



Nicolas Fieulaine

Behavioral science for Public Innovation

What, why, how ?

Nicolas Fieulaine
Researcher in Social Psychology
Founder Nf_Etudes
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A story of applied behavioral science

Chat

From Dimitar ... to All panelists and attendees:

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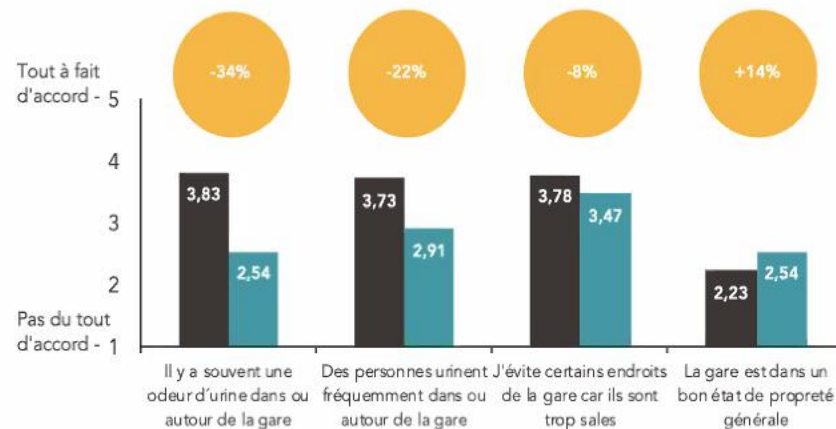
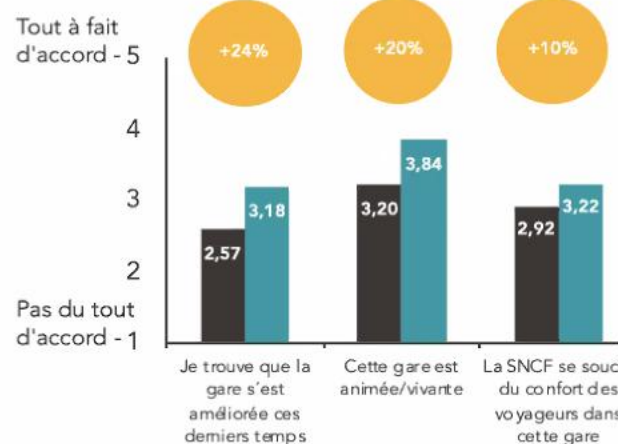
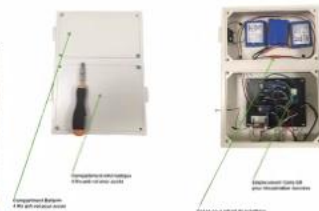
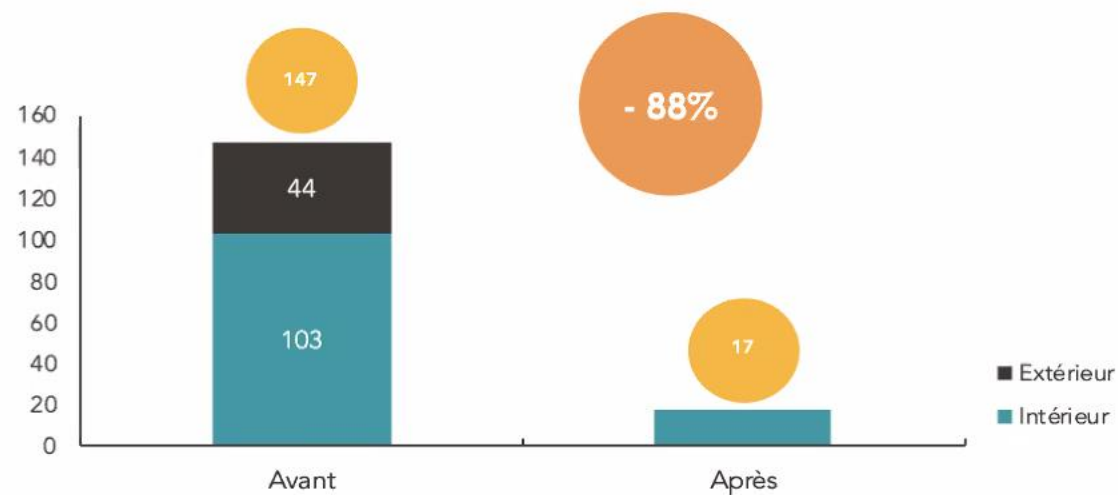
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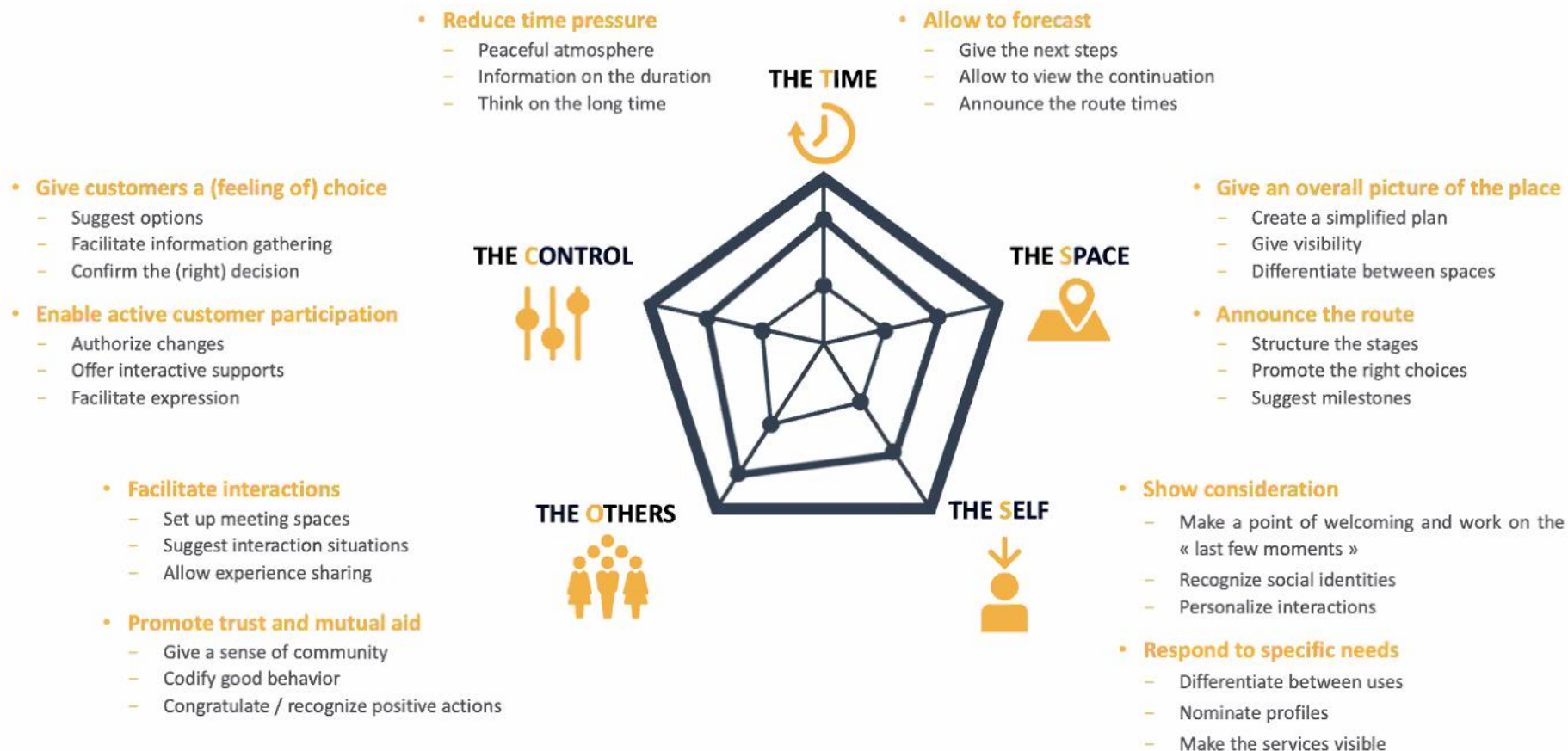
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GARE : _____ ZONE : _____
DATE : _____ HEURE : _____ OBSERVATEUR : _____

