



# **Success Factors of E-Government-Projects**

*Combining  
Strategy, Organization  
and Technology*

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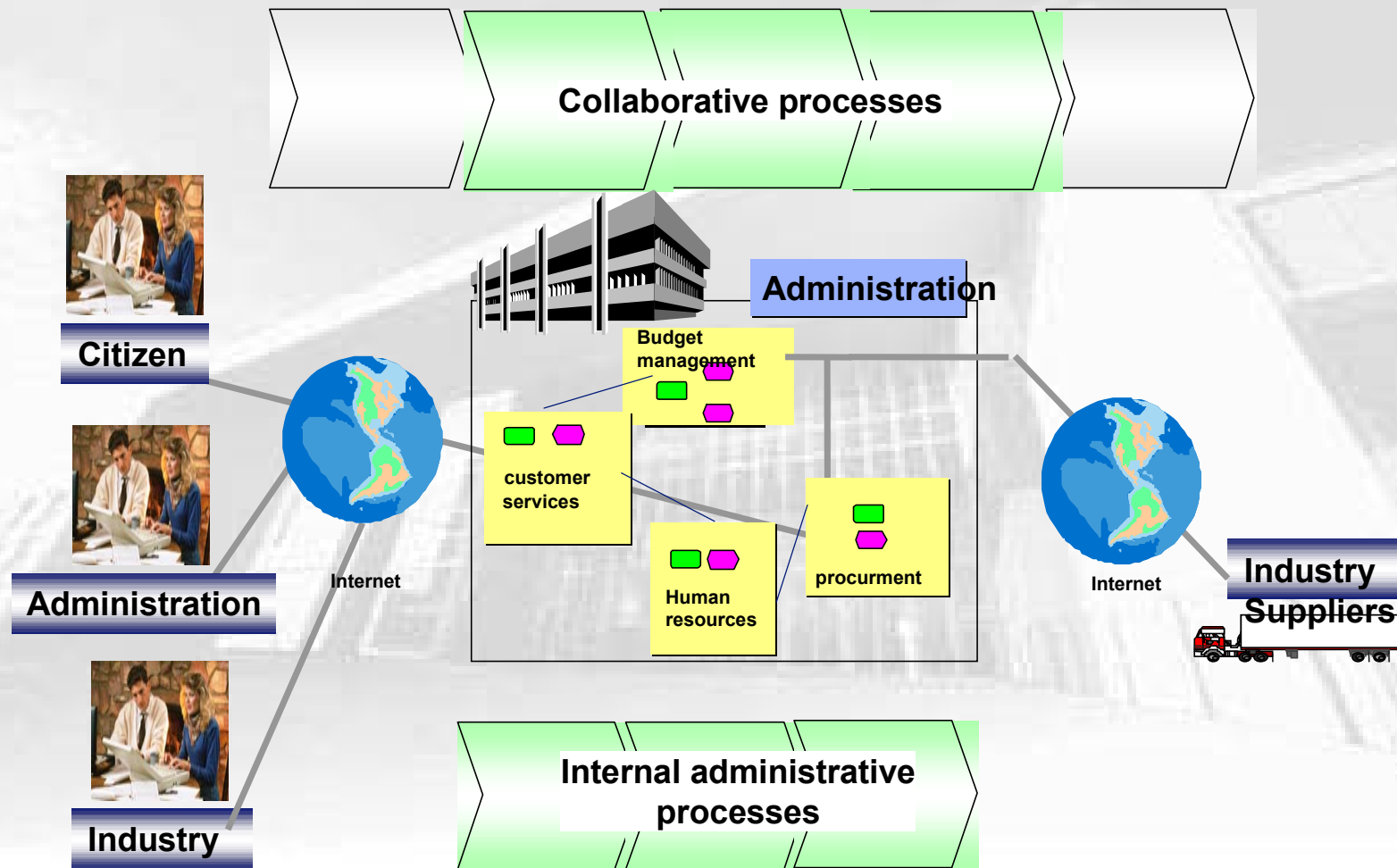
- **E-Government: Hype or Megatrend?**
- **Understanding Public Sector as Part of a Network**
- **Combining Strategy, Organization and Technology**
- **Business Process Management as Enabler for e-Government**
- **E-Government: Chances and Risks**



# **E-Government: Hype or Megatrend?**

# Collaboration across administrative borders

E-Government establishes collaborative business processes across the borders of public sector institutions.

