An overview of discussion highlights the desire for today's government and the public sector have shaped the societies we live in and have given innovation to the government and the public sector model currently in place (adapted from Bourgon (2014); The OECD's Observatory of Public Sector Innovation (2013: 1-4); Bason (2010); Gault (2017); Cowan (2012: 1-54); Ferlie (2018)).

- 2) The principles emerge to characteristic public sector innovation related to innovating public services will be on key principles of the design thinking process, innovating public administration approaches, and opportunities to a new public sector innovation towards a new architecture as the following

2.1) Novelty consisted of a "demand-pull" innovation dynamic model. It is stated that three design thinking process are inspiration, ideation and implementation.

2.2) Utility consisted of 1) innovation types 2) innovation novelty and 3) innovation outcome

2.2.1) This Novelty findings led to discussion for approaching design thinking and its process according to Brown & Wyatt (2008) and Brown & Wyatt (2010). Then, it analyze public sector innovation and design thinking to Bjögvinnsson, Ehn, & Hillgren, (2012) summaries the suggestions of design thinking in the following way.

1) That designer (applied to public sector innovator or public sector architect) should be more involved in the big picture (applied in this view to novelty and inspiration) related to socially innovative design, beyond the public sector and economic, including a new paradigm shift (adapted from Kimbell (2011); Jones & McGurk (2014); Cowan (2012: 1-54); Kolko (2010); Gault (2017); Ferlie (2018)).

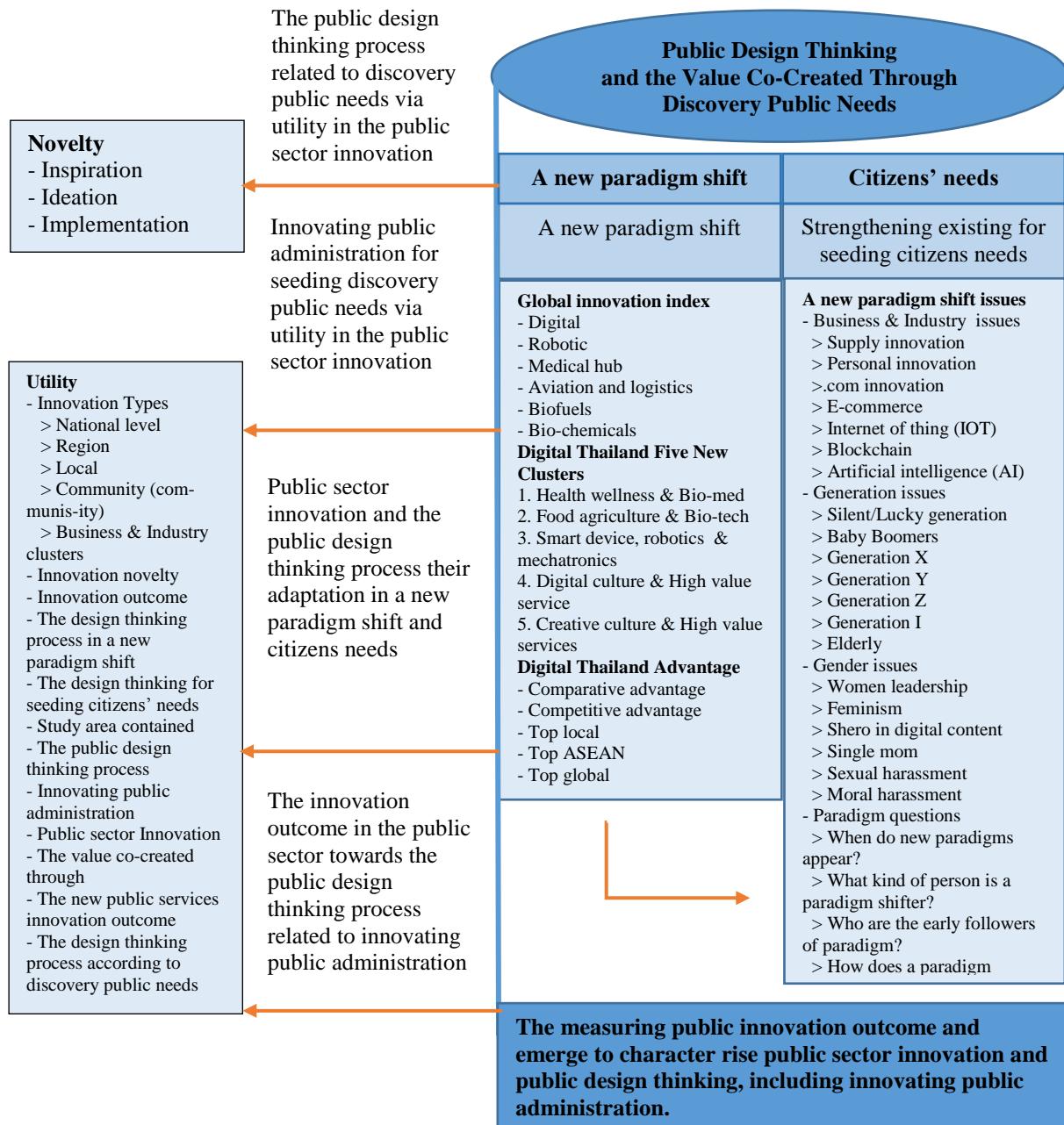
2) That design is a collaborative effort where integrating design process as a cycle is described as a system of inspiration and ideation applied to this findings (connected with Brown & Wyatt (2012); Verganti (2013); Blyth (2008); McCourt (2005, 2012)).