LES AUTRES



Ce que je cherche à déterminer : Est-ce qu'on met le client en lien avec les autres ?
Est-ce qu'on lui donne un sentiment de communauté ?

La zone est :
DÉSERTÉ ↔ SURCHARGÉE
☐ Très ☐ Plutôt ☐ Plutôt ☐ Très

Les espaces facilitent les interactions entre clients : ☐ Non ☐ Oui

Les relations qui se créent entre clients sont :
FAIBLES ↔ IMPORTANTES
☐ Très ☐ Plutôt ☐ Plutôt ☐ Très

Entre eux, les clients :
S'IGNORENT ↔ ÉCHANGENT
☐ Beaucoup ☐ Plutôt ☐ Plutôt ☐ Beaucoup

Vis-à-vis des autres, les clients sont :
MÉFIANTS ↔ CONFIANTS
☐ Très ☐ Plutôt ☐ Plutôt ☐ Très

Les clients semblent-ils être :
EN COMPÉTITION ↔ DANS L'ENTRAIDE
☐ Très ☐ Plutôt ☐ Plutôt ☐ Très

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TOUR D'HORIZON DES PIANOS
DANS LES GARES FRANÇAISES
D'ICI FIN 2014



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SNCF



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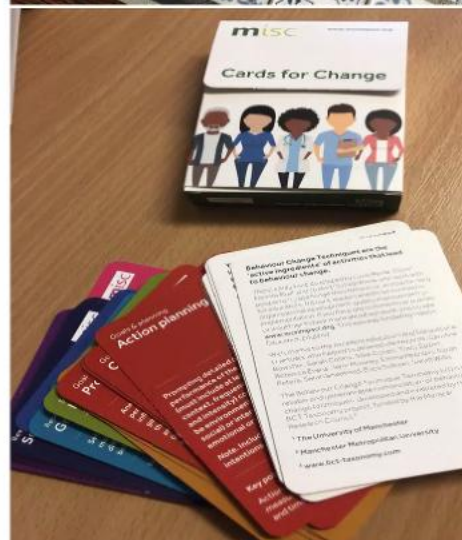
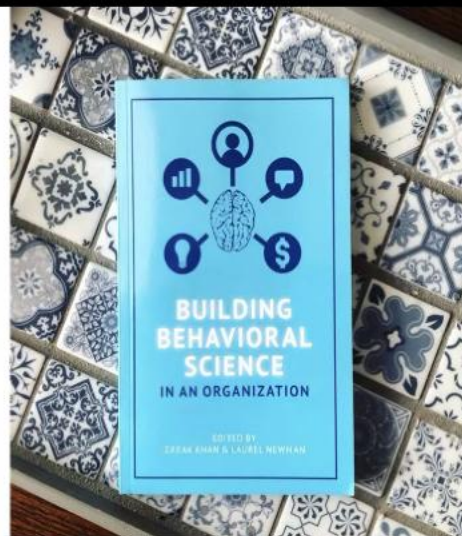
Behavioural Insights and Public Policy Institutions applying BI to public policy around the world



Source: OECD Research (2016)



World Health Organization



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Behavioral sciences



Research in psychology, cognitive sciences, neurosciences, experimental social sciences ...



Contents, mechanisms, causes and consequences of "behaviors" / "uses" / "habits" / "practices"



Last decade: using this knowledge in an updated, systematic and systemic way in public administration ("nudges"; "behavioral insights")

⇒ better understanding of citizens' subjective social and emotional experiences, and adjust services provision accordingly

