Transformational Government Minitrack
(Introduction)

Leif Skiftenes Flak
Department of Information Systems
University of Agder, Norway
leif.flak@uia.no

A.Miriam B. Lips
School of Government,
Victoria University of Wellington, New Zealand
miriam.lips@vuw.ac.nz

J. Ramon Gil-Garcia
Center for Technology in Government, University at Albany, USA and Centro de Investigación y Docencia Económicas, Mexico
joseramon.gil@cide.edu

Research demonstrates the critical importance of treating e-Government as a multidisciplinary and multidimensional phenomenon in order to understand and explain its potential for ICT-enabled government transformation. More specifically, strategic, political, institutional, managerial, organizational, legal, economic, and external relationship factors have been identified as key aspects in the study of e-government and, particularly, transformational government. This mini-track examines the complexity of effectively managing e-Government and its transformational potential. Increasingly, this involves inter-organizational collaboration, multi-sector and cross-jurisdictional networks, and the management of a large variety of relationships with both internal and external stakeholders.

This mini-track is one of the key international platforms at which the transformational aspects of e-Government, as well as their implications for government and society, are being discussed from a multidisciplinary perspective. It welcomes papers with an empirical, theoretical, or conceptual contribution that show the importance of governmental, institutional, managerial, and democratic aspects of transformational e-Government. This year’s mini-track attracted eight paper submissions from which four were selected for presentation at the conference.

In their contribution E-Government Stakeholder Analysis and Management Based on Stakeholder Interactions and Resource Dependencies, Dian Balta, Vanessa Greger, Petra Wolf and Helmut Krämar point out that existing stakeholder theory cannot explain the distribution of stakeholder influence or the mutual influence stakeholders have on each other. The authors aim to close this gap by adding a resource dependency perspective through which effective stakeholder management measures can be derived. In applying this perspective on a case study through the use of the dynamic network diagram technique, dependencies, governance mechanisms, dependency power and securing mechanisms are discussed to enhance existing concepts and methods.

In the paper A Decision Enhancement Service for Stakeholder Analysis to Achieve Transformations in the Public Sector, Arjan Knol, Marijn Janssen and Henk Sol argue that public sector sourcing often fails due to stakeholder resistance and power struggles, stressing the need for stakeholder analysis. The paper presents a decision enhancement service for STakeholder Analysis called STAN. STAN enables identification of stakeholder consensus levels that are visualized on sourcing scenario overviews. Three case studies offer evidence suggesting that STAN provides comprehensive insights in stakeholder consensus levels for decision-making.

The paper Should E-government Be Transformational and Participatory? An Essay on E-government in the Utilitarian Mode of Information Technology Use by Hun Myoung Park explores the utilitarian, solidary and participatory modes of e-Government. e-Government stakeholders visit government Web sites to pursue material incentives and rarely expect interactions there. Still, senior managers tout transformational and participatory e-Government symbolically and/or ostensibly for their political gain. According to this essay, e-Government is not transformational and participatory, but rather instrumental to get utilitarian incentives.

In the paper Towards a Theoretical Model for Co-Realization of IT Value in Government, Leif Skiftenes Flak, Hans Solli-Saether and Detmar William Straub studied how public organizations collaborate to realize value from their IT investments. The authors argue that the literature on benefits management provides very limited guidance on how to realize benefits in collaborative efforts, and argue the need for adding another theoretical perspective; co-creation of IT value. Based on a qualitative case study, the authors merge elements from the two theoretical strands into a new theory of co-realization of IT value.