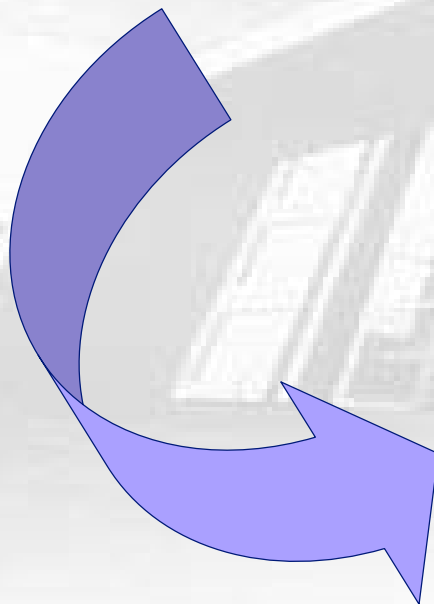


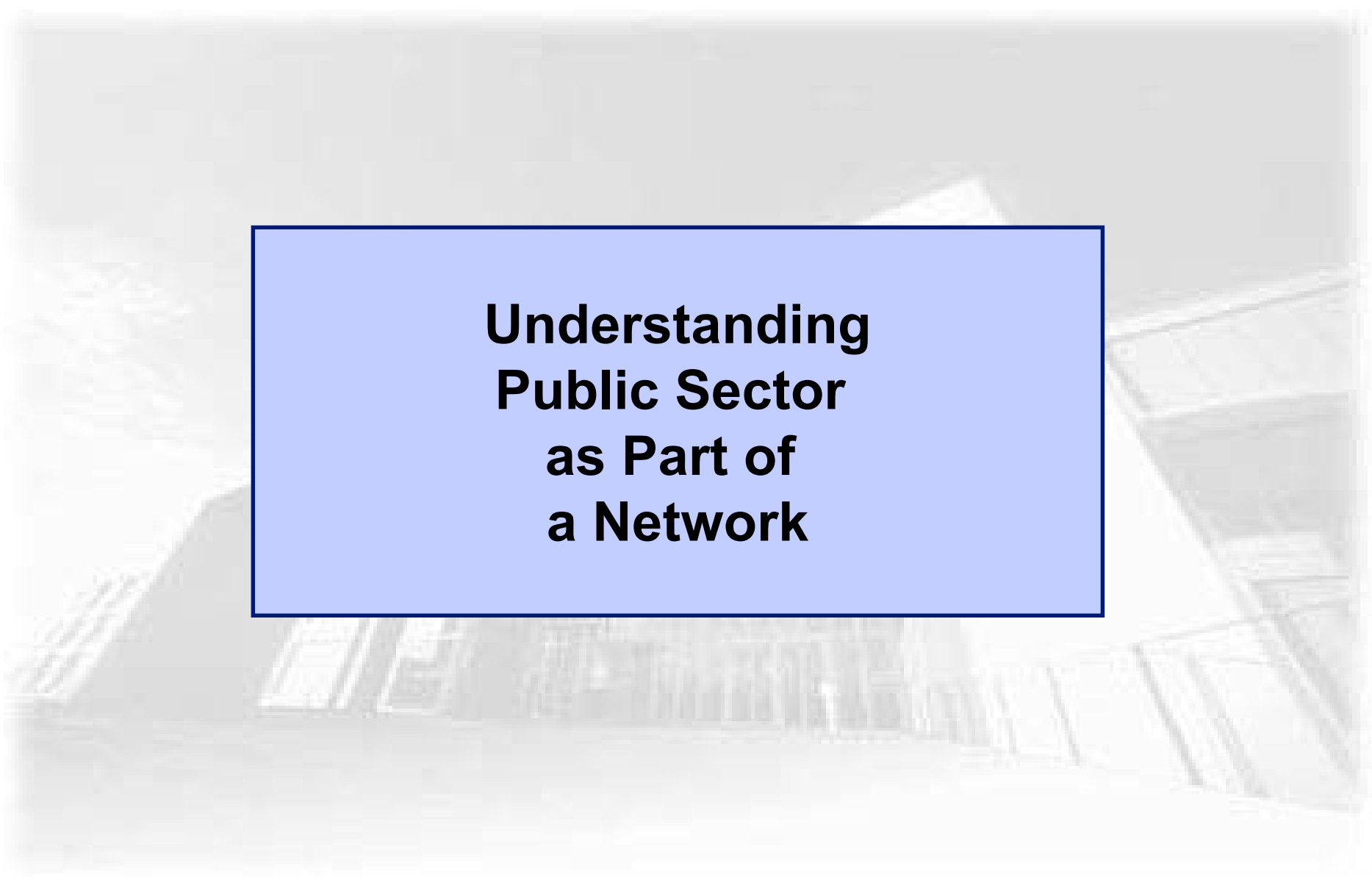
Not the „E“ for Electronic or New Technology makes the difference in E-Business but the „Business“ for Understanding the needs and benefits of the Customers (business model).

E-Business



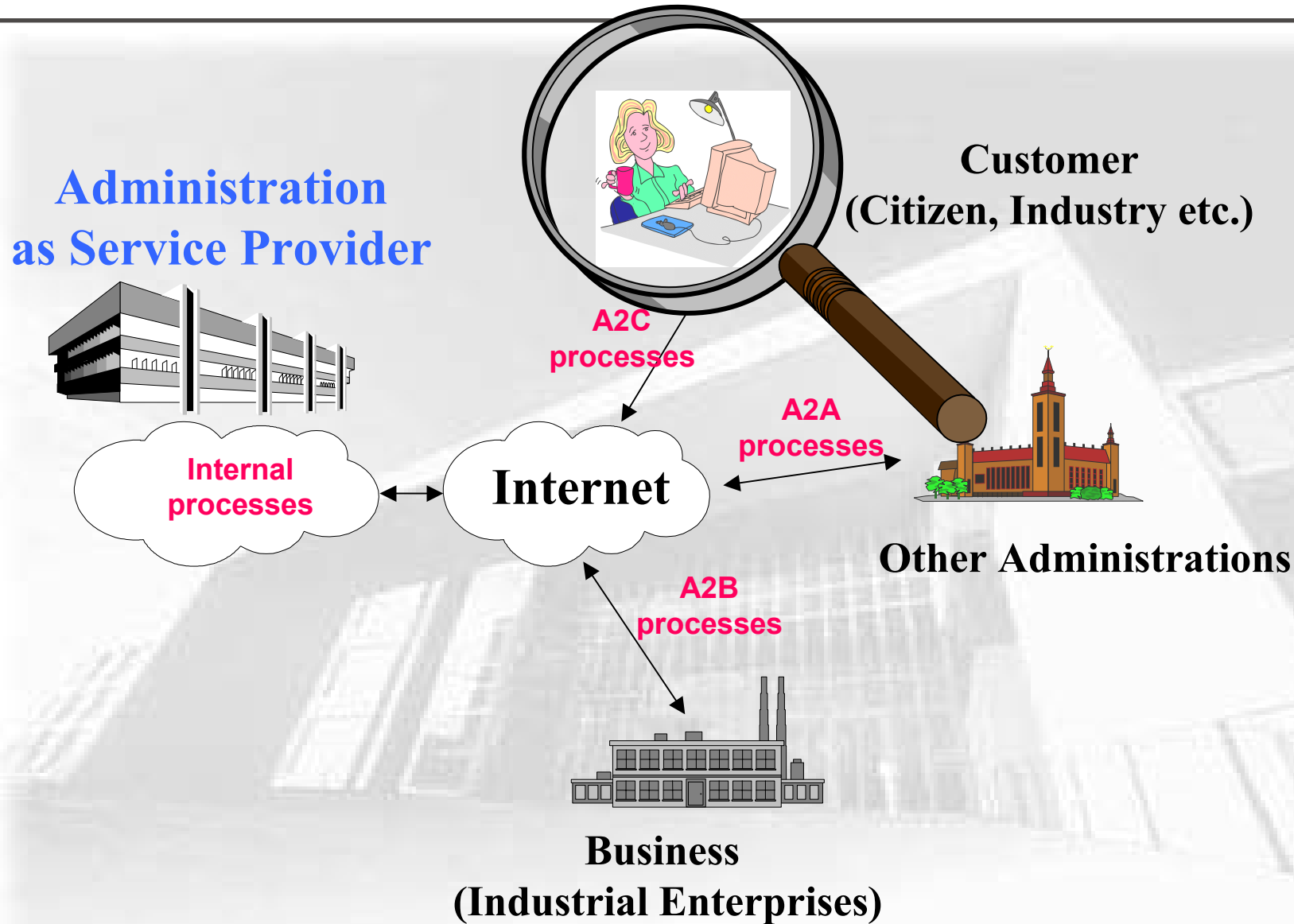
E-Government



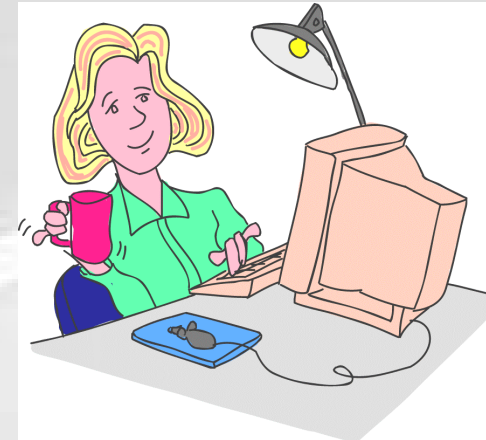
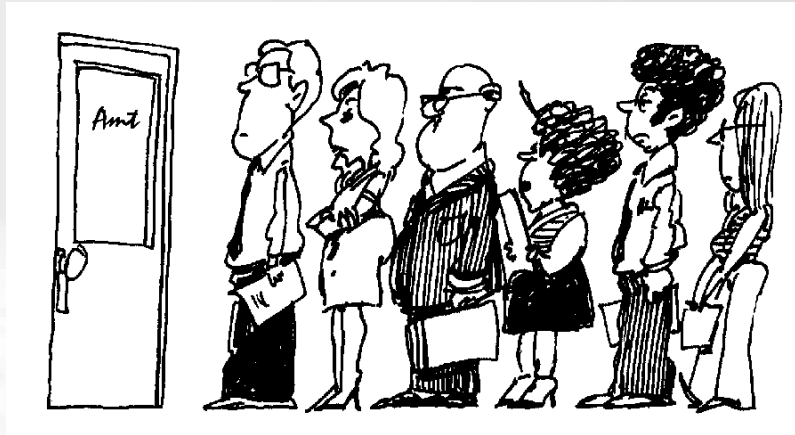