⇒ also a way to improve citizen centricity in public innovation

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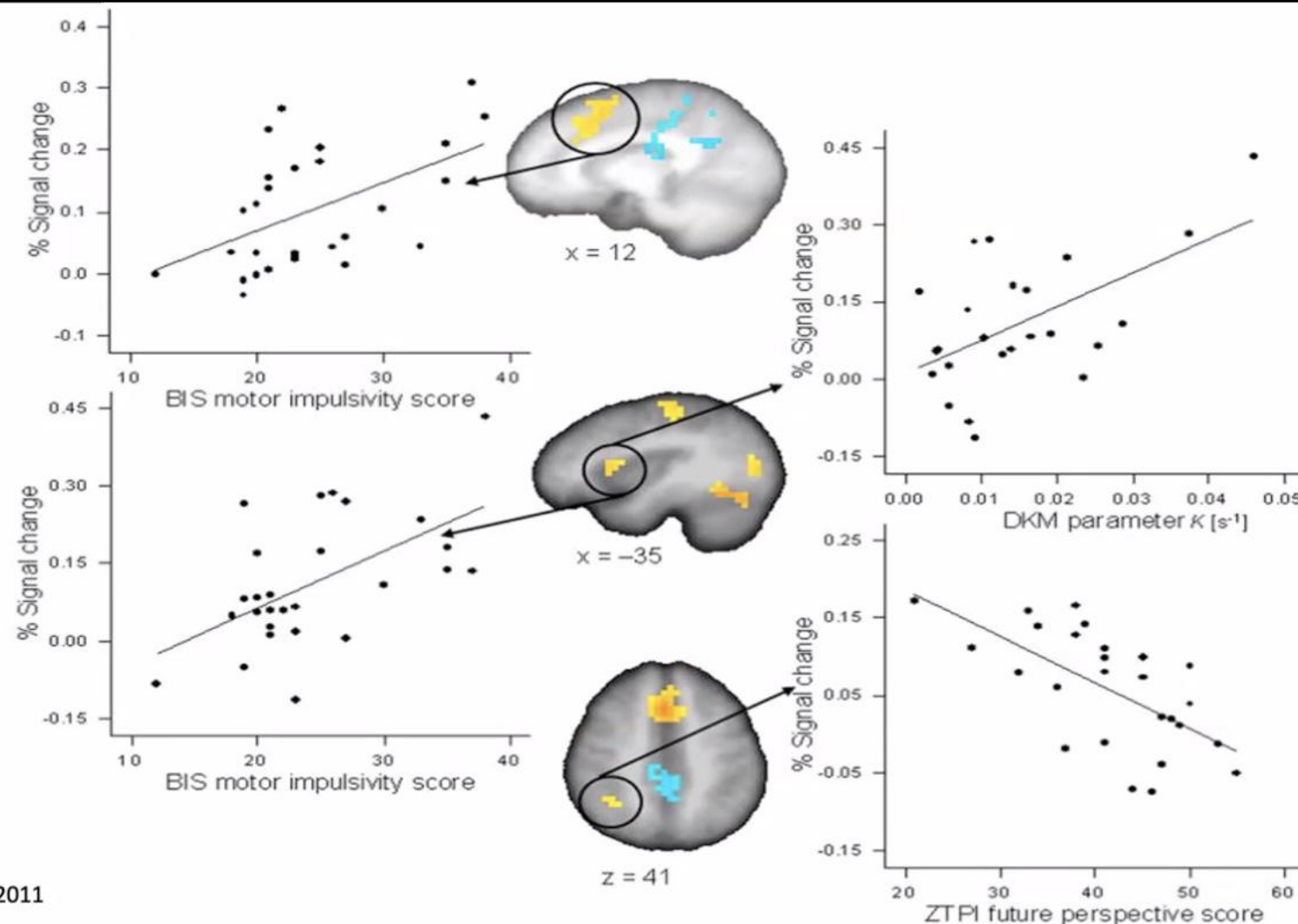
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Wittman & al., 2011

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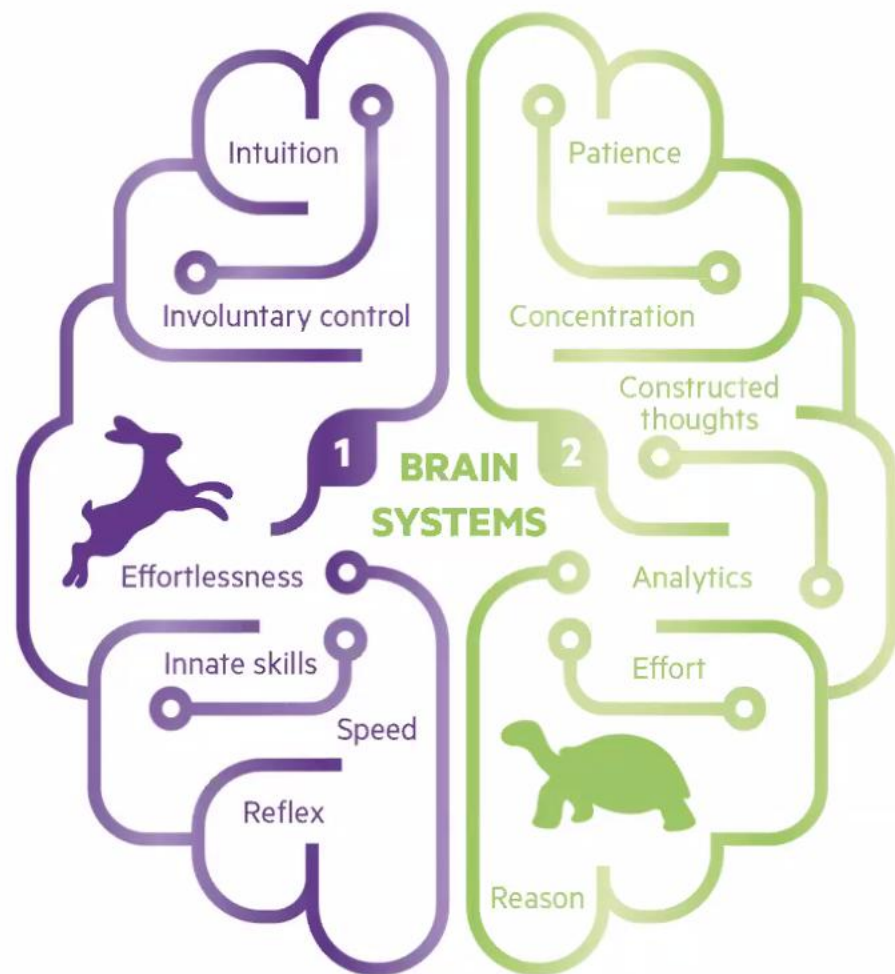
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Kahneman, 2011

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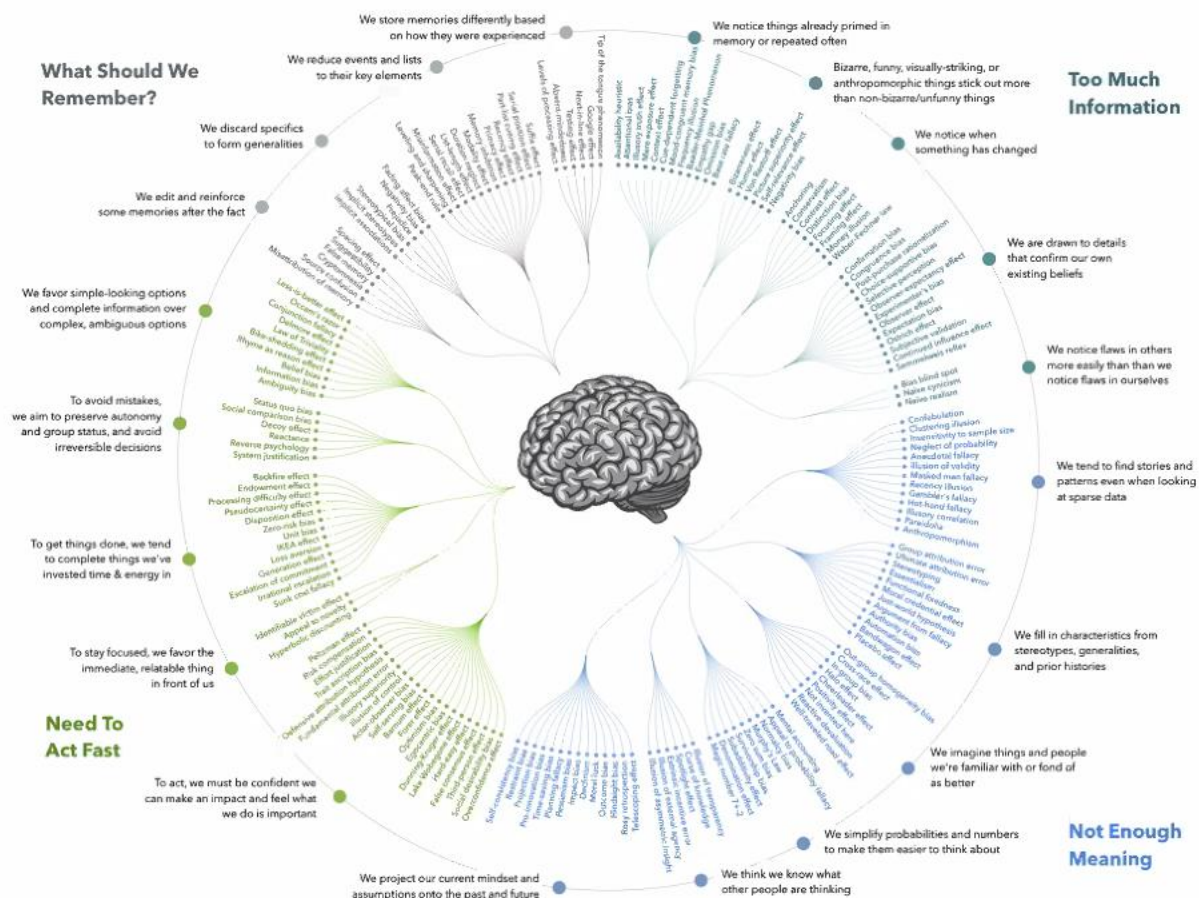
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COGNITIVE BIAS CODEX



