




7th AIRMAP Conference
May 31-June 1, 2018, Biarritz -France



An innovative public management?

Call for papers

Conference theme

Conference spirit

Since 2010, the International Association of Research in Public Management (AIRMAP) is composed of institutes and French and international researchers specialized in the field of public management and public action. AIRMAP is the place for exchanges between universities and professionals from the public sector. AIRMAP is a space designed for exploring ideas, for innovating tools seeking to improve the public action.

The last AIRMAP conferences focused on:

- "Public management and public policies facing the international crisis" (University of Versailles-Saint-Quentin, June 2011),
- "Public Values" (University of Paris II, December 2012),
- "Public management: the end justified the means?" (University of Aix-Marseille, May 2014),
- "New territories of public management" (University of Lyon, May 2015),
- "Public management between trust and distrust" (University of Poitiers, 2016).
- "A universal public management?" (University of Nice Sophia Antipolis, 2017).

"An innovative public management?" will be the main question and the title of the 7th AIRMAP Conference, which will take place in Biarritz. This conference will be organized by the University of Pau and Pays de l'Adour (IAE Pau-Bayonne / CREG-MET / Chaire OPTIMA).

This question of public innovation challenges public managers and researchers in management sciences, legal and social sciences. As a result, AIRMAP invites management and social science communities to present communication focusing on the theme of public innovation:

- theoretical communications,
- field survey work,
- presentations of new operational tools, methods of diagnosis, etc.

AIRMAP really wants to highlight:

- the pluralism of theoretical and contextual approaches;
- diagnoses based on field surveys;
- comparative analyzes;
- novelties in empirical approaches;
- international studies;
- research conducted by young researchers with doctoral workshops and the award by AIRMAP of a thesis prize.

AIRMAP 2018 Theme: An innovative public management?

Due to an increasingly complex and constrained financial and budgetary context, innovation appears today as the main vehicle for improving the efficiency and effectiveness of public action (Damanpour and Schneider, 2006) and, at the same time, the quality of public services (Boyne et al., 2005, Jung and Lee, 2015). On all continents, there is an increase of the number of national and local programs aimed to promote public innovation (Walker, 2006, Walker and Boyne, 2006, Arundel et al., 2015).

Among the different forms of innovation, public organizations seem to make considerable use of organizational and managerial innovations that focus on internal problematics, organizational methods and management techniques. The extended number of experiments in the field of management and performance evaluation (Rivenbark et al., 2016), strategic planning (Poister, 2010), dashboards, sharing system, etc. but also academic research on these practices is a proof of this specific interest. However, the enthusiasm generated by and around this movement and the hopes placed in the managerial innovations contrast with the results observed or obtained. Thus, many studies report a high rate of failure or dissatisfaction with managerial innovations of the performance management type (Yang and Hsieh, 2007). Although successful, it seems quite complicated to prove these innovations as sustainable and performant in the public sector. Many differences are also pointed concerning the degree of innovation between similar public organizations and/or coming from the same country (Bouckaert and Halligan, 2008).

Because of these difficulties, the understanding of public innovation processes has gradually become a major theme for the public management researchers (De Vries et al., 2015). Indeed, while many public organizations strongly encourage a dynamic of innovation, which concerns both modes of operation and the nature of public services and policies, they generally seem to be confronted with a vague concept, within its scope or in its solutions.

Thus, fundamental questions emerge concerning public innovation:

- What are the innovations for actual and future public organizations
- How are processes of public innovation characterized? What are the determinants, the impacts and the brakes on changes?
- What are the different forms of public innovation and their specificities?
- What are the limits and deviations of public innovation?
- What are the results and impacts on public performance?
- At the international level, are public innovation models and practices different and why?

All of these questions can be grouped around three central issues:

1) The challenge of the content and nature of public innovation: a conceptual dimension

Many authors (Damanpour 2014, Walker 2006, Damanpour and Schneider 2008, Rivenbark et al., 2016) have proposed different typologies of public innovation, some of which have many divergences and/or contradictions. In this context, public innovation remains an ambiguous and complex concept, difficult to measure, crossed by many contradictions and theoretical and empirical oppositions.

There is a lack of empirical studies to validate these typologies and to provide an overview of the innovations most commonly used by organizations. The lack of detailed analyzes of each category of public innovation (service, managerial, organizational, technological, governance innovations) is also to deplore. While many researchers are focusing their work on managerial innovations, studies concerning service, marketing or governance innovations remain marginalized in academic research. Thus, each category of public innovation represents an interesting object of research and raises questions about their respective content, forms, goals and impacts.