**Understanding  
Public Sector  
as Part of  
a Network**

# Understanding the E-Government-Network



# Understanding the benefits of the customer



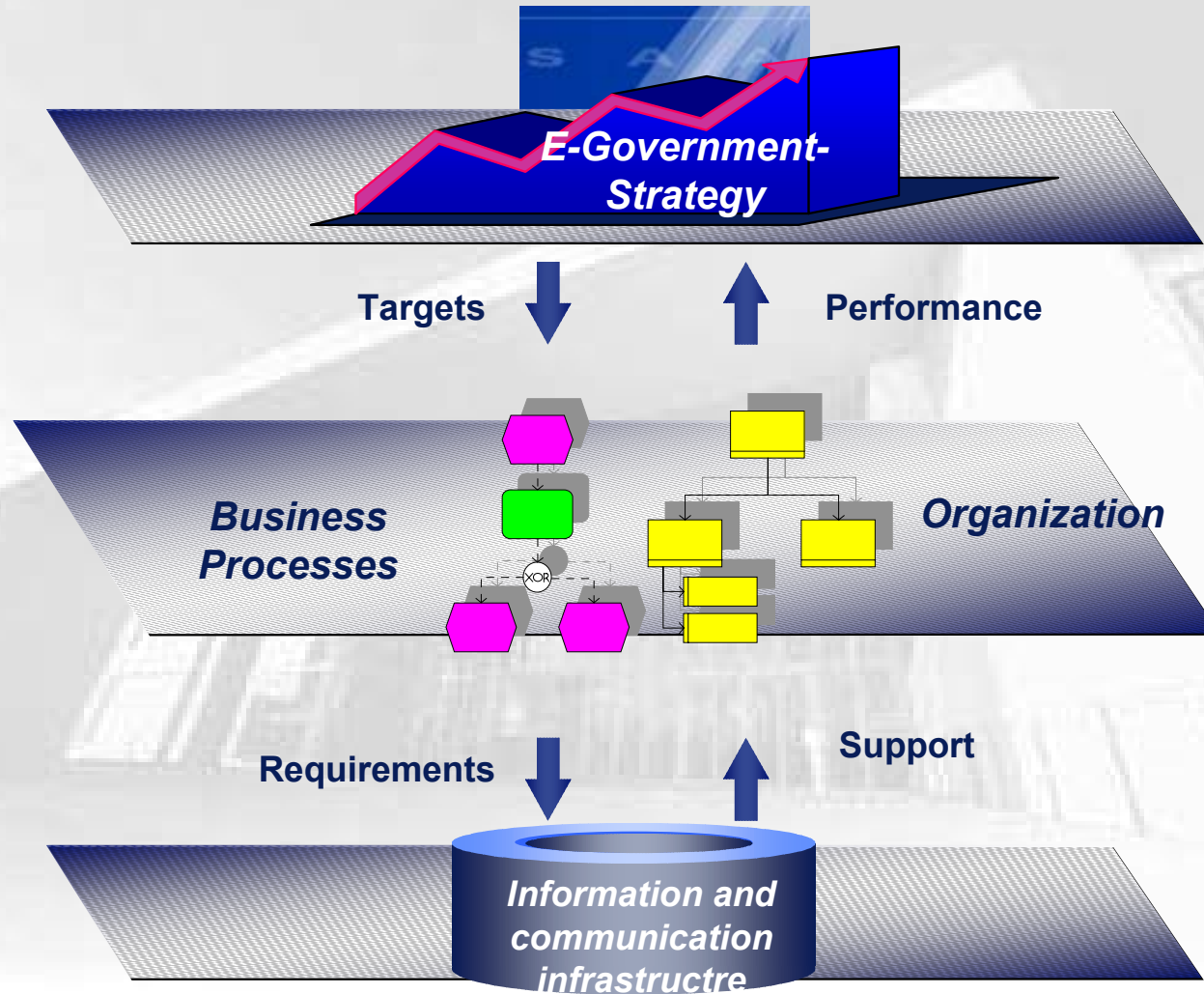
- **Quality of Service**
- **Transparency**
- **Flexibility**
- **Availability**
- **Faster Services**
- **Easy Access to services**

**Customer Benefit**



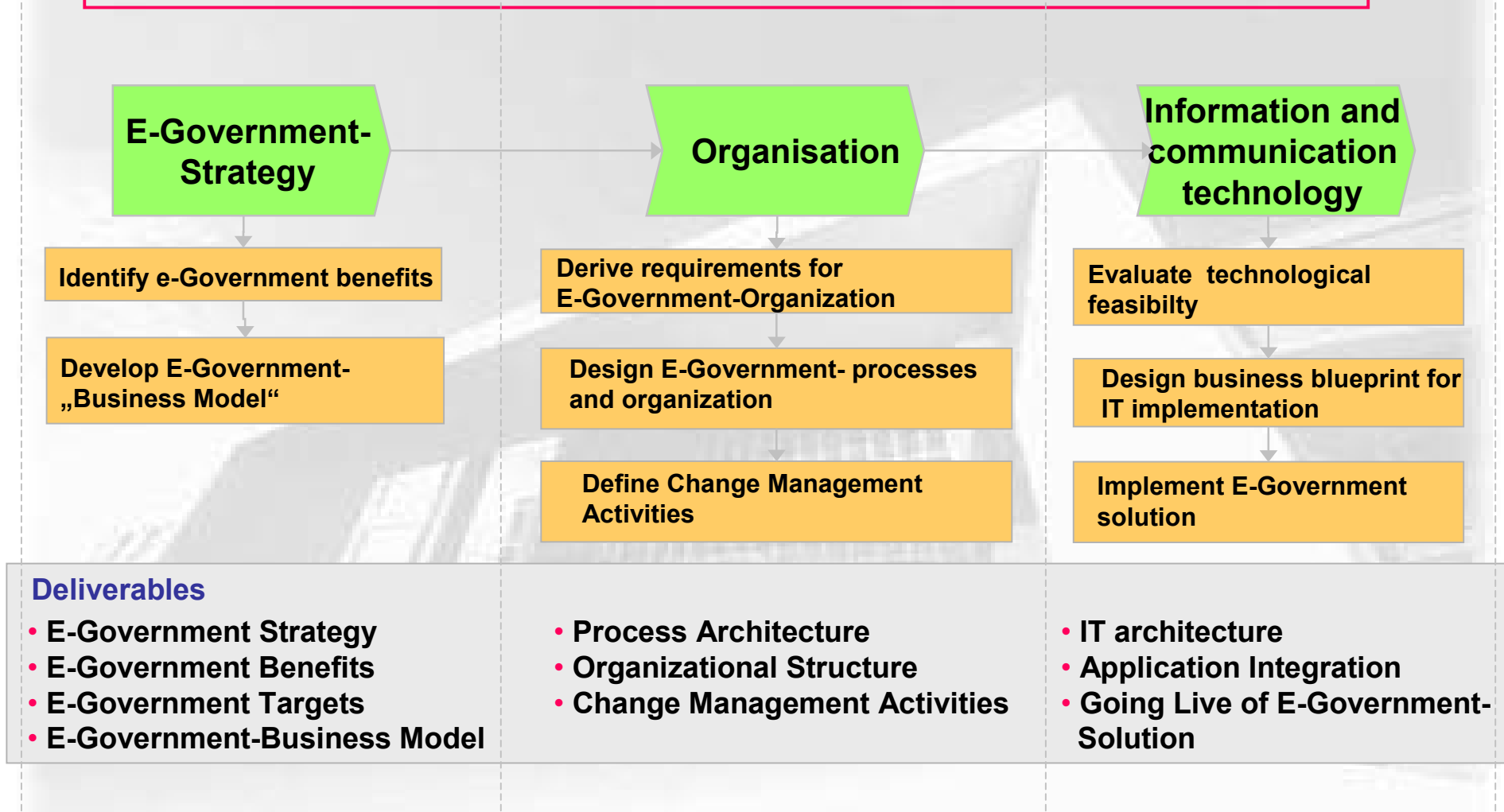
# Implementing E-Government

E-Government-Strategies can be implemented by effective business processes using innovative information technology.

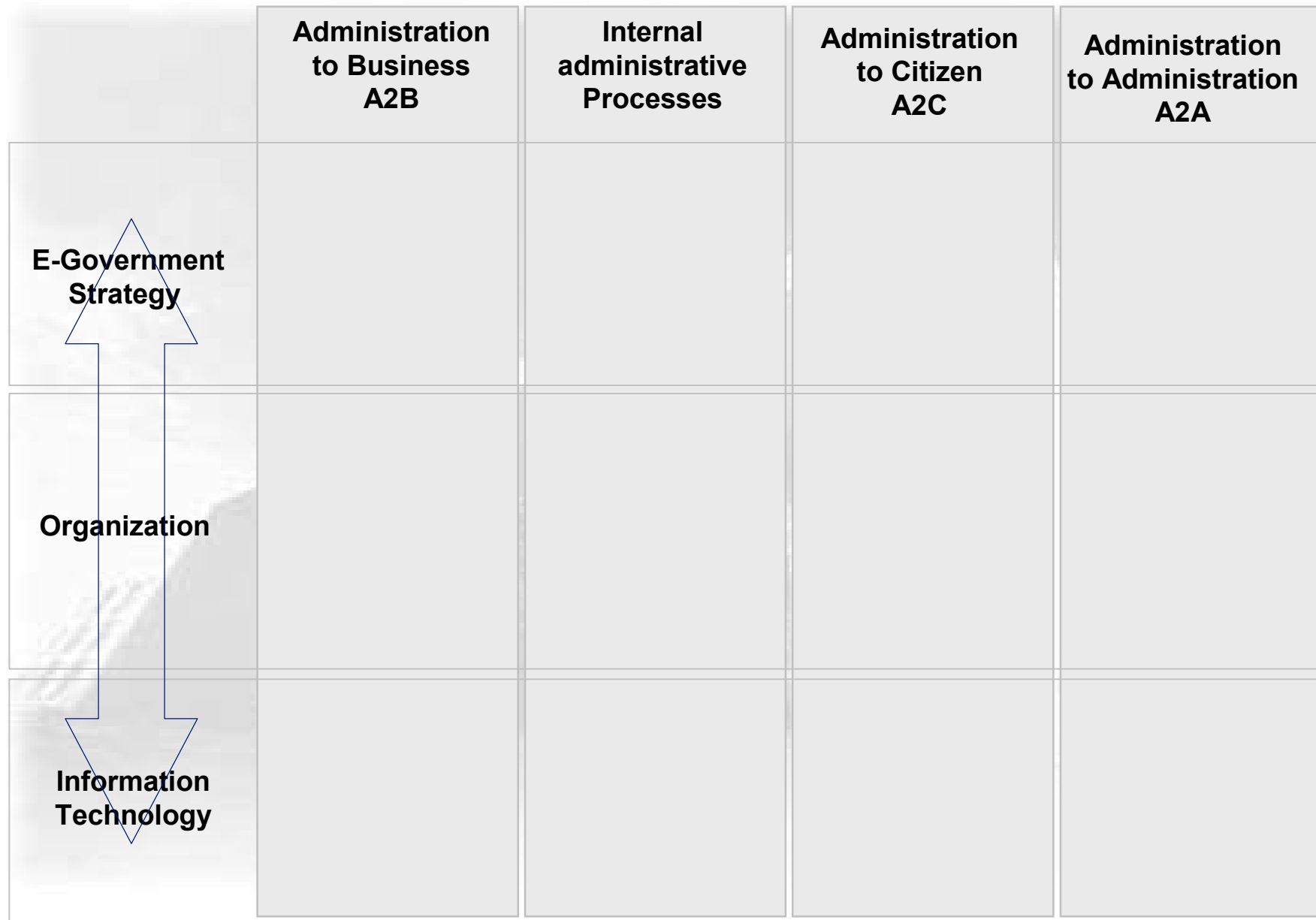


# Approach for E-Government Projects

Successful E-Government projects combine E-Government-Strategy, Organisation and Information technology.