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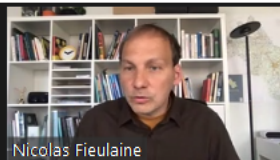
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Control Condition

[Company Name] IS HOLDING A FREE FLU SHOT CLINIC.

Flu shots will be available on site at the [location of relevant free flu shot clinic] at the following times:

Monday, October 26th	7:00 am – 3:30 pm
Wednesday, October 28th	7:00 am – 3:30 pm
Friday, October 30th	7:00 am – 3:30 pm
Tuesday, November 3rd	7:00 am – 3:30 pm
Thursday, November 5th	7:00 am – 3:30 pm

Date Plan Condition

[Company Name] IS HOLDING A FREE FLU SHOT CLINIC.

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, (day of the week) (month) (day)

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Time Plan Condition

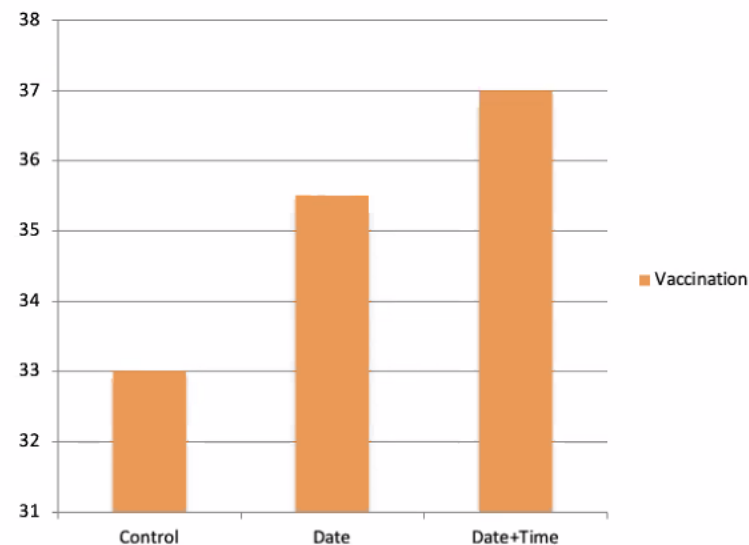
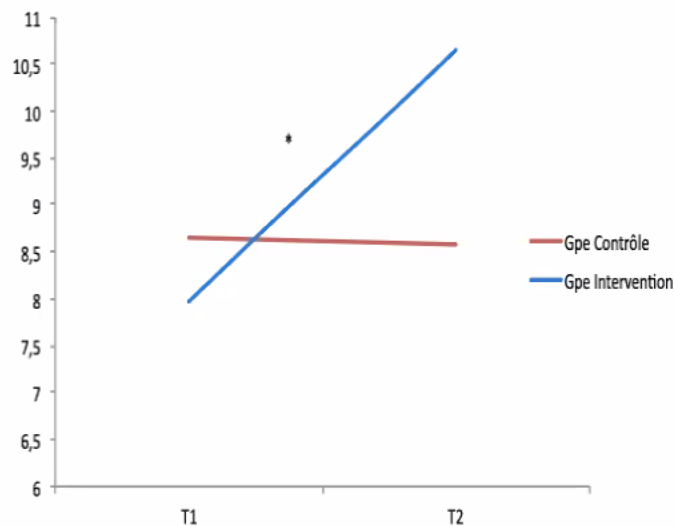
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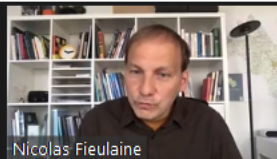
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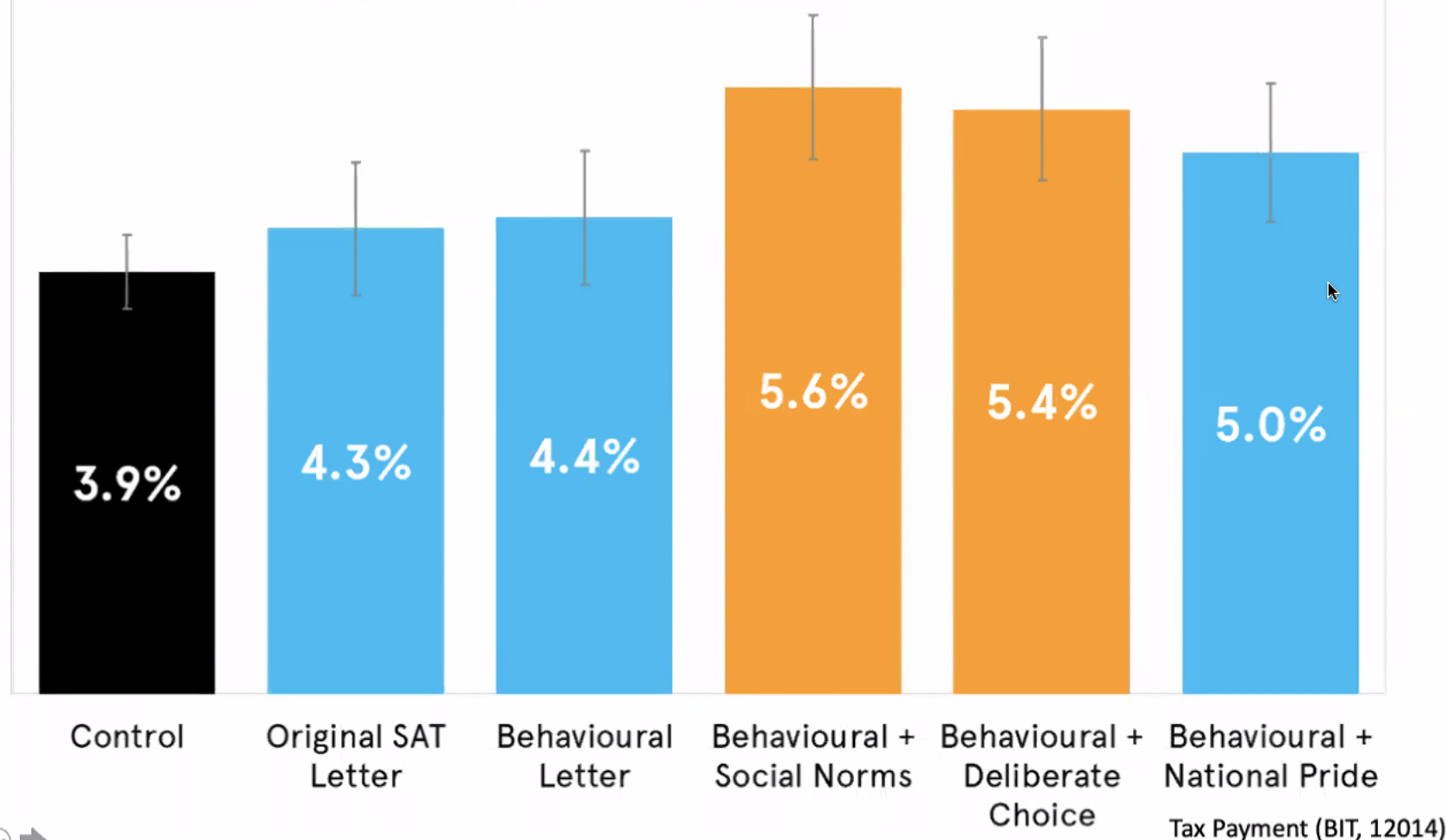
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Percentage of taxpayers that **paid** tax by letter received



