

# Towards E-government by business process change—A methodology for public sector

Mojca Indihar Stemberger, Jurij Jaklic\*

*Faculty of Economics, University of Ljubljana, Kardeljeva pl. 17, 1000 Ljubljana, Slovenia*

---

## Abstract

E-government is becoming extremely important, however, it cannot be successfully implemented without changes in business processes that are performed inside governmental institutions. Public sector has some specifics, which make renovation projects considerably different. It is clear that radical changes in the execution of business processes and in the organizational structures are not suitable because they are not possible for many reasons. Therefore, classic business process change methodologies have to be adapted. This paper presents such methodology that has been successfully applied in a process change project at one of the Slovene Ministries, which is presented as a case study. Activities, techniques, and tools are proposed for each of the six traditional business process change project's stages.

© 2007 Elsevier Ltd. All rights reserved.

*Keywords:* Business process change; Methodology; E-government; Public sector; Case study

---

## 1. Introduction

E-business is becoming extremely important in private sector and in governmental institutions as well: here, it is named e-government and is not uniquely defined. In Hernon, Reylea, Dugan, and Cheverie (2002), e-government is defined as a technology, particularly the Internet, that is used to enhance the access to and delivery of governmental information and services to citizens, businesses, government employees, and other agencies. A broader definition is given in Gil-Garcia and Pardo (2005), where e-government has been conceptualized as the intensive use of information technologies for the provision of public services, the improvement of managerial effectiveness and the promotion of democratic values and mechanisms. In Beynon-Davies (2005), the term e-government denotes the use of information and communications technology to change the structures and processes of government organizations. This is also the way we see e-government and the way it is understood in the rest of the paper.

Much attention has been paid to different issues of e-government. For example, in Torres, Pina, and Acerete (2005) quality and usage of public e-services in 33 European large cities is analysed. Beynon-Davies (2005) presents a case study of the process of 'constructing' e-government experienced by the Inland Revenue Department, which was at the forefront of e-government vision in the UK. Some case studies of e-government

---

\*Corresponding author. Tel.: +386 1 5892 509; fax: +386 1 5892 698.

*E-mail address:* [jurij.jaklic@ef.uni-lj.si](mailto:jurij.jaklic@ef.uni-lj.si) (J. Jaklic).

initiatives worldwide can also be found in Gupta and Jana (2003), Joia (2004), Lianga, Xueb, Byrd, and Kelly Rainer (2004), and Smith (2001).

Information technology (IT) has the potential to improve information management and the quality of governmental services. However to take full advantages of IT requires organizations to understand and to overcome several challenges. Technological complexity and incompatibility are neither the only, nor the most difficult challenges to overcome. One of the major challenges is to develop credible business processes for enterprise information management (Williams, Scifleet, & Hardy, 2006). Although much attention has been given to e-government lately, most of the papers treat e-government from a customer's point of view and overlook the benefits it brings to governmental institutions.

Only a few papers deal with the necessary changes in business processes, organizational structures, and information system (IS) inside governmental institutions that have to be performed in order to e-governmental initiatives be truly successful. In Di Mario (2001), the progression of the activities in an e-services introduction project should be: first inside processes and then activities in which customers take part. Similarly in Beynon-Davies (2005) opinion, e-government implementation is not just a technological but also organizational change. It particularly demands a greater customer oriented focus from government agencies and is clearly tied to performance improvement. The paper also reports of the lack of clear case material, which describes the potentialities and pitfalls experienced by organizations grappling with this change. Thus, the root of the problems to be solved in introducing e-services has moved from the technological into the information and process management domain (Mutula & van Brakel, 2006). Therefore, the business process change methods should be used in the framework of e-services introduction.

It is clear that radical changes in the execution of business processes and in the organizational structures are not suitable for the public sector because they are not possible for many reasons. Business process change in the public sector mostly means unification of business processes, automation of some activities and elimination of some unnecessary ones. Organizational changes are achievable only to a certain limit. Therefore, classic methodologies for process change projects have to be adapted. The purpose of the paper is to present the business process change methodology suitable for public sector. The methodology has been developed and successfully applied by the authors and other members of the Business Informatics Institute (BII) at the Faculty of Economics.

The paper is structured as follows: the following section presents business process change methodologies, while Section 3 begins by describing the specifics of business process change projects in public sector and proposes a methodology suitable for such projects. The proposed methodology has been successfully applied in a process change project at the Slovene Ministry of Education, Science, and Sport (Ministry), which is also presented as a case study illustrating the application of the methodology. Problems and topics to which special attention has to be paid and some final remarks are discussed in the last section.

## 2. Business process change

The need for business process change in public sector had been recognized before. In 1990, during the period of many business process reengineering (BPR) projects, e.g. US government organizations went through the reform initiative named National Performance Review (Thompson, 2000), the main intention of which was organizational change. It is particularly important when companies are introducing ERP systems (Al-Mashari & Zairi, 1999; Davenport, 1998), e-business (Bosilj-Vuksic, Indihar Stemberger, Jaklic, & Kovacic, 2002) or SCM systems (Trkman, Indihar Stemberger, & Jaklic, 2005).

Business process change (BPC) is a strategy-driven organizational initiative to improve and (re)design business processes to achieve competitive advantage in performance through changes in the relationships among management, information, technology, organizational structure, and people (Harmon, 2003). It integrates a radical strategic method of business process reengineering and a more progressive method of continuous process improvement with adequate information technology (IT) and e-business infrastructure strategies.

It is very important to use a formal methodology for a BPC project to be successful. A methodology can be defined as a collection of problem-solving methods governed by a set of principles and a common philosophy

متن کامل مقاله

دریافت فوری ←

**ISI**Articles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات