

WebSphere® software



Putting e-government to work for you.



Your region is economically solid with a highly educated workforce. Your cities have exceptional parks, greenways and other leisure-time and cultural draws. Downtown areas have been revitalized, and you have several major universities in the area. So attracting new businesses to locate in your area should be simple.

Now, imagine you're a small business owner looking for a place to call home. You go online first, searching government Web sites for information about how to get a business started in your top five cities of choice. One city's Web site is difficult to navigate. You're patient. But after 10 minutes of searching for a link that will help you navigate through all the steps required to start a business, you give up. Another city's Web site is easier to use, but you find it will take individual interaction with five different agencies – and 120 days – just to get up and running.

*According to Gartner, IBM is a Tier 1 vendor in state and local e-government presence and vision — industry revenue, depth and breadth of industry expertise, market positioning, reference accounts, skill set, portfolio of solutions and alliances.**



Seize new opportunities for growth

In a world where a Web year is only 90 days long, small and mid-sized businesses can't afford to waste any time. And you can't afford to miss out on opportunities to attract businesses that aren't willing to make multiple telephone calls, complete mounds of paperwork and wait on lengthy administrative processes.

To begin to drive more economic growth in your locale, you should streamline access to information, processes and applications so new business owners can find everything they need to know about starting a business through one easy access point. An e-government Web portal is a good way to start satisfying demands for faster, more efficient service. But to gain the full benefits of e-government, each of your departments and agencies should view interactions from a total customer experience perspective and build this into your portal design. Otherwise, the portal will provide no more than a window into your individual agencies—and their unconnected processes.

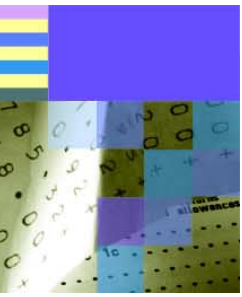
To improve operational efficiencies, you'll have to figure out how to cut excess steps and manual interventions from your internal processes. And this is no simple task. On average, a single government has between 50 and 70 different agencies or departments that need to be connected to deliver seamless interaction and services for citizens and businesses. Leading-edge technology can help connect these multiple processes, legacy systems and government agencies.

To compete, you'll have to scrutinize the way every aspect of your government functions—whether it's delivering and administering services, developing policies or managing regulatory compliance. To succeed, you'll need to establish a clear vision of your e-government goals and how to achieve them.

How important is e-government to you?

Being a catalyst for economic development is only one of the challenges city, state, regional and national governments face. In addition to spurring economic growth and competing in a global economy, governments are being asked to use technology to:

- *Improve customer service by making citizen services more accessible, responsive and affordable.*
- *Reduce spending at all levels while increasing revenue.*
- *Enhance organizational effectiveness.*
- *Improve operational efficiency.*
- *Facilitate effective decision making.*
- *Enhance citizen participation.*
- *Redefine community interactions.*



Position your government for the future

To position your government as a key force in the global economy, analyze your goals and priorities. Strategic e-government transformation generally involves focusing on at least one of these four basic cornerstones:

- *Customer-centricity, rather than agency organization.*
This requires establishing mutually beneficial relationships between customers and governments, with all your processes designed around the customer.
- *Knowledge focus, rather than isolated data collection.*
To succeed with this approach, you must thoroughly integrate, analyze and use all knowledge you gather from data to improve policy decisions and government services.
- *Government integration, rather than isolated operations focused on geographic or functional demands.*
This requires a high degree of interaction between agencies and various levels of government to facilitate seamless and virtual decision making and service delivery.
- *Private-sector involvement, rather than government-led service delivery.*
This means using leading-edge technologies from private-sector parties for decision making and service delivery.