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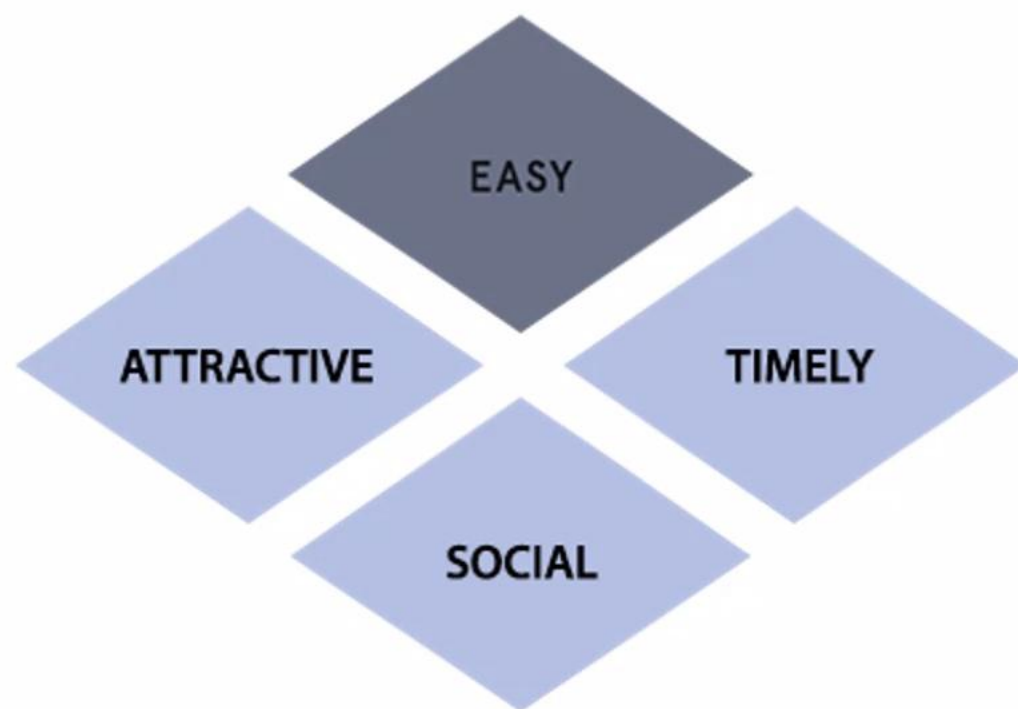
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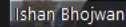
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April 2021

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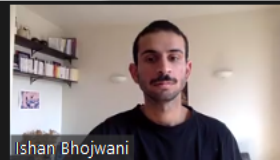
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Ishan Bhojwani

2 examples of public innovation programmes

 beta.gouv & EIG



“Public interest Entrepreneurs” Programme

Recruiting digital experts to carry
out digital challenges in 10
months



beta.gouv & the “State Startups” approach

Helping public administrations to
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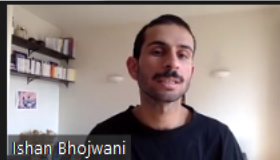
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Ishan Bhojwani

What we will cover today

The **TECH.GOUV** French strategy for digital transformation (3')

The **Entrepreneurs for Public Interest** programme (7')

The **beta.gouv** & State Startups programme (50')

Q/A (30')

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Question and Answer

[All questions \(1\)](#)

[My questions](#)

BD

Benjamin Doberset 11:39 AM

je vous eentends

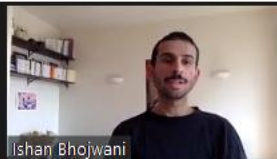
🔊 This question has been answered live

Type your question here...