3) That ideas have to be envisioned, prototyped, tried out early in the design process in ways characterized by human-centeredness (applied to citizens' needs) empathy (applied to discovery public needs) and optimism (applied to innovation in public services and in the

public sector). This findings discussion of innovating public administration platform in the following way of The OECD's Observatory of Public Sector Innovation (2013:1-4) (Bates, 2012; Jones & McGurk, 2014; Kareiva & Marvier, 2011: 20-32; Gault, 2017; Ferlie, 2018: 1-28; Bettencourt & Ulwick, 2008: 109-114; Ulleberg, 2009; Synder, Witell, Gustafsson, & Kristensson, 2016: 2041-2408; Arundel, Bloch, & Ferguson, 2017: 1-20).

2.2.2) Concepts of innovation management and requirements of public sector innovation to identify utility it aims to

- 1) Identifying categories or types of service innovation perspective. Ostrom, et.al. (2010) suggest that service innovation in the public sector creates value for citizens' needs and in a local community, including preparing for a new paradigm shift (adapted from Synder, Witell, Gustafsson, & Kristensson (2016: 2401-2408); Osborne (2013); OECD (2015)).
- 2) Identify recombinative both innovation novelty and innovation type as a key innovation outcome mode. Indicatively, including the concept's outcome and the design thinking process. The key is the value co-created through the new public service innovation outcome and the design thinking process according to discovery public needs based on citizens' needs and a new paradigm shift (see Figure 1 adapted from Bates (2012: 223); Synder, Witell, Gustafsson, & Kristensson (2016); The OECD's Observatory of Public Sector Innovation (2013: 1-4); Brown & Wyatt (2010); Kimbell (2011); Jones & McGurk (2014); Bason (2010); OECD (2013); Arundel, Bloch, & Ferguson (2016: 1271-1282); Briggs (2007); Johansson-Sköldberg, (2013: 121-146); and mainly focusing the planning process of Digital Thailand (2016); Bartoletti & Faccioli (2016: 1-11); UNDP Global Centre for Public Excellence (2015); Rhodes (1996: 652-667); Osborne (2010); Ferli (2018: 1-28); Bloch & Burgg (2017: 1-18); Synder, Witell, Gustafsson, & Kristensson (2016: 2401-2408)).

