Success Factors of E-Government-Projects

Combining Strategy, Organization and Technology

Ralf Heib
Herbert Kindermann

IDS Scheer AG
r.heib@ids-scheer.de
h.Kindermann@ids-scheer.de
AGENDA

- 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?
E-Government establishes collaborative business processes across the borders of public sector institutions.
E-Government Success Factors: Learning from industry

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).
Understanding Public Sector as Part of a Network
Understanding the E-Government-Network

Administration as Service Provider

Internal processes

Internet

A2C processes

A2A processes

A2B processes

Customer (Citizen, Industry etc.)

Other Administrations

Business (Industrial Enterprises)
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

- Derive requirements for E-Government-Organization
- Design E-Government- processes and organization
- Define Change Management Activities
- Evaluate technological feasibility
- Design business blueprint for IT implementation
- Implement E-Government solution

Deliverables

- E-Government Strategy
- E-Government Benefits
- E-Government Targets
- E-Government-Business Model
- Process Architecture
- Organizational Structure
- Change Management Activities
- IT architecture
- Application Integration
- Going Live of E-Government-Solution
## Framework for E-Government-Scenarios

<table>
<thead>
<tr>
<th>E-Government Strategy</th>
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## E-Government-Scenarios (Example)

### E-Government Strategy

- **Administration to Business (A2B)**
  - Prices: ↓
  - Efficiency: ↑
  - Transparency: ↑
  - Organizational Knowledge: ↑
  - z.B. Public Private Partnership / Outsourcing

- **Internal administrative Processes**
  - Efficiency: ↑
  - Process Quality: ↑
  - Organizational Knowledge: ↑
  - z.B. New Public Management

- **Administration to Citizen (A2C)**
  - Quality /customer benefit: ↑
  - Income: ↑
  - „market share“: ↑
  - Transparency: ↑
  - z.B. One Stop Government

- **Administration to Administration (A2A)**
  - Portfolio of services: ↑
  - Risk: ↓
  - Efficiency: ↑
  - z.B. Strategic Alliances

### Organization

- **E-Procurement/ Invitation to tender**
- **Virtual Market places**
- **Online judicial practice**
- **planning enforcement proceedings**

- **Knowledge Management**
- **distance learning programs**
- **User helpdesk**
- **Self-Employee-Services**

- **Virtual service centers**
- **Income tax declaration**
- **Virtual University**
- **Communities**
- **Residential register**
- **E-Democracy**
- **E-Payment**

- **Intergovernmental cooperation**
- **Collaborative Knowledge management**
- **Integrated public health services**

### Information Technology

- **ERP**
- **B2B / SCM**
- **Portals**
- **Digital Signature**
- **Public Key Infrastructure**
- **EAI**

- **ERP**
- **Portale**
- **E-Learning**
- **Digital Signature**
- **Public Key Infrastructure**

- **CRM**
- **Shop-Solutions**
- **Online Cash**
- **Smart-Card**
- **Digital Signature**
- **Document Manag.**
- **Workflow-Manag.**

- **ERP**
- **Portals**
- **E-Learning**
- **Digital Signature / Public Key Infrastructure**
- **EAI**
Business Process Management as Enabler for E-Government
Business process management for E-Government

Life cycle of e-Government processes

- Analyze and optimize business processes
- Implement business processes by innovative IT
- Monitor and improve business processes

Business Process Design
Business Process Controlling
Business Process Implementation
Process modelling establishes a communication platform within the e-Government-project.
Diversity of administrative processes

- Document management
- Financial account
- Contract management
- Reporting
- IT-Management
- Asset accounting
- IT strategy planning
- Financial accounting
- Procurement
- Citizen service processes
- Human resource management
- Pay roll
- Budget management and control
- Facility management
- Procurement
- Maintenance
- Controlling
- General Support processes
- Cost Accounting
- Ad Hoc-Workflow
- Information management
- Citizen service processes
- Pay roll
- Human resource management
- IT strategy planning
- Cost Accounting
- Budget management and control
- Facility management
- Information management
A process architecture supports the top down documentation and gradual specification business processes (like the detail levels of a map).
Business Processes

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

**Actual Situation**

- Mobiltelefon kaufen
  - Liegezeit: 0
  - Einarbeitungszeit: 0
  - Bearbeitungszeit: 15
  - Gesamtzeit: 15
- Kartenantrag mit Verkäufer ausfüllen
  - Liegezeit: 0
  - Einarbeitungszeit: 0
  - Bearbeitungszeit: 3
  - Gesamtzeit: 3
- Kartenantrag an Service-Provider übermitteln
  - Liegezeit: 10
  - Einarbeitungszeit: 10
  - Bearbeitungszeit: 10
  - Gesamtzeit: 30
- Kartenantrag prüfen
  - Liegezeit: 45
  - Einarbeitungszeit: 15
  - Bearbeitungszeit: 15
  - Gesamtzeit: 75
- Kundenbonität prüfen
  - Liegezeit: 25
  - Einarbeitungszeit: 5
  - Bearbeitungszeit: 10
  - Gesamtzeit: 40
- Kunden im Netz einbuchen
  - Liegezeit: 25
  - Einarbeitungszeit: 0
  - Bearbeitungszeit: 5
  - Gesamtzeit: 30
- Telefonnummer vergeben u. freischalten
  - Liegezeit: 0
  - Einarbeitungszeit: 0
  - Bearbeitungszeit: 5
  - Gesamtzeit: 5
- Freischaltung u. Telefonnummer übermitteln
  - Liegezeit: 25
  - Einarbeitungszeit: 5
  - Bearbeitungszeit: 5
  - Gesamtzeit: 35

**Gesamtsummen**

- Liegezeit: 130
- Einarbeitungszeit: 35
- Bearbeitungszeit: 75
- Gesamtzeit: 240

**Cycle time:**

- Actual: 2.5 days
- To be: 0.5 days

**Actual Situation (Dias)**

- Liegezeit
- Einarbeitungszeit
- Bearbeitungszeit

**To be-Situation (Dias)**

- Liegezeit
- Einarbeitungszeit
- Bearbeitungszeit

http://www.ids-scheer.de
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

Strategy
E-Government: Chances and Risks
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

Legal Constraints

Project management

Customer benefit -