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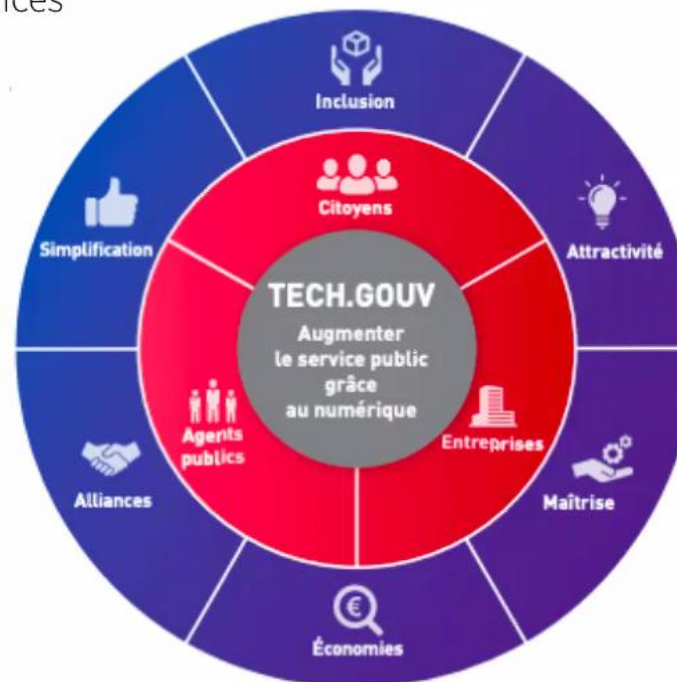


Ishan Bhojwani

The **TECH.GOUV** strategy

 The DINUM strategy for digital transformation of public services

TECH.GOUV takes the digital transformation of the French administration to the next level, to improve our public services



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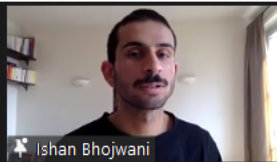
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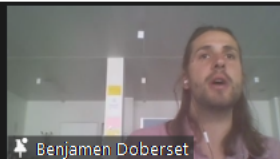
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Benjamin Doberset

Recruiting tech specialists to meet public challenges in 10mo

 Our goal : transforming the public administration from the inside by recruiting the best tech profiles



The challenge

A project backed by an administration, that requires digital skills and is sized to be completed in 10 months by 2 or 3 public interest entrepreneurs (EIG)



The Mentor

The challenge's backer within the administration who guides the EIGs through their sector expertise and facilitates their joining the administration



The EIG

Or public interest entrepreneur, is a person with advanced digital skills (data science, development or design) who takes up the challenge

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
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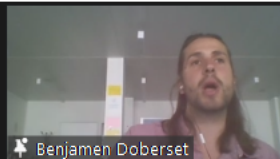
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Benjamin Doberset

The key pillars of the EIG programme

 How does it work



Promoting **open innovation**
as a method and ideal in
administrations



Creating a **public interest
digital community** that brings
together administrations and
individuals



Encouraging the development
of projects published under
open source licenses in
administrations



Enhancing **public interest
data** to provide ever more
efficient services

Chat

Who decides where benign behavioral influence stops and mass people manipulation begins?

From MPINH ... to [All panelists and attendees](#):

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
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 Questions Grèce.docx
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Some examples of “made in EIG” products



Promotion #2

DIRECCTE
Bourgogne-Franche-Comté •
Ministère de l'économie
et des finances

Signaux Faibles

A tool to detect fragile companies
to help them better.



Promotion #3

Délégation Interministérielle
pour l'Accueil et l'Intégration
des Réfugiés (DiAir)

Refugies.ingo

Helping refugees to find and
share information about living in
France



Promotion #4

Agence française pour la
promotion et le développement
de l'Agriculture Biologique

CartoBio

A cartographic tool to locate
organic parcels and generate
public interest data



Promotion #5

Cour de cassation

Label

Accelerating open data in the
Justice field, with an open
source annotation tool to
anonymise court decisions

- Since 2016, over **71 challenges** were carried out by **133 EIGs**
- **30% of EIGs** were recruited in the administration after their 10 mo challenge
- **90% of digital products** made by EIGs are still running

Chat

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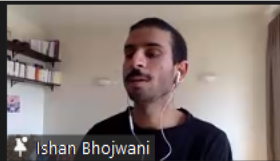
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attendees



Ishan Bhojwani

Why “**State** Startups”?

A **startup** is an agile organization
which starts small but delivers
value quickly

VS

the **State**, a huge organization
which sometimes takes time to
innovate

State Startups show that the State can do as well as private tech companies to
deliver **useful**, **state-of-the-art**, **accessible** digital services

Chat

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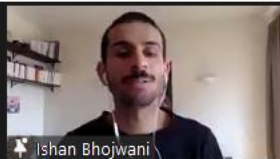
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Ishan Bhojwani

Sometimes, bureaucracy shows its limits...

What we learnt from 30 years of IT projects

- **Too many IT projects never delivered**
=> Example: the “SIRHEN” National education human resources project, 400M € for nothing (it was never launched after 12 years of investments).
- **Classical IT projects fail to meet users needs**
=> Example: the “Dossier médical partagé” of the ministry of Health didn’t really meet medical staff and patients needs when it was launched in 2018.
- **Nobody is really responsible for these failures**
=> There are often multiple stakeholders and decision makers, and as projects take a lot of time to deliver, these people change a lot.

These issues are well documented in a 2020 [Cour des Comptes report](#)

Un scandale à 300 millions € à l'Education Nationale

L'idée initiale était en soi absurde: alors que humaines de tous les ministères, l'Education Informatique des Ressources Humaines de l'Education Nationale a coûté 60 millions €.

M Société

SOCIÉTÉ Police et justice Éducation Logement Santé Immigration et diversité Les données du "Monde"

Paie des militaires : les ratés du logiciel Louvois pèseront jusqu'en 2021

Depuis 2011 empêche soldats et officiers d'être payés à temps. Le problème sera retiré qu'en 2021.

Dossier médical personnel : un demi-milliard pour rien

Selon un document confidentiel, le DMP, qui devait améliorer le suivi des soins, a coûté 500 M€. Pour une utilité nulle. Un rôle accru de l'assurance maladie est à l'étude.

Chat

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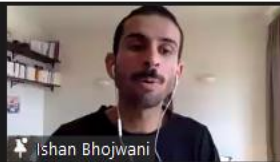
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Ishan Bhojwani

State Startups were created to solve these problems

 A new way to solve public-related issues and to deliver fast

01

Impact as an obsession



we strive to build useful products which meets users needs

02

Continuous improvement



we aim to launch in less than 6 months a v1 and continuously improve and build on successes

03

Autonomous teams



who can make decisions quickly to meet their goals

Chat

Who decides where benign behavioral influence stops and mass people manipulation begins?

From to All panelists and attendees: 10:51 AM

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From to All panelists and attendees: 10:55 AM


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From Me to All panelists and attendees: 11:12

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From to All panelists and attendees: 11:19 AM

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Leave



Benjamin Doberset

A few examples of what beta.gouv delivered

Here are some public digital services we are proud of



Pix

GIP PIX

Mesurer, développer et valoriser ses compétences numériques



transport.data.gouv.fr

DGITM

De l'information voyageur pour tous, partout en France, grâce à l'ouverture des données.



demarches-simplifiees.fr

DINUM

Dématiser n'importe quelle démarche administrative en quelques minutes



Mon-entreprise.fr

Acoss

L'assistant officiel du créateur d'entreprise



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Benjamin Doberset

Our obsession: making an impact on the real world

🎯 The priority of our teams is always to solve the problems of their users

The key questions:

“Is the digital product we are working on **improving our users' life**?”