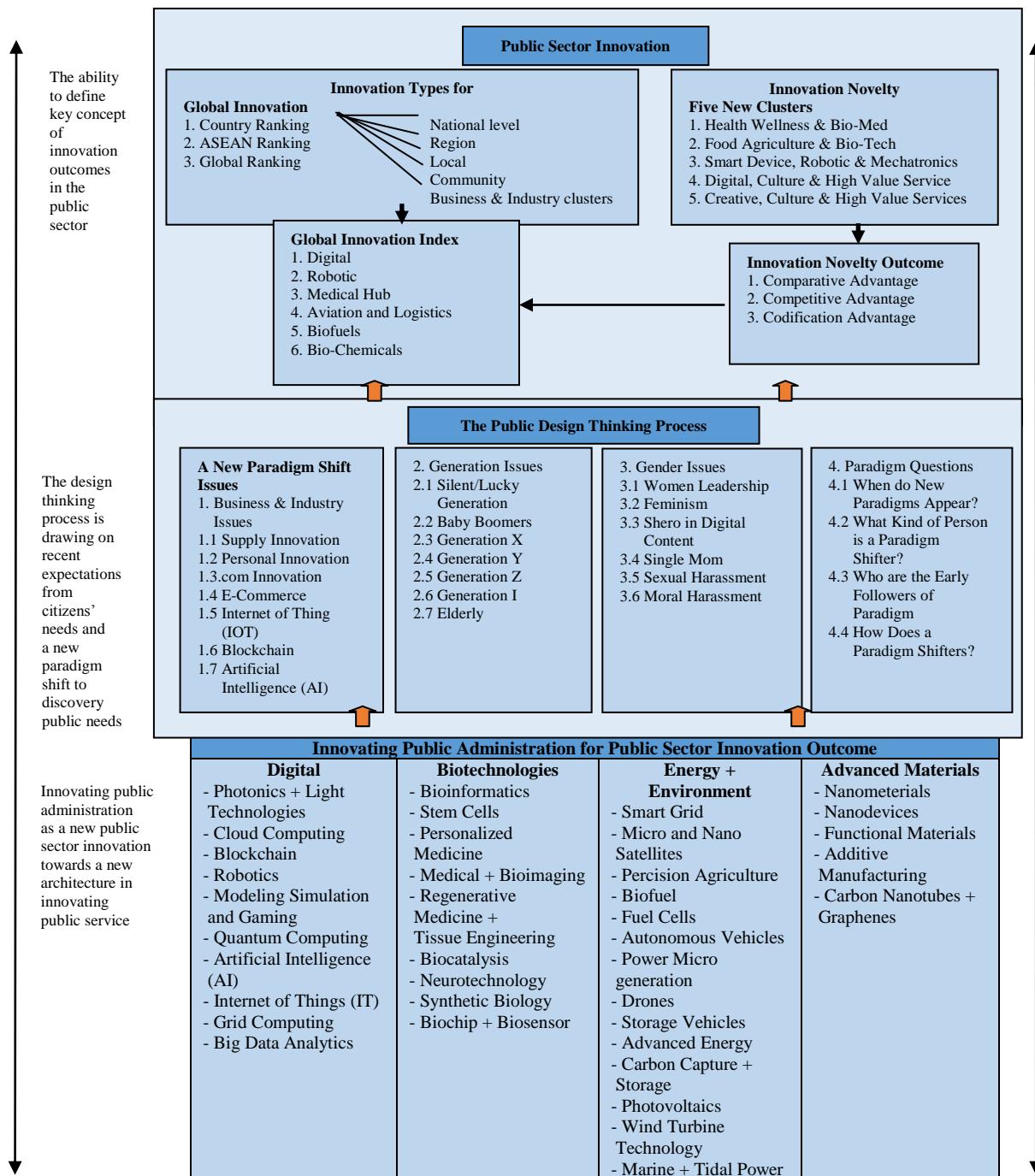


**Figure 1** Public Sector Innovation, Public Design Thinking and the Value Co-Created Through Discovery Public Needs Included Innovating Public Administration

**Source:** Created from Hill (2007); Osborne (2007); The OECD's Observatory of Public Sector Innovation (2013: 1-4); Nunberg & Nellis (1995); McCourt (2005, 2012); Croft (2014: 3); European Commission (2013: 5-4); Arundel, Bloch, & Ferguson (2016: 1271-1282); Bates (2012); Bettencourt & Ulwick (2008); Ferlie (2018: 1-28); Digital Thailand (2015).

## Conclusions and Final Remarks

Referring to the results and discussion section, in these sense, this research elicited the value of public sector innovation connected to the public design thinking process for discovery public needs. The next step is to understand how these approach influence each other. In figure 2, this coherence is shown schematically model adapted to Digital Thailand.



**Figure 2** adapted from Bates (2012: 223); Synder, Witell, Gustafsson, & Kristensson (2016); The OECD's Observatory of Public Sector Innovation (2013: 1-4); Brown & Wyatt (2010); Kimbell (2012); Bason (2010); OECD (2013); Arundel, Bloch, & Bugge (2017: 1271-1282); Johansson-Sköldberg, Woodilla, & Cetinkaya (2013: 121-146); and mainly focusing the planning process of Digital Thailand (2016); Bartoletti & Faccioli (2016: 1-11); UNDP Global Centre for Public Excellence (2015); Rhodes (1996: 652-667); Osborne (2010); Ferli (2018: 1-28); Docherty (2017: 719-724); Bloch & Burgg (2017: 1-18); Synder, Witell, Gustafsson, & Kristensson (2016: 2401-2408).

Respectly, in this section the researchers highlight of this figure 2 can be used as a heuristic to demonstrate and measuring the potential role of innovation, design thinking and innovating public administration in the public sector innovation. This research acknowledge that

labelling public sector innovation that combines public design thinking process are rooted in the innovating public administration as unlocking public value leading innovation model for achieving high public services performance in the public sector, including public services in the public organizations. Building on five kinds of value of public sector innovation according to Cole & Partston (2006) and Bason (2010).

1. Outcome: Better achievement of discover public needs based on citizens' needs outcome such as for example health, wellness & Bio-Med to increased health, safety, elderly care sustainable environment, job creation and addressing a new paradigm shift etc.
2. Services: Production of more meaningful, attractive and useful services and personalized tailor made services to individual citizens and business' needs.
3. Productivity: Enhancing the internal (innovating public administration) efficiency of how public sectors or organizations are administrative or managed.
4. Practice of the public governance: Innovation will here be understood as the ability to renew the collective structure of co-production and collective innovation that there are four concepts for strengthening the position of citizens' needs in public service delivery. There are 1) representative political democracy 2) participative democracy 3) consumerism and 4) co-public thinking designer as co-public innovator or co-public architect etc.
5. Democracy: strengthening democratic citizen engagement and participation; ensuring accountability, practice of public governance in society.

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