More generally, the question arises of the definition of public innovation and its specificities in comparison with "private innovation". Are the distinctive characteristics of public innovation sufficiently important and real enough to justify the development of conceptual frameworks, theories and specific models? These questions, which traditionally and more generally concern the nature of the thin frontier between public and private organizations as well as between public and private management, apply equally to the field of public innovation.

2) The importance of dynamics and factors influencing innovation processes: a strategic and comprehensive dimension

Focusing on the determinants of organizational innovation is analyzing the factors influencing innovation during its various phases of development. In fact, innovation is generally conceptualized as a multi-phase process consisting of four main stages: an awareness phase of the need to innovate, an adoption phase of innovation, an effective implementation phase as well as a phase of institutionalization and routinization (Damanpour and Schneider, 2006).

Innovation can also be understood as a multidimensional phenomenon whose dynamics are influenced by a variety of internal and external factors (Carassus et al., 2013). Research on the antecedents of innovation generally considers three families of factors: environmental or contextual factors, organizational factors, the inherent characteristics of innovation. In the public sector, most research has focused on organizational or environmental determinants (Damanpour and Schneider 2008, Walker 2006, Moynihan 2006). Thus, Damanpour and Schneider (2006) have highlighted the positive influence of environmental factors such as economic and demographic growth, size of the territory and tax wealth on the innovation decision of local governments. This work is inspired by the contingency theory which considers innovation as an adaptation of the structures of the company to environmental modifications. In this context, innovation appears as a response to challenges in terms

of opportunities or threats of development (Walker, 2006). Within this category of factors, research, inspired by neo-institutional theories (Verhoest et al., 2007), focused on the characterization of the influence of institutional pressures and the political context on the choices of innovation. The quest for legitimacy and institutional mimicry would largely explain the dynamics of innovation in the public sector.

A second group of research (Damanpour, 1991, Walker, 2007), which is still limited, is interested in the influence of a variety of organizational characteristics including size, nature of the structure (organic or mechanistic), communication, resources, intra-organizational relations, integration. Within this category of determinants, the role and characteristics of managers and political and administrative leaders have been analyzed in details (Damanpour and Schneider, 2008, Gould-Williams, 2004) and have helped to prove their influence on the innovation dynamics of public organizations.

More recently, research has focused on analyzing the influence of perceived characteristics of innovation on its adoption and diffusion process within the public sector (Boyne et al., 2005, Schneider, 2007). Thus, Damanpour and Schneider (2007) highlight the influence on innovation dynamics of attributes such as the cost of innovation, its complexity and its impact or relative advantage.

Although having addressed, separately or jointly, the main determinants of public innovation, this research suffers from a common weakness, namely that each type of innovation is studied in isolation, ignoring its potential relationships with other forms of innovation (Damanpour 2010, Walker 2007). Thus, and despite their theoretical and empirical contributions to the issue of the determinants of public organizational innovation, this research ignores the mechanisms of transition between innovations (Ayerbe and Fonrouge, 2005). However, recent research tends to suggest relations and interdependencies between the different innovations implemented within the same organization (whether these innovations are of the same nature or belong to different categories). This so-called integrative approach (Dubouloz, 2013) is sustained by Roberts and Amit (2003), as well as Damanpour (2010, 2014). The theme of innovation dynamics leads to examine the obstacles and obstacles that slow down public innovation processes. Finally, there is the question of the upward or downward logic of innovation processes and their incremental or disruptive nature.

3) The importance of innovation processes governance: the human and organizational dimension

If public policy governance is an important and current research theme, the issue of governance might be equally fundamental when it comes to innovation and its processes of implementation. It's even more important knowing that innovation is increasingly open, shared and collaborative, and increasingly mobilizes intra- and inter-organizational networks (Agranoff, 2006). This raises the question of innovation mechanisms, their organization, the role of leaders, the management of individuals or teams and their mobilization. Innovation is indeed a generator of changes (direct or not, desired or not). In this sense, many authors (Bryson 2004, Nutt and Backoff 1992) insist that change processes are much more difficult in public organizations because of their natural propensity for inertia, and resistance. A variety of difficulties (structural, cultural, strategic or behavioral) (Bartoli

and Blatrix, 2015), barriers (De Lancer Julnes, 2008) and fragilities can challenge change, in its initial stage of development, or during its implementation or institutionalization phase. Innovations, especially managerial and organizational, because of their negative image, are often the source of conflicts, uncertainties and organizational resistance. Therefore, the management of change, through its organizational, human and technical dimensions, appears both as a key success factor for innovation and as a relevant research subject.

In the end, all these elements reveal the complexity of public innovation but also the relevance of the interest that the public sector might have for it. Public innovation can be approached from the perspective of traditional management disciplines (human resources, finance, information systems, marketing, etc.) or on a sectoral basis (health, education, tourism, sport, etc.). The various workshops organized for the 2018 AIRMAP Conference will clarify this call for communication.

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Conference organization

How to submit a paper in French or in English?

If you wish to submit a paper, you need to do it before **January 9th, 2017**. Please send an abstract of 4500 words maximum with paper title, name(s) of author(s) (with their contact information), subject challenges, theoretical positioning, issues, methods and principal results, as well as some bibliographical references. Papers can be submitted in French or English.

Revised paper of approximately 20 pages (maximum 40,000 characters) must be sent before **March 30th, 2018**.

Standards: MS Word, times New Roman, size 11, single spacing. Left margin: 2,3 cm; right margin: 4,4 cm; top: 2,5 cm and bottom: 3cm, and binding: 0 cm. Paper format: B5 (18,2 x 25,7). Titles and sub-titles must be in bold, on a separate line, in capital letters for the 1st level titles. Cover page must indicate: title of the paper, authors, contact person and 5 keywords. For each author, the following information is required: name, institution or university, postal address, phone number, email. When sending the final version of the paper, an abstract in French and English (1200 characters maximum) should be inserted on the first page above keywords.

Paper proposals and workshop projects should be sent by email to: colloque@airmap.fr

Your communications must be related to one of these following tracks:

Track 1 – When public management and social and solidarity economy are meeting: what kind of innovation?

This track aims to question the hybridization of public management and social economy logics. This form of hybridization leads to deeply reconfigure organization's arrangements and managerial practices. In this context, some organizational and individual tensions arise from the confrontation of public management and social economy logics. The goal of the expected contributions consists in addressing these issues.

Send to: colloque@airmap.fr – Charlene.arnaud@uvsq.fr – Sarah.serval@univ-amu.fr

Track 2 - Design management and territorial innovation

The goal of this workshop is to share research related to design management and its contribution to territorial innovations; result of interaction and co-development process with users, inhabitants, citizens and stakeholders. Thus, we expect contributions regarding with experiences and research, outlining quantitative or qualitative studies or theoretical analyses. The comparative perspectives and points of view at French or European level are welcome.

Send to: colloque@airmap.fr – jerome.dupuis@iae.univ-lille1.fr – Antoine.Masingue@univ-valenciennes.fr – yves.chappoz@univ-lyon3.fr

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Track 3 – Innovative practices of public organizations to terrorism

New doctrines and practices of terrorism are undermining our traditional modes of organization. These new modes of operation used by terrorism can be qualified as protean and reflexive. The list of major metropolitan areas affected is growing (e.g Brussels, Paris, Nice, Marseille, London, Barcelona, Berlin, Munich, Istanbul, Baghdad, Boston, New York, Columbus ...). Medium size cities (e.g. Würzburg in Germany, Saint Cloud in Minnesota,...) and even small towns (e.g. Saint-Etienne-duRouvray in France) are not spared. In this confrontation, which is by nature asymmetrical, terrorism unlike an enemy army has fuzzy characteristics. Therefore, our public institutions are notoriously disrupting in their political, military, societal and financial dimensions. In this context, actions aiming to initiate adaptability through innovation are needed from our public institutions.

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Track 4 – Management of strategic information and smart territories: challenges and perspectives for public management

The objective of this workshop is to open up a space for dialogue between the different researchers interested in the issues raised by strategic information management serving more smart territories. The aim of the workshop is to enable researchers to present research that makes conceptual, methodological or empirical contributions to the challenges of strategic information management in the territories.

Send to: colloque@airmap.fr – catherine.de-la-robertie@univ-paris1.fr – norbert.lebrument@uca.fr

Track 5 - Public tourism management and innovation

The aim of this track is to examine how public authorities and institutions can create or develop products and services innovation for tourists with the help of private and public players or can build new governance for tourism destination. Researchers' presentations will highlight the new types of tourism development and innovation in this sector. All contributions in tourism management are welcome as they address the question of public management of tourism.