“Are we investing public funds on a something that has a **positive impact**?”

“**What metrics** can we measure to be sure about that?”

What we do:

- ✅ Ensuring each product has clear objectives based on its impact on the real world
- ✅ Implementing business development strategies to maximise usage of our products
- ✅ Defining the key metrics of success of the product and publishing them on a /stats page

What we don't do:

- ❌ Assuming that we already know the users needs and that their feedback is unnecessary

01

Impact as an
obsession

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Ishan Bhojwani

Continuous improvement

 Better done than perfect!

The key questions:

“What is the fastest way to **launch a first usable version of our product?**”

“How can we find **our first users** and work with them?”

“What **feedback loop** can we implement to **prioritise our product evolutions?**”

What we do:

- ✓ Finding a reduced perimeter to test our solution with real users in less than 6 months
- ✓ Delivering, delivering, delivering : our strategy is delivery
- ✓ Organising retrospective sessions to constantly improve our organisation and our services

What we don't do:

- ✗ Having a 2 year plan with a list of functionalities to develop
- ✗ Having a fixed budget for a final product



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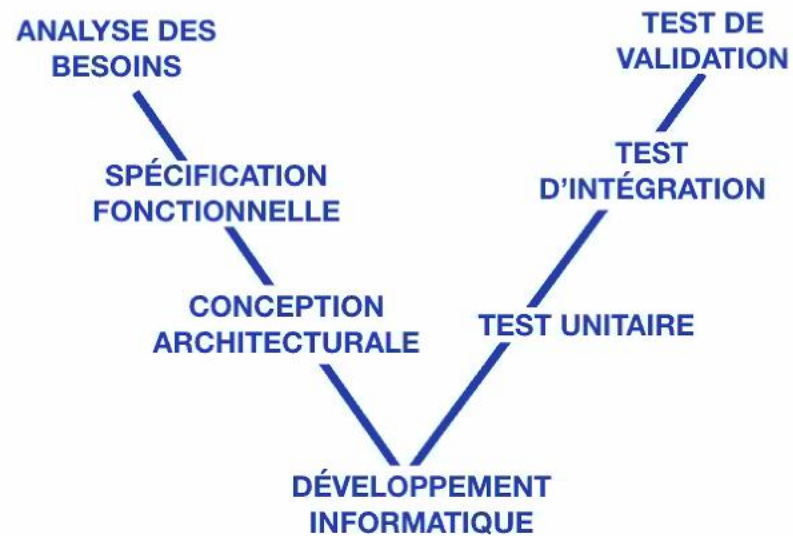


Ishan Bhojwani

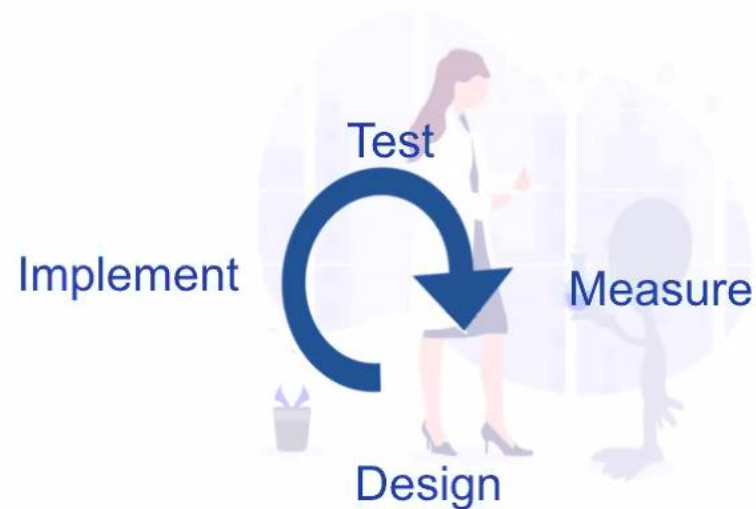
Continuous improvement

 The traditional approach VS the lean startup approach

The **Waterfall** approach



The **lean startup** approach



02

Continuous improvement



Chat

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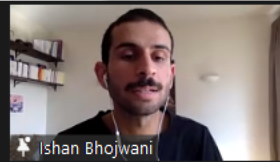
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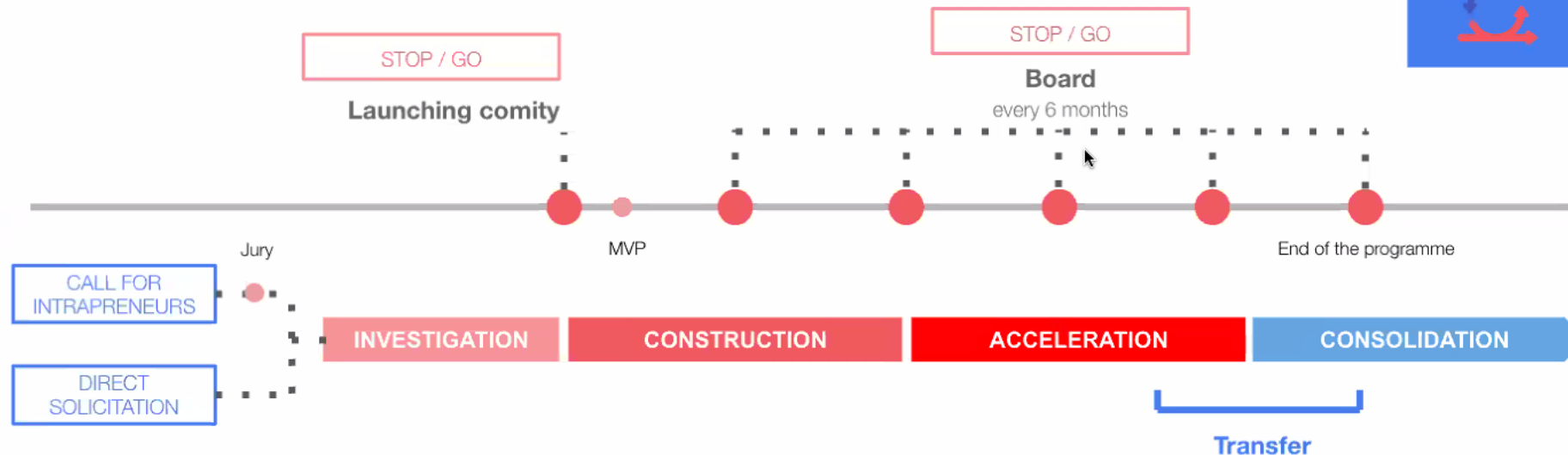
Ishan Bhojwani

From a minimum product to a national service

🚀 The 4 phases of the State Startups programme

02

Continuous improvement

**Chat**

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Ishan Bhojwani

Autonomous teams, with clear responsibilities

👉 We trust our teams to make the right decisions for their product

The key questions:

“Who is **in charge of** the product?”

