

TILBURG UNIVERSITY

Business Transformation and **IT**

The Bundling and Unbundling of Enterprises through Information Technology



Strategies for E-Government ...
And the state of the art

0

TILBURG UNIVERSITY

Why the rise of e-government (Europe)?

Policy incentives

- Balkenende II: In 2010 NL should be one of the TOP knowledge economies in Europe. ICT is seen as a vital catalyst of innovation (Lisbon agenda)
- Targets: UK all public services online by 2005
NL 2/3rds of all public services via Internet by 2007

Societal incentives

- Increased consumerism and expectations around 'service' have led to increased dissatisfaction with public services (NY '311')
- Transform the entire range of relationships of public bodies (G2C, G2B and G2G)
- Social pressure for de-bureaucratized public services ('Is this what my taxpayer money is spent on?')
- Decreased voter turn-out and political involvement has lead to new search for political legitimacy

Financial incentives

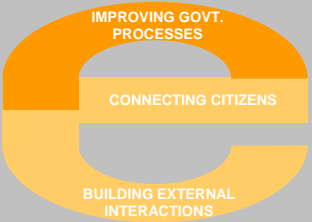
- Increased cost of traditional service provision
- Increased cost of large scale bureaucracies
- Budgetary incentives (eg. Kenniswijk Eindhoven, 45 million, Egem-i, 50 million, ...)

1

TILBURG UNIVERSITY

WHAT?

What is e-government all about?



Connecting Citizens

- Information portals
- Interactive policy making processes
- Co-decision making

Improving govt. processes

- Cutting costs
- Managing process performance
- Making strategic connections across government
- Empowering civil servants

Building external interactions

- Working better with businesses
- Developing regional ICT based growth
- Establishing partnerships to achieve economical and social goals

2

TILBURG UNIVERSITY

WHAT?

Connecting citizens: an example

INFORM	CONSULT	DO		
Giving Info'	Consultation/ listening	Exploring / visioning	Judging / joint decisions	Supporting / decision making
Websites Online broadcasting Download-able info' packets	Online surveys Interactive community profiles Public meeting forums Online discussions (own + those organised by others)	Consultation workshops Visioning workshops / scenario forming (e.g. PZH2020) Invitation-only digital discussions	Deliberative polls Citizen's juries	Partnerships/ contracts with communities Online referenda E-voting*

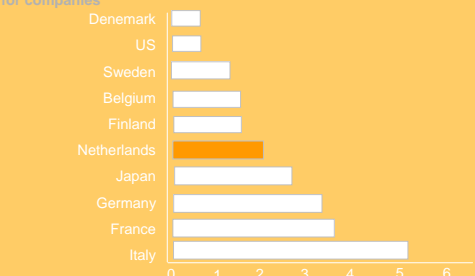
INTERACTIVE POLICY MAKING PROCESSES

3

TILBURG UNIVERSITY

BUILDING EXTERNAL RELATIONS

Administrative costs for companies



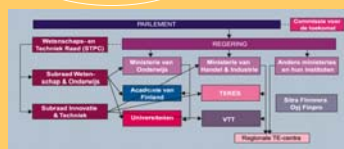
Country	Administrative Costs (approx.)
Denmark	0.5
US	0.8
Sweden	1.2
Belgium	1.5
Finland	1.8
Netherlands	2.2
Japan	2.8
Germany	3.5
France	4.2
Italy	5.5