Send to: colloque@airmap.fr – pcpupion@gmail.com

Track 6 – Human resources, management and change

This track aims to host papers with empirical studies concerning human resources management, management skills and change management in public organizations. It also try to encourage theoretical approaches on models and concepts to help guide their rationale for action and those of their stakeholders. **Send to:** colloque@airmap.fr – herve.chomienne@uvsq.fr

Track 7 – For an essay of conceptualization concerning new forms of public-private openness and togetherness taken place at international level

This track aims to contribute to provide the academic proceedings and develop analytical and research grids related to opportunities and reconciliations between state, firms and nonprofit organizations. Contributions will emphasize on international level approaches.

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Track 8 - The management of educational institutions: innovations and convergence of models?

The aim of this track is to explore the theme of the innovation management in Schools, High schools and Universities. The spectrum of innovations is broad, it includes educational innovations (lipped classroom, project group...), organizational innovations (work in network,...), managerial innovations (transformation of the role of head teacher, project management, quality management, autonomy and accountability). Any empirical or theoretical research on the management of educational institutions and the governance of the education system is welcome (even if it does not address the question of innovation). Obviously foreign experiences and international approaches in the field of management in Schools, High schools and Universities are welcome

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Track 9 – Management Control

In financial crisis context and the emergence of complex and collaborative forms of action, the public sector is being forced to rethink its operating methods and its relations with its environment. So the management control system evolves and changes public organizations. More specifically, in a context of scarcity of resources, efforts are required by public organizations in terms of efficiency requirements. The tools and practices of management control are then concerned to improve the performance. The purpose of the workshop is to collect empirical and theoretical work or studies dealing with innovative roles of the management control system.

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Track 10 - Typology of Innovations. Private versus Public management

If the concept of innovation invaded all domains of researches, at the beginning its main area was, without any doubt, private enterprises. In this framework, mainly industrial and commercial, it was usual to distinguish three types of innovations: product, process and organizational innovations. Such distinction, without saying it explicitly, was focusing toward private organizations. The track could thus discuss the interest and consequences of the attempts to transfer such distinction to public management. In that case, would innovation be a hybrid of these three components? All papers about this conceptual issue are welcomes.

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Track 11 – History and public management

Innovation in the public sector can take different forms. It may implement new supply of public services. But innovation is sometimes reorganizing processes and working structures, redefining the role of stakeholders and redirecting the source of income. The purpose of this workshop is to explore, with a historical perspective, the concept of innovation in public service and public policy.

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Track 12 – Sustainable development: towards an innovative public management

The aim of this track is to examine the practices of innovation in the context of sustainable development in Public Management. How can public management participate in preserving the planet through innovations? Presentations by researchers will highlight new innovative forms and practices through empirical studies or case studies related to public management and sustainable development.

Send to: colloque@airmap.fr – leroux_erick@hotmail.com

Track 13 – Healthcare in the Anthropocene: New Avenues of Innovation in favor of General Interest?

This track welcomes research papers focusing on innovations developed in health and social care sector in a context characterized by highly restricted resources that put public services into question. Innovations ranging from organizational and inter-organizational levels to political reforms as well as digital health devices may deserve full attention and be analyzed using various lenses, i.e. economic, political, organizational, sociological, ethical, etc. **Send to:** colloque@airmap.fr – nathalie.angele-halgand@univ-nantes.fr – michele.asmar@usj.edu.lb – thierry.garrot@unice.fr

Track 14 – Public finance and crisis innovations

International crisis has become crisis of public finance especially in Europe. In order to find solutions, financial innovations have been developed at different levels. Ethics, control and scarcity of public resources represent the main themes used at worldwide scale, at European level, in central administrations and in local governments. The aim of this track is to analyze innovations concerning budget, fiscal and account management.

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Valorisation

Several types of publications are possible for the papers presented at the conference. A scientific committee will select papers to be suggested for publication in the following scientific journals:

- Management International (French classification: HCERES A);
- Gestion et Management Public (French classification : HCERES B) ;
- Gestion 2000 (French classification: HCERES C);
- Politiques et Management Public (French classification : HCERES C).



Management international
International Management
Gestión Internacional



Politiques & management public

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Agenda and scientific committee

Agenda

- **October 16, 2017:** Call for papers
- **January 9, 2018:** Deadline for submitting paper proposal
- **January 29, 2018:** Scientific committee opinion results
- **March 30, 2018:** Deadline for submitting final papers
- **April 10, 2018:** Deadline for submitting the presentation of your communication
- **May 30th – June 1st:** AIRMAP 2018 Conference

Scientific Committee

Nathalie ANGELE-HALGAND, University of Nantes, France

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