“How can we ensure a **high level of transparency** in our work to limit reporting tasks?”

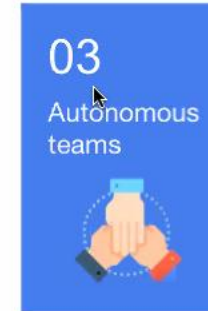
“How can we find ways to limit bureaucratic constraints to be able to innovate?”

What we do:

- ✅ Creating “incubators” to let our teams work in a flexible environment, with low constraints
- ✅ Encouraging our teams to test, maybe fail, learn, and test again

What we don't do:

- ❌ Separating ‘thinkers’ and ‘doers’



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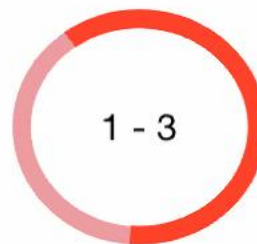
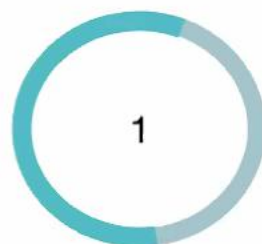


Benjamin Doberset

Who works in a State Startup?

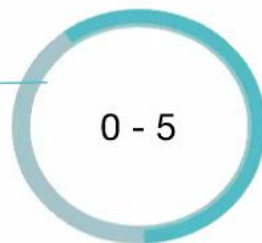
👉 Recruiting highly skilled tech experts on our product teams

Coach (ex-entrepreneur)
Helps the public agent and the product team to meet their goals

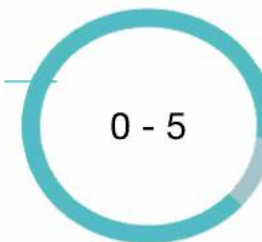


Public Intrapreneur
Public agent trained by beta.gouv experts, responsible for the product

Business Developers
Finds users for the product and manages growth



Developers
Develop and operate the product



Designers
Améliorent l'expérience des utilisateurs et conçoivent éventuellement les interfaces



03

Autonomous teams



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Benjamin Doberset

We've created public incubators to scale our approach

State Startups teams can evolve in those incubators to launch & operate their products

 <p>L'Incubateur des Territoires Agence nationale de la cohésion des territoires, 20 avenue de Ségur, Paris 7e</p>	 <p>L'Incubateur des API DINUM, 20 avenue de Ségur, Paris 7e</p>	 <p>Lab MI Ministère de l'Intérieur, Immeuble Lumière – 40, avenue des Terroirs de France – 75012 Paris</p>
 <p>Incubateur du MEFR (Bercy) Ministère de l'économie, des finances et de la relance, 139 rue de Bercy, Paris 12e</p>	 <p>L'Atelier Numérique du Ministère de la Culture Ministère de la Culture, 182 rue Saint-Honoré, Paris 1e</p>	 <p>La Mission Apprentissage Guillaume Houzel,</p>
 <p>L'Incubateur de Services Numériques DINUM, 20 avenue de Ségur, Paris 7e</p>	 <p>La Fabrique Numérique Défense Connect Ministère des Armées, 60 Boulevard du Général Martial Valin, 75015 Paris</p>	 <p>La Fabrique Pôle emploi Pôle emploi, 22 Allée Darius Milhaud, Paris 19e</p>
 <p>Fabrique numérique des ministères sociaux SGMAS, 39 quai André Citroën, Paris 15e</p>	 <p>La Fabrique Numérique Ministère de la Transition Écologique - Ministère de la Cohésion des Territoires, Arche de la Défense, 1 Parvis de la Défense, Puteaux</p>	 <p>L'Atelier Numérique du Ministère de l'Europe et des Affaires Étrangères Ministère de l'Europe et des Affaires Étrangères, 27, rue de la Convention, 75015 Paris</p>


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Audio Settings



Chat



Raise Hand



Q&A



Greek



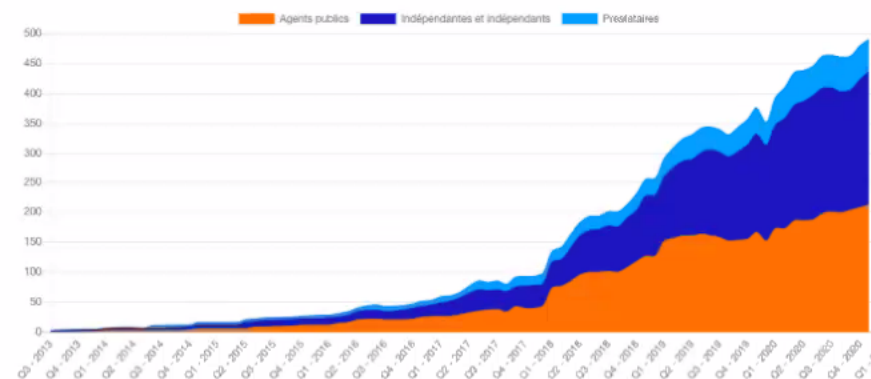
So far, beta.gouv has great results

✓ The State Startup approach has proven its impact

- Since 2015, over **100 products** were built with beta.gouv, using the State Startups approach
- In 2021, over **500 people** work in a State Startup, among which over **200 public agents** were trained to digital product management.
- **16 digital products** were classified as “national impact products”, having a significant positive impact on public policies or on the experience of French citizens.

The beta.gouv community

Évolution des effectifs



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Benjamin Doberset

We hope that we can inspire others!

🇬🇷 What can the Greek administration learn from French initiatives



We found ways to attract the best tech specialists for the public good

beta.gouv and EIG developed a culture giving **meaning, impact, and personal growth** to its member, therefore attracting new talents



We found an efficient way to transform public administrations while delivering better services

State Startups are like **Trojan horses** when you transfer them back from incubators into their administrations ; EIG is an efficient **HR strategy** to recruit tech experts



We have built rather frugal, cost-effective ways, to solve public challenges

The average annual cost of a State Startup in 2020 was **450k €**, and you can easily start by trying the approach on 1 or 2 cases (Morocco launched its State Startup programme in 2020!)

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From to All panelists and attendees: 11:19 AM



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From to All panelists and attendees: 12:16 PM

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From Me to All panelists and attendees: 12:35

Je comprends que le modèle opérationnel utilisé par ces start-up s'inspire d'une approche DevOps, c'est-à-dire que le développement et les opérations ne sont plus «cloisonnés» ou "siloed" en anglais. Est-ce vrai? Quelles qualités sont nécessaires pour fonctionner de manière aussi agile?

Who can see your messages?

To: All panelists and attendees

Your text can be seen by panelists and other attendees

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