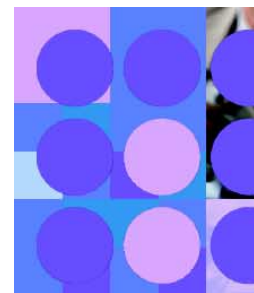
Initially, you may choose to focus on just one of these cornerstones. As your e-government matures, however, your priorities should broaden to include all four.

Evolution of e-government

E-governments typically evolve in four waves of development.

- *Wave one*
Getting online. Most governments have already moved out of this initial stage of simply publishing information on the Web.
- *Wave two*
Enhancing services through portals and enabling transactions. This is where most governments are positioned today.
- *Wave three*
Positioning for transformation. A few innovative governments today are in this stage of becoming more customer-centric and beginning to transform their business architectures.
- *Wave four*
Adaptive e-government. Few governments today function at this advanced level. In stage four, business is conducted from anywhere, at anytime—through a variety of devices.

Today, in stage two of evolution, most governments are enhancing their existing Web sites and portals with more functionality, more complex transactions and more sophisticated capabilities, such as shared calendars and video streaming of legislative sessions. The Internet has become a full-fledged service delivery channel rather than just an access point. Customers can perform key transactions—filing taxes, renewing licenses—through the government portal. During this second phase of e-government, existing business processes are converted to an electronic format. Governments in stage two have begun to establish policies, management structures and private-sector partnerships to facilitate electronic delivery methods.



VicRoads: IBM technology paves the way for faster, better service

VicRoads, an agency of the state of Victoria, Australia, is responsible for the state's extensive (22,240 kilometers) arterial road network. Tasks range from transportation planning to administration.

Above and beyond such high-profile services as licensing and registration, VicRoads also provides VSR Online, a service that provides car dealers and financial institutions with a means of placing and tracking the status of vehicles, thus protecting their legal and financial interests.

VSR Online evolved from an earlier solution that ran on the provider's proprietary platform. After the provider announced that it planned to discontinue the service, VicRoads needed to rapidly develop a platform for the efficient development and delivery of next-generation, Web-based applications. The Web-based customer self-service solution they implemented included IBM WebSphere® Application Server and IBM MQSeries® software.

In addition to saving its customers the chaos of disrupted service, VicRoads also saved (and continues to save) itself an estimated A\$600,000 annually in administrative costs, while its customers save an estimated A\$1 million or more in similar costs.

Stage three requires a more fundamental shift in the way your government thinks and conducts business. E-government will start to become more customer-centric. You'll begin to transform your business architecture and collaborate more across departments by integrating structures, policies, processes and technology infrastructures to provide common services. So when someone selects a Web link to start a new business, your portal will integrate with tax, labor relations and copyright activities. You'll start to collaborate to manage back-office operations like payroll, benefits and procurement. Customer service channels will be enhanced—so, for example, e-mail data will be captured and stored with information captured from call centers and one-on-one interactions. During stage three, your e-government ventures will begin to facilitate more effective decision making and citizen participation. And the strength and flexibility of your IT infrastructure will become a major predictor of your success.

Becoming an adaptive e-government—stage four—means erasing any remaining lines between operations, organizational structures and IT systems. To get here, rethink your processes from the outside in, like a citizen, a business or another government agency that needs to conduct business with you from anywhere, anytime—using devices like the Web, telephone, kiosks or personal digital assistants. Enable dynamic interaction with constituents, other government agencies and private-sector enterprises. During this phase, e-government can become a non-intrusive, adaptive part of society.



To effect meaningful change as your e-government evolves, you'll need a strategic and proven approach. IBM provides consulting, industry solutions, implementation services, software, hardware and financing. And our end-to-end e-government solution—powered by award-winning IBM WebSphere software—gives your e-government a solid foundation to help you reach your goals.

IBM—helping governments succeed

IBM is a leading technology provider for governments worldwide—with proven industry expertise, world-class skills and numerous government customers. The flexibility of IBM's portfolio of solutions is strengthened by alliances with key IBM Business Partners.

