Transformational Government

A Conceptual Foundation for Innovation in Public Administrations

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… thank you for your continuing interest!
Introduction
Welcome | HSG | IWI-HSG

- University of St.Gallen (HSG) - Graduate School of Business, Economics, Law and Social Sciences
- Established in 1898
- Pillars of HSG:
  - Studies (5,300 students at present)
  - Executive education
  - Research
- Website: [http://www.unisg.ch](http://www.unisg.ch)
- Four departments with more than 30 different institutes
Introduction
Welcome | HSG | IWI-HSG

- Four Chairs
- More than 80 employees

- [http://www.iwi.unisg.ch](http://www.iwi.unisg.ch)

- Structured in Competence Centres:
Education:
- Master (M.A.) in Information, Media and Technology Management
- Diploma in IT Business Management and
- Executive MBA in Business Engineering

Organisation of different conferences:
- ECIS 2007 (> 400 researchers)
- User Panels (>150 participants)
- Data Warehousing Conference (>350 participants)
- Value Chain Forum (>100 participants)
- Further events, such as IT Executive Update, Competence Centre Workshops, etc.

Publications in various journals, conferences, books

Research program: “Business Engineering”
Agenda

- Introduction
- Problem & Motivation
- Research Results
- Conclusion & Outlook
Problem & Motivation

Stakeholder expectations

Legal Changes

Public Administration

Technological Changes

Financial restrictions
Problem & Motivation

Collaborative Service Production

Separation of work (Specialisation)

A number of interfaces

Decentralised Responsibilities

Distributed knowledge
Problem & Motivation

“I think you should be more explicit here in step two.”
Problem & Motivation

Classic organisation

Transformation

Organisation in the information society

Supports / structures / explains

Business Engineering

Business knowledge

Methods of change management

Business architecture of the information age
Agenda

- Introduction
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- Research Results
- Conclusion & Outlook
Research Results

BE Basics | Conceptual Model | Implementation
Research Results
BE Basics | Conceptual Model | Implementation

- Strategy Layer
  - Partner network model
  - Customer process model
  - Service model
  - Target system model

- Organization Layer
  - Process model
  - Organisational chart
  - Product model
  - Information model

- Integration Layer
  - Application model
  - Application services model
  - Business objects model

- Software Layer
  - Software component/service model
  - Data model

- Infrastructure Layer
  - Platform infrastructure model
  - Network infrastructure model

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Conceptual Model
Research Results
BE Basics | Conceptual Model | Implementation

Inter-organisational View

Stakeholder Model

Partner Network Model

Service Delivery Model
Research Results
BE Basics | Conceptual Model | Implementation

- Partner Network Model:
Research Results
BE Basics | Conceptual Model | Implementation

- Example of a Partner Network Model:

Modelled with „AdoBEN“
(visit http://adoben.iwi.unisg.ch)
Research Results

BE Basics | Conceptual Model | Implementation | Service Delivery Model

Inter-organisational View

Stakeholder Model

Partner Network Model
Example of a *Service Delivery Model* (health):
Research Results
BE Basics | Conceptual Model | Implementation
Research Results
BE Basics | Conceptual Model | Implementation

Intra-organisational View
Research Results
BE Basics | Conceptual Model | Implementation

IT Architecture Model

Target System Model

Process Model

Intra-organisational View

Service Production Model

Information Model

Organisation Model

Target System

Organisational Structure

Process Organisation

Outcome

Application

Support Process

Management

Hardware

Activity

Information Object

Data Element

Information Management System

Target Value

Performance Indicator

Success Factor

Target

Organisational Unit

Job Position

Employee

Role

Incorporates

Implements

conducts

controls

affects

has

located at

defines

has

Operates

Manages

consumes

produces

is represented by

is connected with

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Research Results
BE Basics | Conceptual Model | Implementation

Organisation

Business Process

Organisational Unit

Information Object

Outcome

Organisational Chart

Task

Research Results

BE Basics | Conceptual Model | Implementation

Organisation

Business Process

Organisational Unit

Information Object

Outcome

Organisational Chart
Agenda

- Introduction
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- Research Results
- Conclusion & Outlook
Conclusion & Outlook
Value | Further Research

- Conceptual model as foundation to identify:
  - ... required, desirable, or even unnecessary model types in order to comprehensibly depict the architecture of an organisation
  - ... impact of changes and consequences for different parts of the architecture

- Transparency of documentations:
  - Redundancy reduction
  - Integrity improvement
  - Simplification of maintenance
  - Common understanding

- Derivation of guidelines for comprehensive change projects (sequence of analysis steps, risk reduction, consideration of stakeholder requirements, etc.)
Conclusion & Outlook

Value | Further Research

Context Factors and Project Types

Objectives

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Conclusion & Outlook

Value | Further Research

Context Factors and Project Types

Objectives

1. Target System
   - Performance Indicators
   - Business Factors
   - Location

2. Organizational Structure
   - Project

3. Process Organization
   - Management Processes
   - Support Processes
   - Executive Processes

4. Application
   - Monitoring
   - Evaluation

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Conclusion & Outlook

Value | Further Research

Current Situation

Target Situation

Timeline
Development of a meta-model describing the interrelations of the elements of the conceptual model on model level (dependencies between all model elements)

Investigation of (administration-specific) context factors and project types which influence the change process

Derivation of context factor- and project type-specific modifications of the conceptual and the meta-model

Analysis of project-related interdependencies between model types in order to derive optimised strategies for analysis (different sequences), involvement of specialists as well as management of the change project
Thank you for your attention!