# Framework for E-Government-Scenarios

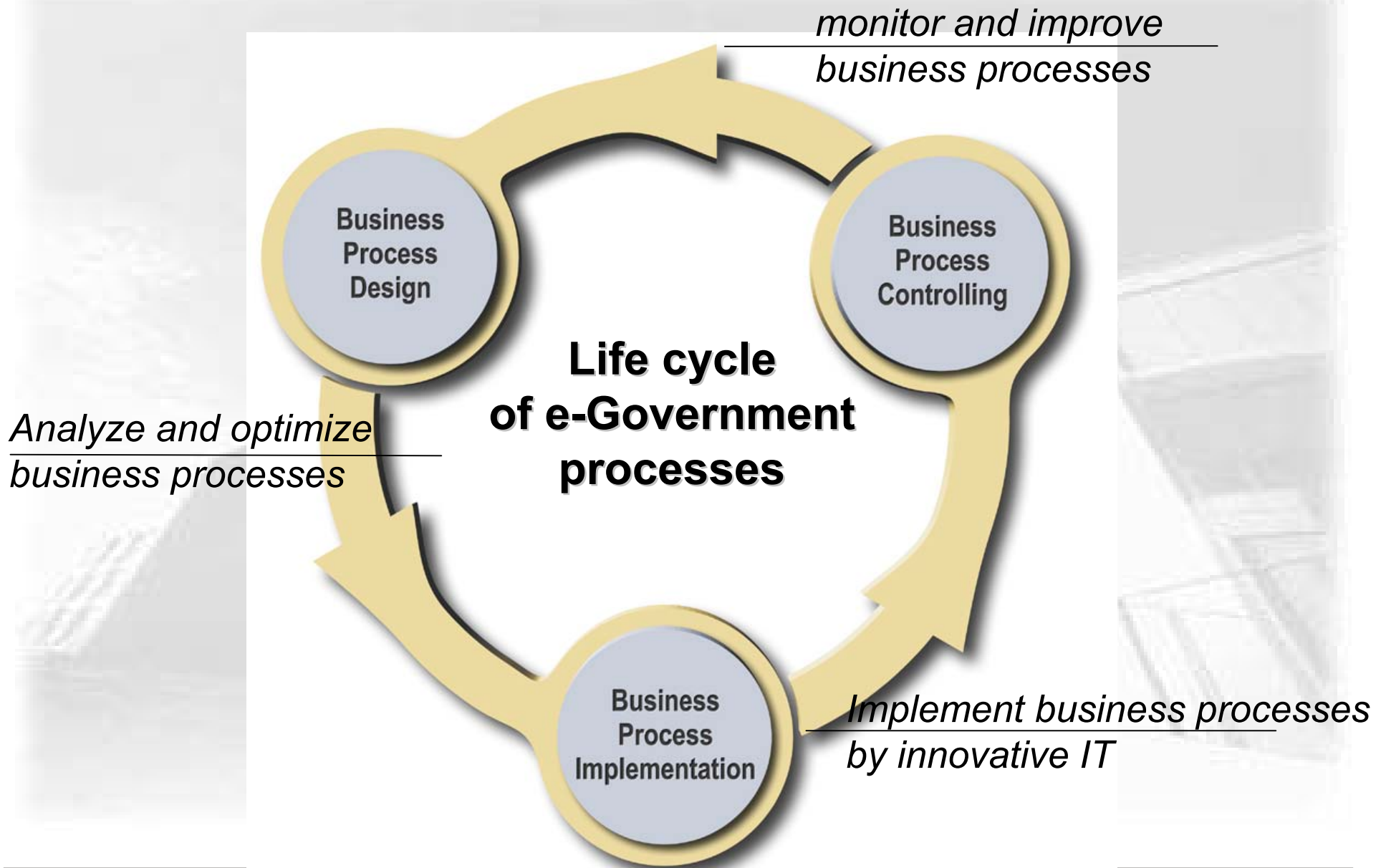


# E-Government-Scenarios (Example)

	Administration to Business A2B	Internal administrative Processes	Administration to Citizen A2C	Administration to Administration A2A
<b>E-Government Strategy</b>	Prices: ↓ efficiency: ↑ Transparency standardization: ↑ • z.B. Public Private Partnership / Outsourcing	Efficiency: ↑ Process Quality: ↑ Organizational Knowledge: ↑ • z.B. New Public Management	Quality /customer benefit ↑ Income: ↑ „market share“: ↑ Transparency: ↑ • z.B. One Stop Government	Portfolio of services: ↑ Risk: ↓ efficiency: ↑ • z.B. Strategic Alliances
<b>Organization</b>	<ul style="list-style-type: none"> <li>• E-Procurement/ Invitation to tender</li> <li>• Virtual Market places</li> <li>• Online judicial practice</li> <li>• planning enforcement proceedings</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge Management</li> <li>• distance learning programs</li> <li>• User helpdesk</li> <li>• Self-Employee-Services</li> </ul>	<ul style="list-style-type: none"> <li>• Virtual service centers</li> <li>• Income tax declaration</li> <li>• Virtual University</li> <li>• Communities</li> <li>• Residential register</li> <li>• E-Democracy</li> <li>• E-Payment</li> </ul>	<ul style="list-style-type: none"> <li>• Intergovernmental cooperation</li> <li>• Collaborative Knowledge management</li> <li>• Integrated public health services</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>• ERP</li> <li>• B2B / SCM</li> <li>• Portals</li> <li>• Digital Signature Public Key Infrastructure</li> <li>• EAI</li> </ul>	<ul style="list-style-type: none"> <li>• ERP</li> <li>• Portale</li> <li>• E-Learning</li> <li>• Digital Signature Public Key Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• CRM</li> <li>• Shop-Solutions</li> <li>• Online Cash</li> <li>• Smart-Card</li> <li>• Digital Signature</li> <li>• Document Manag.</li> <li>• Workflow-Manag.</li> </ul>	<ul style="list-style-type: none"> <li>• ERP</li> <li>• Portals</li> <li>• E-Learning</li> <li>• Digital Signature / Public Key Infrastructure</li> <li>• EAI</li> </ul>

