

Interoperability Winter School 2019

Day 2 – Workshop

Future of Digital Transformation

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European
Commission



PUBLIC GOVERNANCE INSTITUTE

Workshop Aim

This workshop aims to

- enhance the understanding of the ‘digital transformation’ concept
- to identify the factors influencing digital transformation
- possibilities for a successful digital transformation of the public sector in Europe
- Identify the strengths, weaknesses, opportunities, threats of future digital transformation

→ Final results to appear in Winter School Report!

Workshop Rationale

Although technology is a necessary building block for digital transformation,...

...it is not sufficient for a successful digital transformation.

Indeed factors such as...

...a governance structure, legislation, organisational culture and individual personal skills are also essential.

Workshop Overview

14h20 – 14h30: General introduction

14h30 – 14h45: Concept “Digital Transformation”

14h45 – 15h30: SWOT Analysis Part I

15h30 – 15h45: Presentation of SWOT Analysis Part I

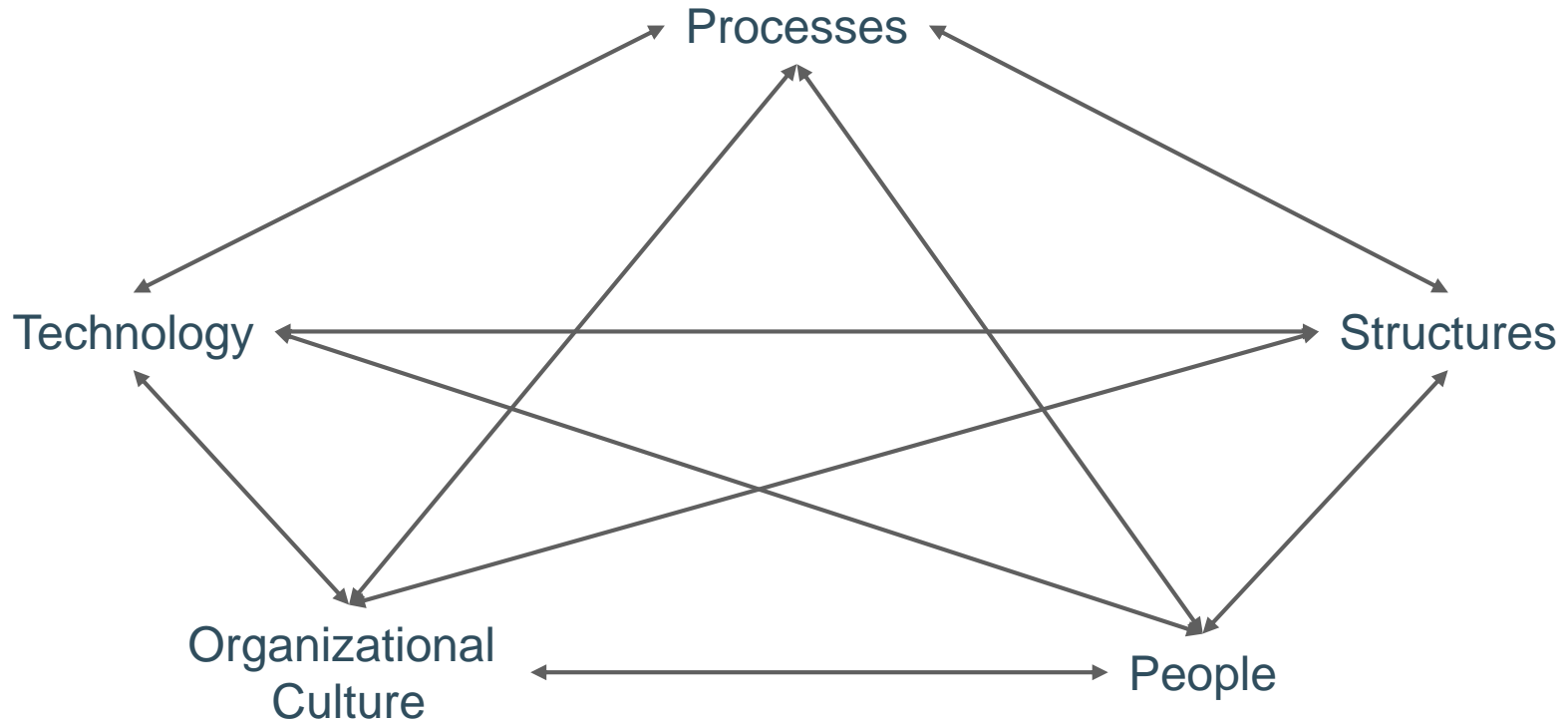
15h45 – 16h00: Break

16h00 – 16h45: SWOT Analysis Part II

16h45 – 17h00: Presentation of SWOT Analysis Part II

Concept Digital Transformation

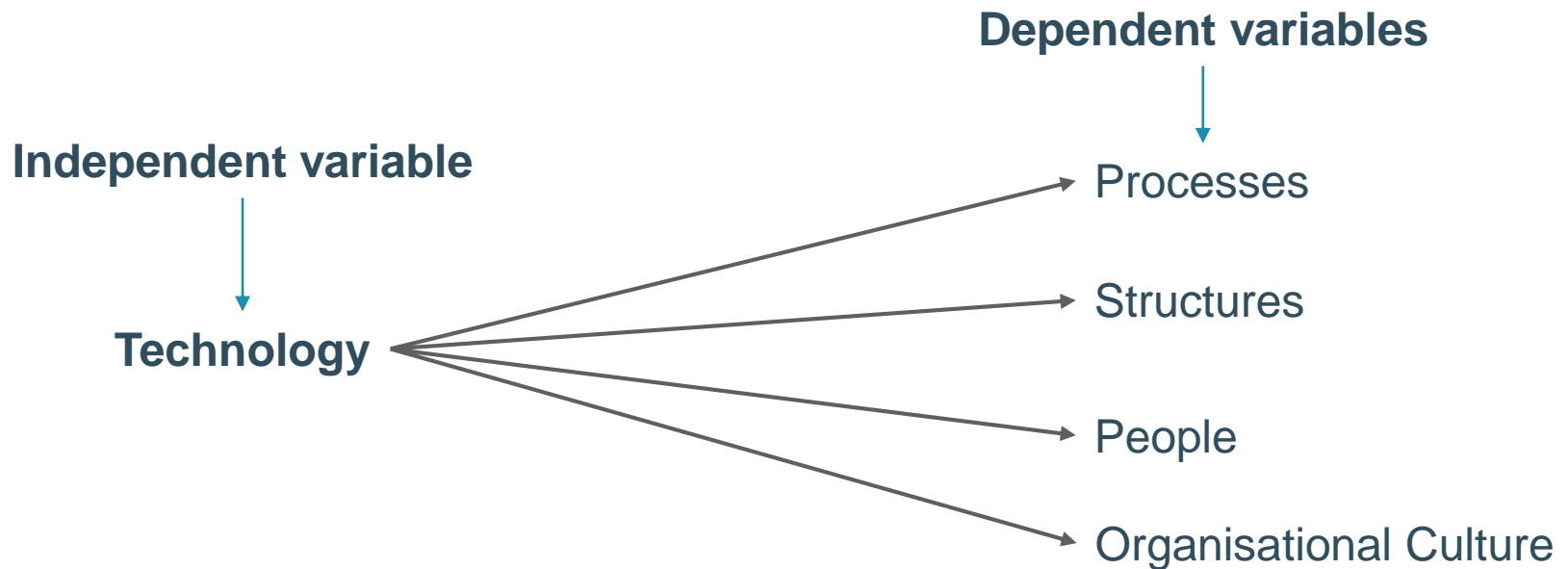
The original view on the role of technology