4


TILBURG UNIVERSITY

BUILDING EXTERNAL RELATIONS

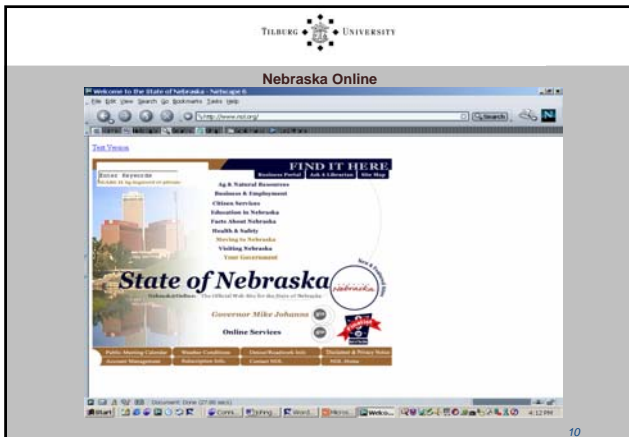
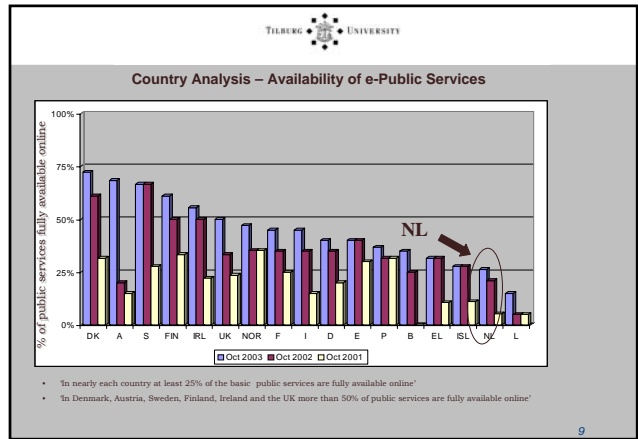
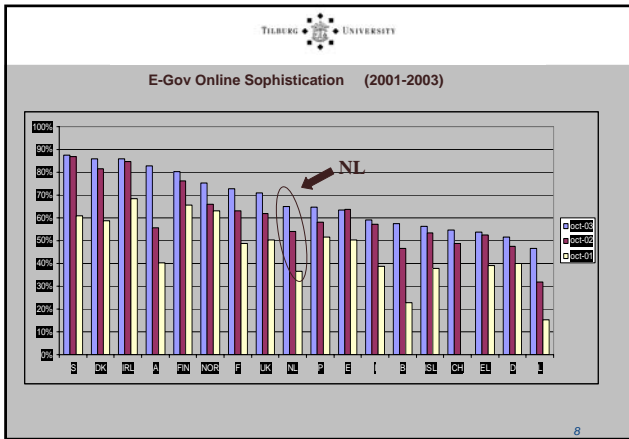
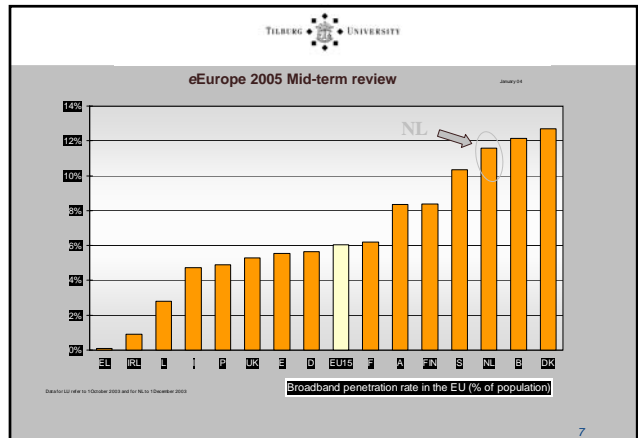
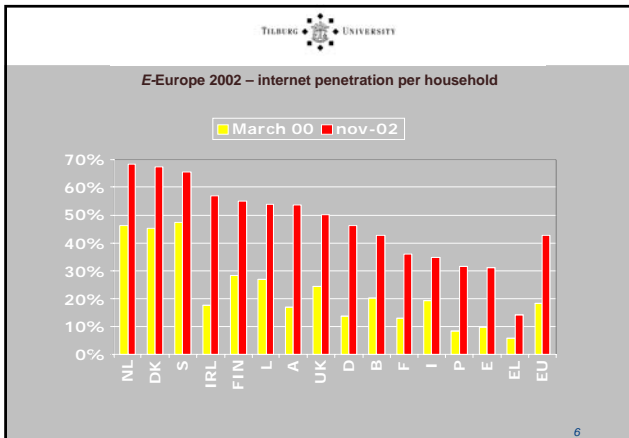
Finnish Innovation model



Dutch Innovation model



5



How should we define and measure e-Government?



- **e-business:** an organization that uses the Internet for its core operations and interactions between customers, employees, and suppliers



- **e-Government:**
 - Use of the Internet for on-line filing of (e-)forms, taxes, etc.
 - A government organization that uses the Internet to connect employees, suppliers, and customers
 - The use of digital technologies to transform government operations in order to improve effectiveness, efficiency, and service delivery



Why e-Government?

- Available 24x7, "no wrong door"
- Convenience for users
- Improve speed of delivering info
- Expose users to new info
- Enhance civic participation
- Transform public services



Who benefits from e-Government?

- Residents
- Taxpayers
- Businesses
- Visitors
- Employees



Top Online Urban Services

- | | |
|-----------------------|----------------------------|
| 1. Request service | 6. Register for service |
| 2. Request info | 7. Pay taxes |
| 3. Pay traffic ticket | 8. Report info |
| 4. File complaint | 9. Report crime |
| 5. Apply for job | 10. Report abandoned autos |

Source: Urban E-Government Sept 2002, Brown University

Types of Government Websites

- Brochure sites
- Information sites
- Full service interactive sites



Four Segments in the Citizen-Centered Strategy

Individuals: building easy to find one-stop-shops for citizens -- creating single points of easy entry to access high quality government services.

Businesses: reduce burden on businesses through use of Internet protocols and by consolidating myriad redundant reporting requirements.

Intergovernmental: make it easier for states to meet reporting requirements, while enabling better performance measurement and results, especially for grants.

Internal efficiency and effectiveness: reduce costs for federal government administration by using best practices in areas such as supply chain management and financial management, and knowledge management.

TILBURG UNIVERSITY

Guiding Principles for E-Government

Unify

e-business/e-government will integrate "Islands of automation" while providing a secure environment and protecting privacy

Unify Now:

- Within lines of business (across agencies)
- Empowering employees

Unify Mid-term:

- Across lines of business
- Across agencies and levels of government
- Empowering government's customers

&

Simplify

We must simplify business processes to maximize the benefit from technology

Automating the past has no benefit:

- Must use advances in IT and redesign process with new capabilities in mind
- Must take advantage of newly unified information flows

Result:
Processes that will be faster, cheaper, and more effective

18

TILBURG UNIVERSITY

What will it look like in the end? "Click & Mortar" Business Design

19

TILBURG UNIVERSITY

Building the Citizen-Centered Delivery Channel: Integrated Information and Online Tools Will Provide Ability to Best Respond to Citizen Needs

20

TILBURG UNIVERSITY

What Key Trends Are We Tracking?

- Increasing broadband content and transactional interoperability between government, industry, and individuals.
- Commodity transaction components that facilitate increasingly agile integration: shared services and online transactions drive business process integration ("x-engineering").
- Web services that provide business services.
- Cross-platform process design and web services integration/implementation tools.
- Service delivery models that lower transaction costs and empower customers.
- Increased focus on privacy and security in information sharing tools.

21

TILBURG UNIVERSITY

Some Points to Consider:

- E-Government efforts are government reform efforts
- Success will require clear definition of governance, roles and responsibilities
 - ✓ Measures of success
 - ✓ Change Management while curing chronic problems
 - ✓ Modernization by integration and simplification around customer needs
 - ✓ Cross-agency seed money -- E-Gov Fund
 - ✓ Focus on Business, not just IT infrastructure issues

22

TILBURG UNIVERSITY

Overcoming Chronic Problems Requires a Passion for Solutions!

23