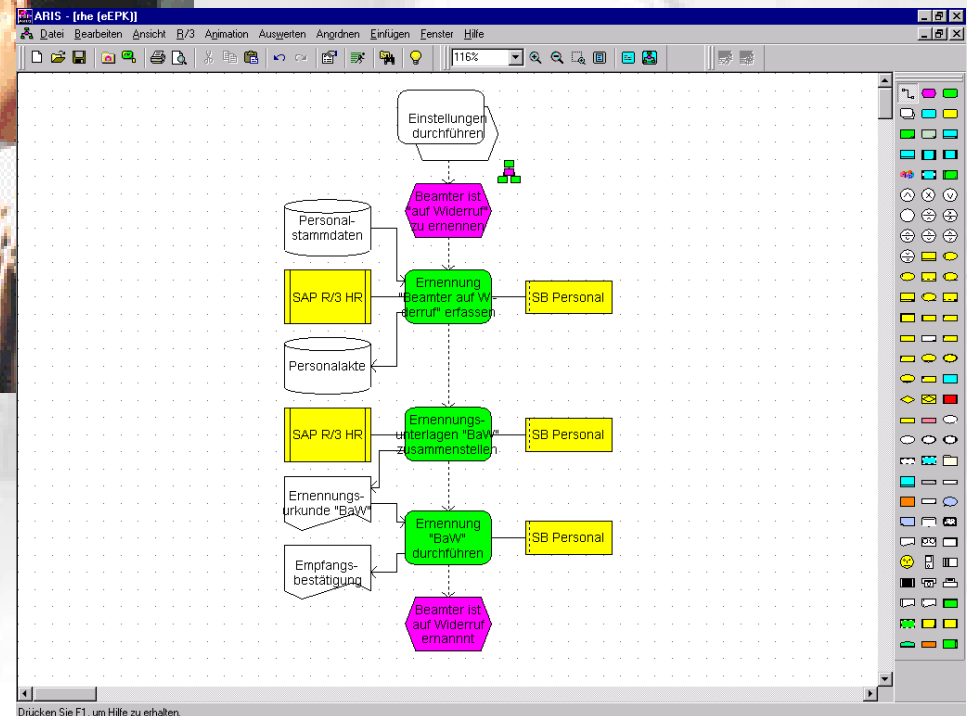


**Business Process  
Management  
as Enabler for  
E-Government**

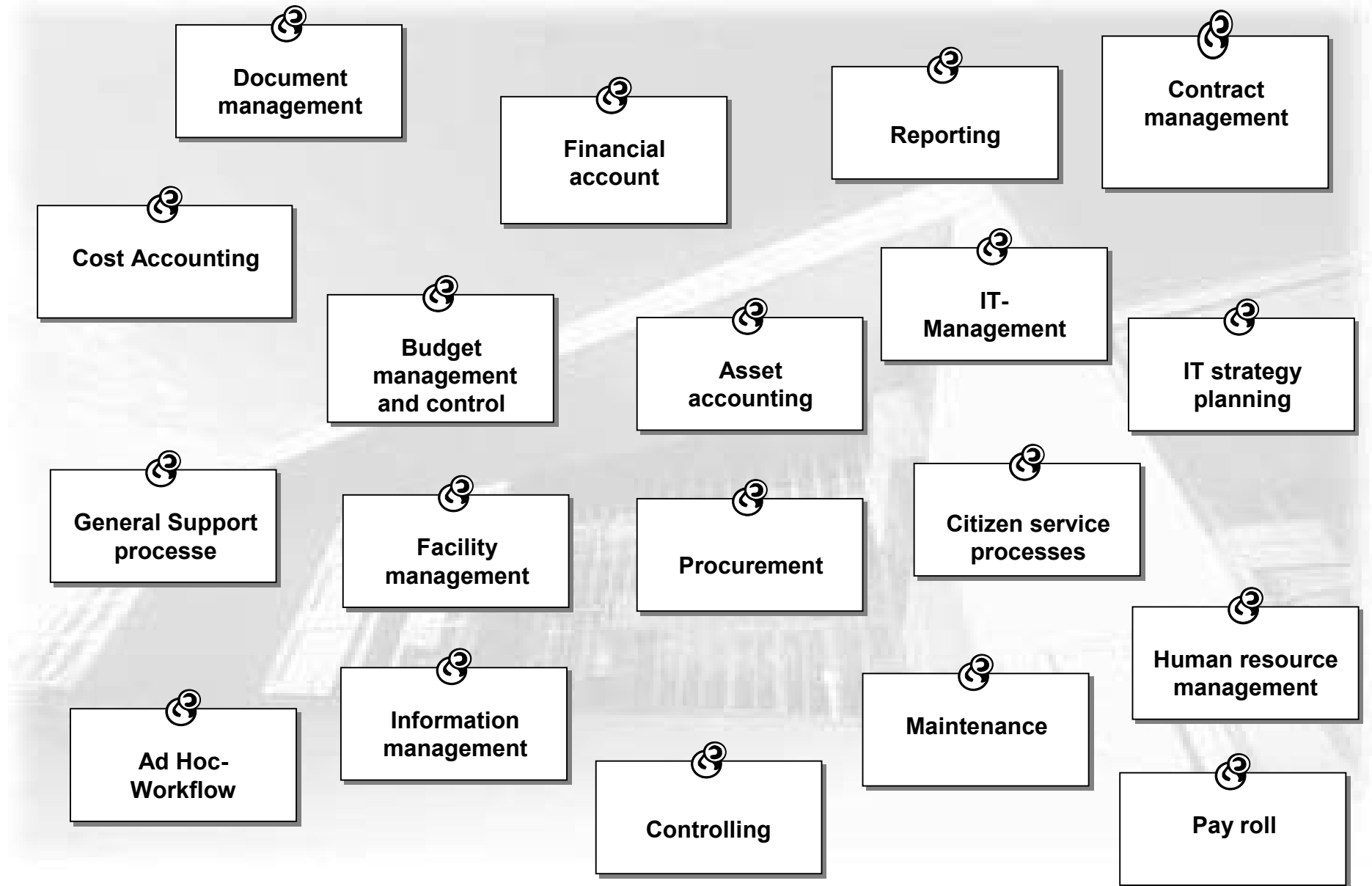


# Process modelling

Process modelling establishes a communication platform within the e-Government-project.