(Nograsedk & Vintar, 2015)

Concept Digital Transformation

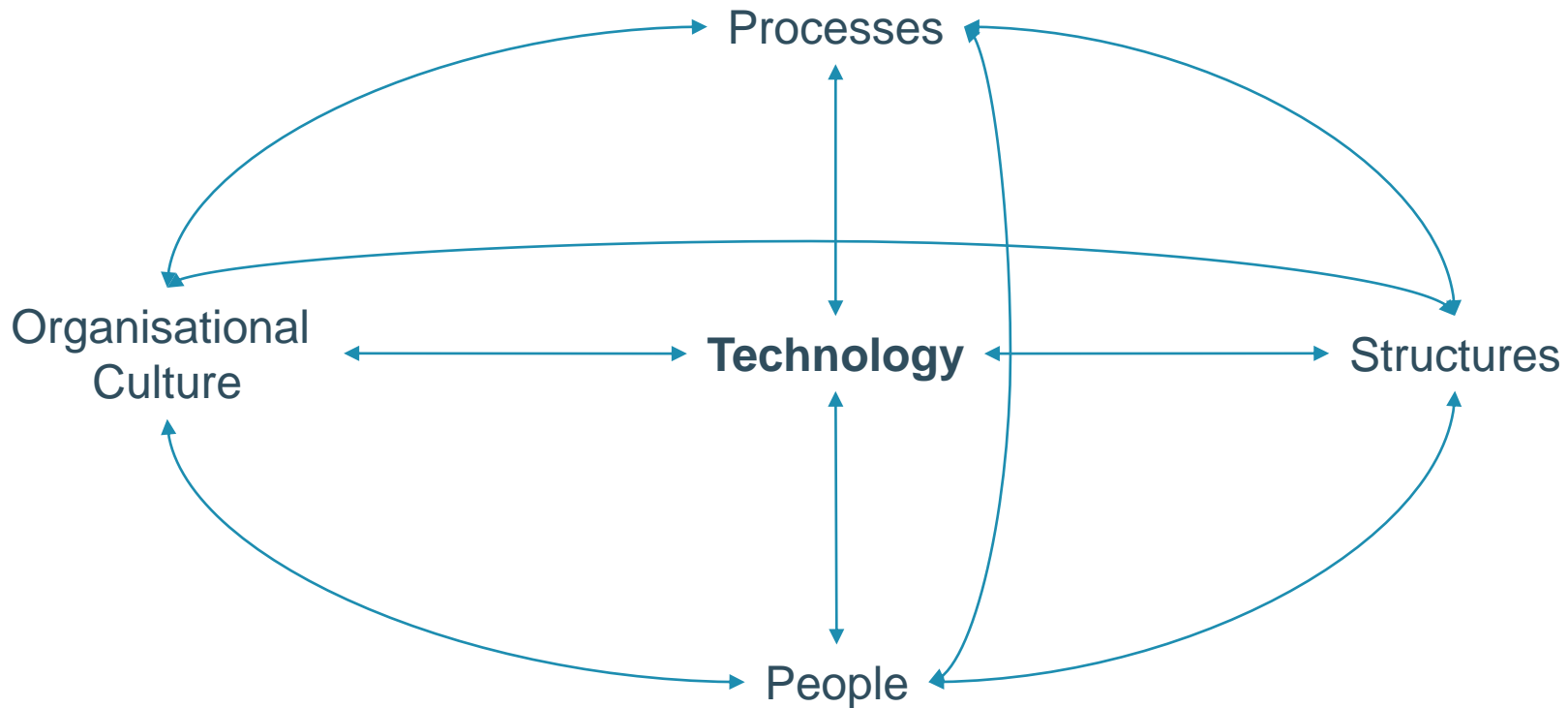
Technological determinism model



(Nograsek & Vintar, 2015)