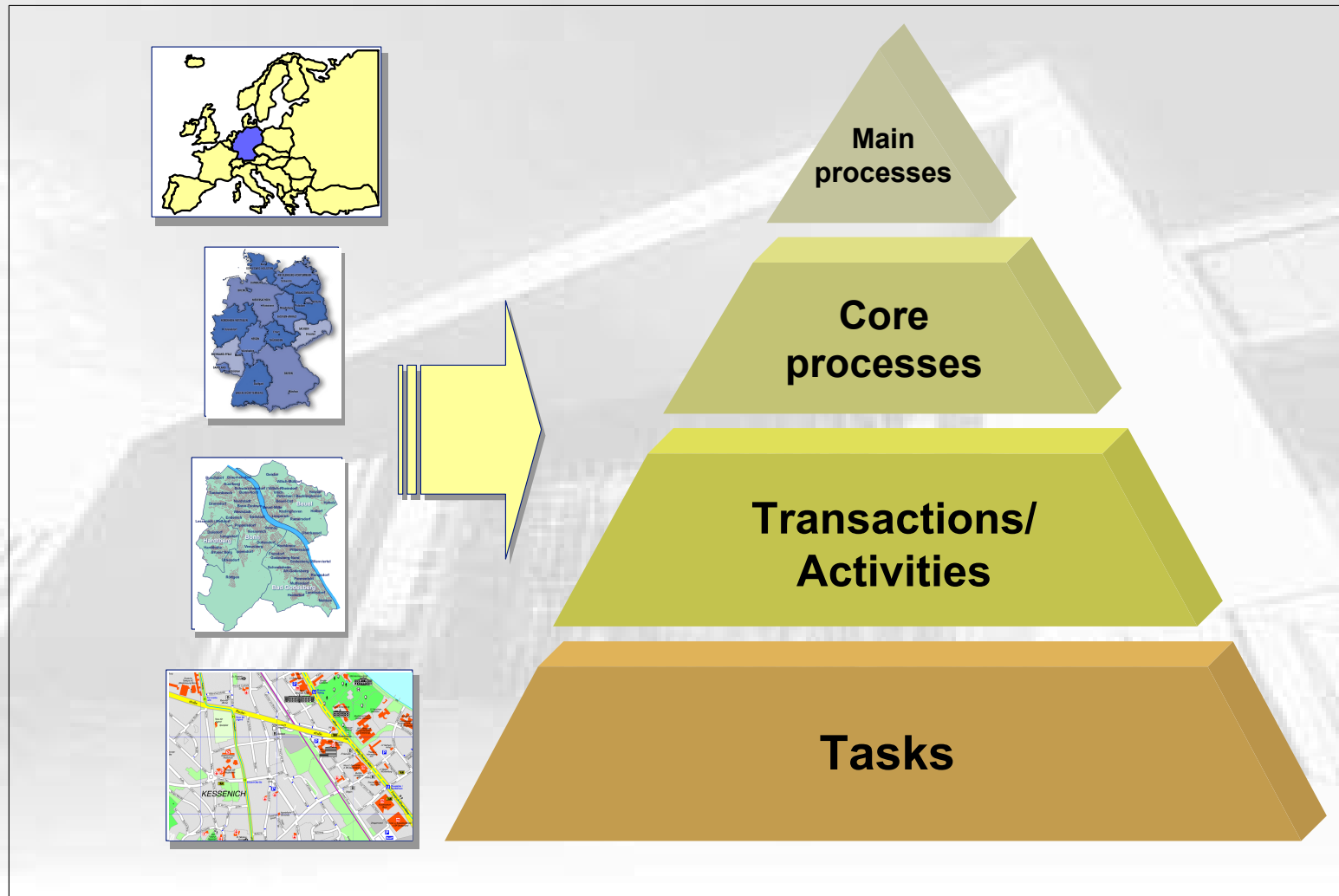
# Diversity of administrative processes



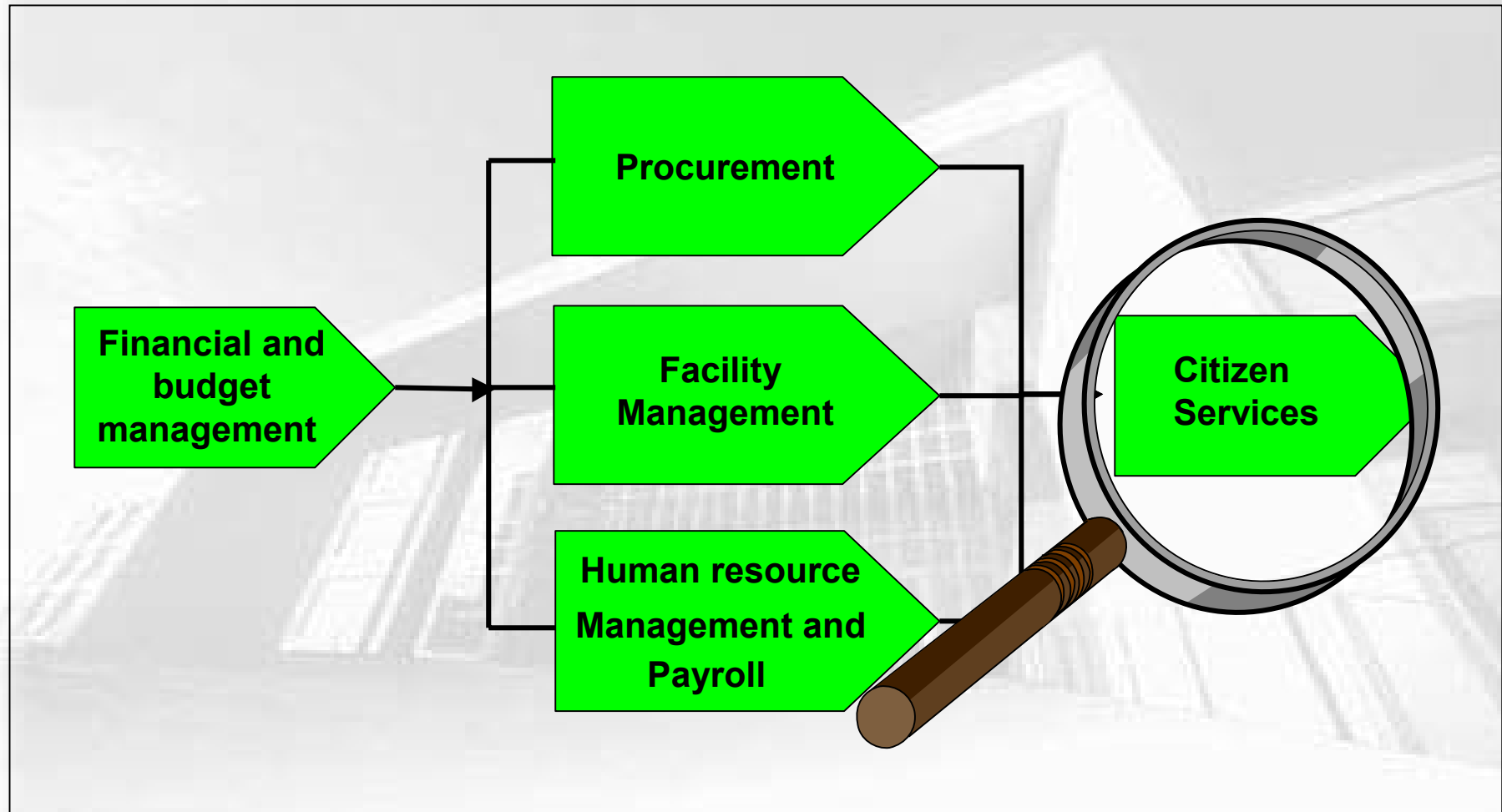


# Top down documentation of processes

A process architecture supports the top down documentation and gradual specification business processes (like the detail levels of a map).

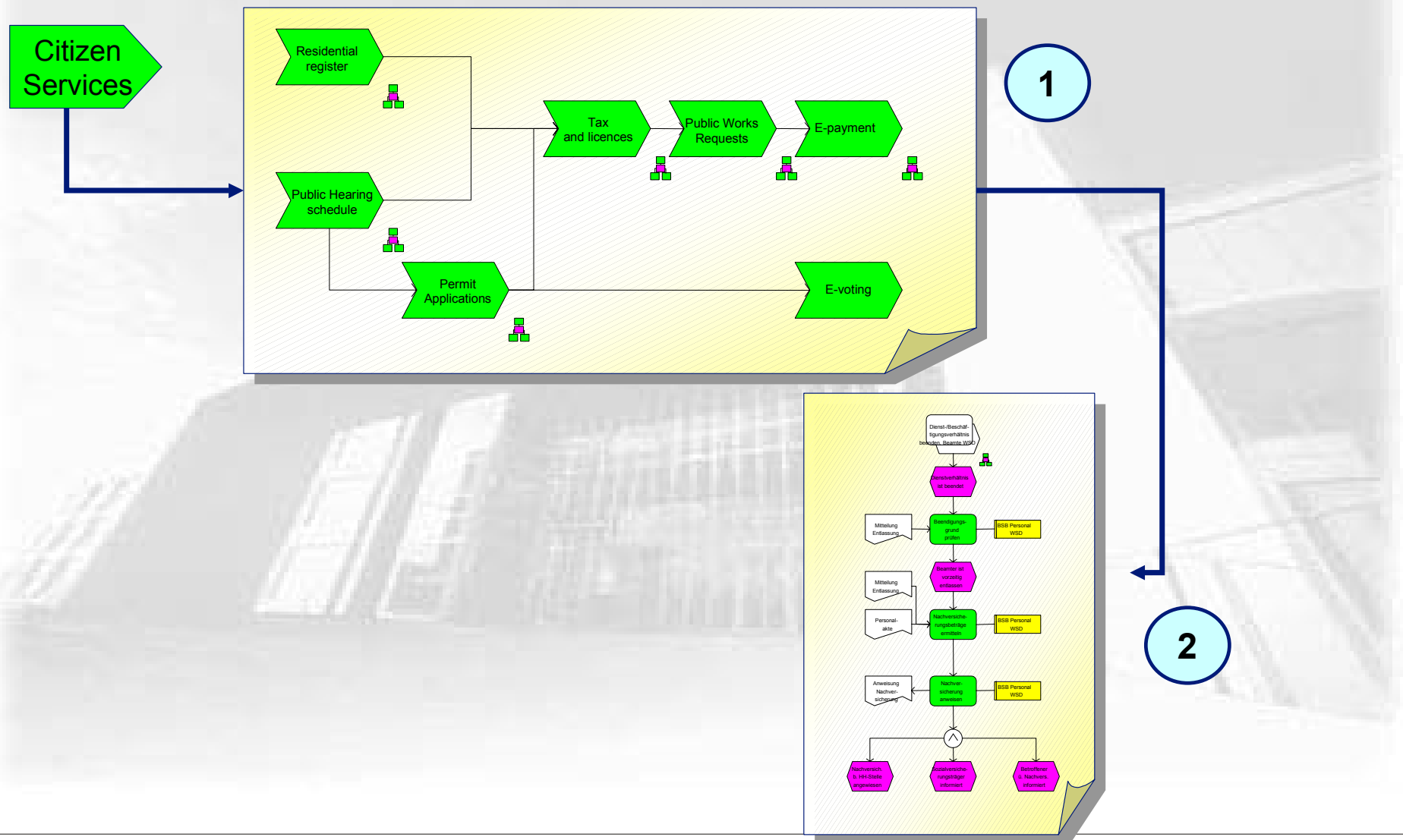


The first step is to identify the relevant business processes on a high level.

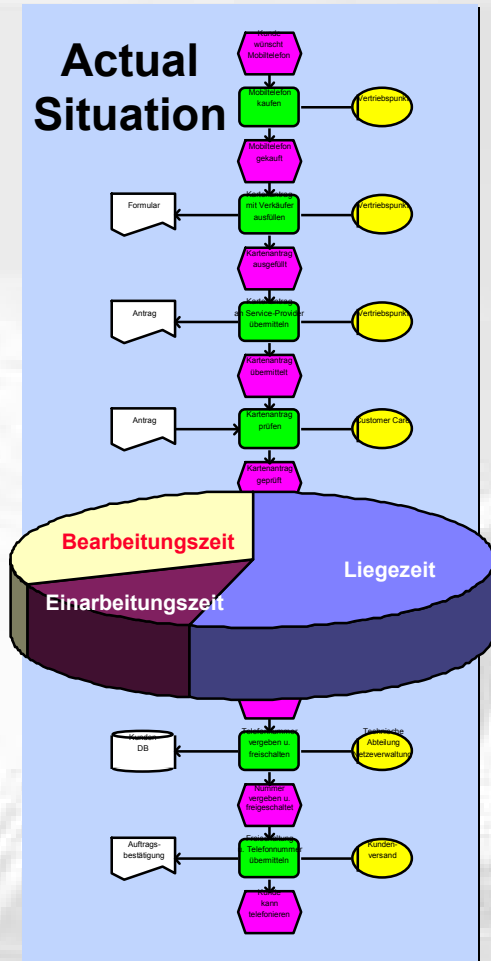


# Top down detailiation of administrative processes

The next step is to detail the high level processes using a process modelling tool.

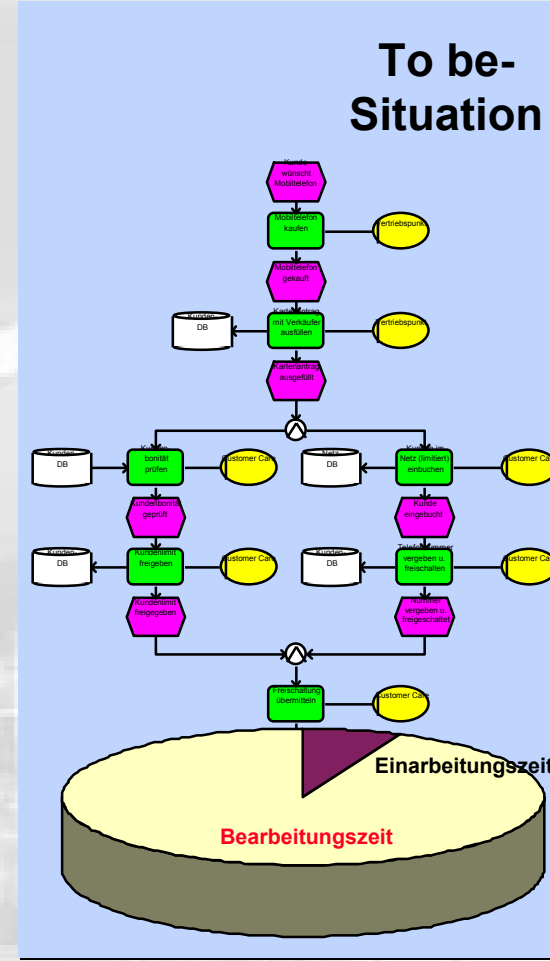


# Analysis and Optimization of E-Government Processes



**Cycle time:**  
2,5 days

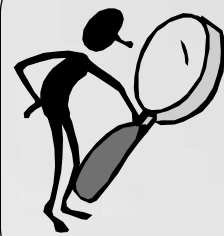
Funktionen	Liegezeit	Einarbeitungszeit	Bearbeitungszeit	Gesamtzeit
Mobiltelefon kaufen	0	0	15	15
Kartenantrag mit Verkäufer ausfüllen	0	0	10	10
Kartenantrag an Service-Provider übermitteln	10	10	10	30
Kartenantrag prüfen	4,5	15	15	34,5
Kundenbonität prüfen	2,5	5	10	17,5
Kunden im Netz einbuchten	2,5	0	5	7,5
Telefonnummer vergeben u. freischalten	0	0	5	5
Freischaltung u. Telefonnummer übermitteln	2,5	5	5	12,5
<b>Gesamtsummen</b>	<b>130</b>	<b>35</b>	<b>75</b>	<b>240</b>



**Cycle time:**  
0,5 days

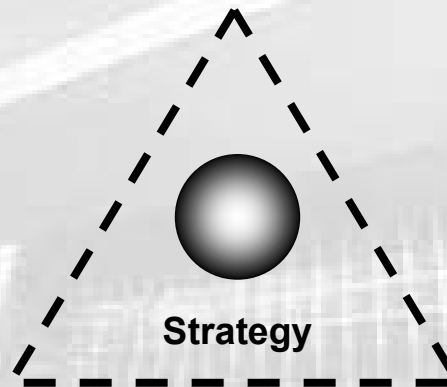
Funktionen	Liegezeit	Einarbeitungszeit	Bearbeitungszeit	Gesamtzeit
Mobiltelefon kaufen	0	0	15	15
Kartendaten mit Verkäufer ausfüllen	0	0	3	3
Kartendaten prüfen	0	2	2	4
Kartendaten freigeben	0	0	2	2
Kunden im Netz einbuchten	0	0	2	2
Telefonnummer vergeben u. freischalten	0	0	2	2
Freischaltung u. Telefonnummer übermitteln	0	0	2	2
<b>Gesamtsummen</b>	<b>0</b>	<b>2</b>	<b>28</b>	<b>30</b>

# Targets of process optimization



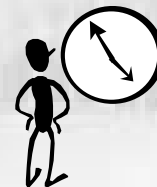
## Quality

- Focus on customer benefit
- reduction of process faults



## Cost

- reduction of non-value added activities

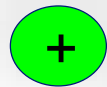


## Time

- Reduction of cycle times



# **E-Government: Chances and Risks**



Efficiency  
of administrative  
processes

Image  
of public sector  
institutions

Customer  
benefit

**Old processes + new expensive technology = old, expensive processes**

Cultural Change  
Involvement  
of Employees

Security

Project  
management

Legal  
Constraints