Concept Digital Transformation

A synthesis: The role of ICT in the e-government era



(Nograsedk & Vintar, 2015)

Concept Digital Transformation

Various definitions of the same concept:

- European Commission (2013): “ ... means new ways of working with stakeholders, building new frameworks of service delivery and creating new forms of relationships”
- Berman (2012): “ ... a way to rebuild business models following the needs of customers by using new technologies”
- Andal-Ancion, Cartwright, Yip (2003): “ ... a way to improve customizability and automation through standardization”

Concept Digital Transformation

Bringing together the variation:

“A process where digital technologies
create disruptions
triggering strategic responses from organizations that
seek to alter their value creation paths
while managing the structural changes and organizational
barriers that
affect the positive and negative outcomes of this process”

(Vial, 2019)

Concept Digital Transformation

But: Need to differentiate between “digitization” – “digitalization” – “digital transformation”

- **Digitization:** The transition from analog to electronic services with a 1:1 change in the delivery mode and the addition of a technological channel to the delivery of services.
- **Digitalization:** The focus on potential changes in the processes beyond mere digitizing of existing processes and forms.

(Mergel, Edelmann, Haug, 2019)

Concept Digital Transformation

- **Digital transformation:**

A holistic effort to **revise core processes and services** of government **beyond the traditional digitization efforts**, resulting in a **complete revision of existing services** and the **creation of new digital services**.

The outcomes focus on the satisfaction of user needs, new forms of service delivery and the expansion of the user base.

→ **Importance of value creation for the user!**

(Mergel, Edelmann, Haug, 2019)

Concept Digital Transformation

Factors to take into account!

Processes

Organizational structures

Service infrastructure and applications

People, skills and competencies

Culture, ethics and behaviour

Principles, policies and frameworks

Information

(COBIT, 2012)

So, what to do in this Workshop?

- Think about the concept “digital transformation” and try to come up with a description of what it means.
- Conduct a SWOT Analysis
 - Part 1 = Problem identification: Focus on the Strengths, Weaknesses, Opportunities and Threats.
 - Part 2 = Strategy definition: Focus on how to deal with the SWOT Results
 - Formulate general lessons for the future of digital transformation.
- Present outcomes to the group.

Some practical questions

- What is a digital transformation for you / your organization / your country?
- What have been the main influencing factors (positive / negative) for the digital transformation?
- What are the strenghts and weakness of a digital transformation for your organization / country?
- Where do you see opportunities / threats of a digital transformation for your organization / country?

→ Think about Europe: Which role was / is / will there (be) for the EU?

SWOT Analysis: Step 1

Helpful (to objective)

Harmful (to objective)

Strengths (blue)

What is proceeding well with the digital transformation in Europe?

Weaknesses (pink)

What are the weaknesses of the digital transformation in Europe?

Opportunities (green)

What are the prospects for the digital transformation in Europe?

Threats (orange / yellow)

What are the obstacles for the digital transformation in Europe?

SWOT Analysis: Step 2

Think about solutions / possible actions, and the role of the different actors to deal with the identified elements of the SWOT Analysis.



1. Define priorities to be tackled.
2. Formulate lessons learned for the Future of Digital Transformation.

Recap: Workshop Aim

This workshop aims to

- enhance the understanding of the ‘digital transformation’ concept → **Intro + Personal Reflection.**
- to identify the factors influencing digital transformation → **Consider various layers of public administration** (EU, national, sub-national, local).
- possibilities for a successful digital transformation of the public sector in Europe → **Consider various layers of public administration** (EU, national, sub-national, local).

SWOT Analysis

- Think about examples → structure your ideas!
- Make groups of 4 – 5 participants
- Pick a spot in the room
- Write your SWOT Elements on specific coloured Post-it's (blue, green, red, orange/yellow).
- Allocate a moderator/speaker-reporter
- Think about general lessons learned for the Future of Digital Transformation