We have a Center for e-business Innovation that's dedicated to the public sector. IBM also founded the Institute for Electronic Government in 1995, which is a vital link in our chain of exploration, analysis and leadership in the transformation of governments at all levels throughout the world. Our solutions have been tested, proven and refined through numerous engagements with governments.

IBM WebSphere software—the core of your e-government

We build e-governments using WebSphere software as our e-business platform. With IBM's extensive base of WebSphere software global customers and Business Partners, the IBM WebSphere software platform is one of the most rapidly growing e-business foundations.

With IBM technology as the foundation of your e-government, you can build, deploy and manage e-government services today—and be poised to add new services in the future. The WebSphere software platform provides state-of-the-art applications and tools to help you deliver fundamental constituent services that are dependent on the availability, reliability and performance of your core computer systems.

Successful e-government means putting your constituents first, so you can address needs from their perspectives. This means personalizing information to fit their requirements and leveraging portal technology to deliver information and services in new, more meaningful ways. It also means expanding access beyond simple PC browsers to the myriad of devices your citizens will use in the future—like cell phones and handheld devices.

As your e-government evolves, you'll be dependent upon the integration capabilities of your technology. So you can link data and information from many different sources and multiple applications. With dynamic integration, you can empower your managers and department heads to automate and optimize government processes, delivering greater value to citizens. And with IBM technology, you can leverage investments in your current systems by updating them to work in sync with your e-government initiatives.

IBM consultants and project managers have hands-on experience implementing government solutions, and we share intellectual capital, expertise and best practices across the world to provide consistently high-quality results. An IBM WebSphere e-government solution can help you to:

- *Build a strong, dynamic infrastructure that's flexible enough to meet changing demands.*
Use the IBM WebSphere software platform as the foundation and tools to quickly build, test and deploy your Web site. The WebSphere software platform is built using open industry standards, illustrating IBM's commitment to delivering high-quality tools that can shorten costly development cycles and increase developer productivity. By designing your e-government on an open-standards-based platform, you can enhance interaction and integration between agencies—and provide an environment for flexible, dynamic e-business development. And to help you manage end-to-end security, use Tivoli® software from IBM.

- *Enhance services and enable transactions.*
Use commerce and portal capabilities of the WebSphere software platform to give citizens, businesses and employees an entry point into your government operations, with personalized views—and to enable online transactions. With the WebSphere software platform, you can build powerful portals to help constituents, employees and other government agencies find the information they need—in a highly interactive, personal way. And with WebSphere software's dynamic performance and personalization capabilities, you can deliver a top quality experience. Users will be able to quickly access your site, perform transactions and easily locate information targeted to their needs.
- *Integrate applications within and across multiple agencies.*
Use the WebSphere software platform's business integration capabilities to automate processes and transactions, orchestrating existing legacy information, applications and service delivery through your e-government portal. Leverage IBM's relationships with Business Partners—like Siebel, KANA and PeopleSoft—and deliver their capabilities as part of your e-government solution. And to deliver effective content management and business intelligence across your agencies, use IBM DB2® Universal Database™.
- *Dynamically interact with constituents, other government agencies and private-sector parties.*
Use wireless and voice capabilities of the WebSphere software platform to connect through different devices like handhelds, fixed and mobile phones—and to interact in different languages. And use Lotus® software from IBM to provide messaging and interagency collaboration tools.



Starting a business using an e-government portal

Imagine that you're a small business owner using e-government Web portals to help you decide where to locate your company. What would your experience be like if you were using the portal of a fully evolved e-government?

First, you would select one option from the portal that would tell you everything you need to do to start a business in that region. Then, you would be directed to perform a preassessment—like checking for property liens and trademarks or copyrights on the company name. You'd be guided to evaluate industry, trade or administrative rules. Perform a market assessment by searching for competitive positions. Develop a business case and seek funding.

Next, you would learn all the steps required to establish your business. Sending in company information. Submitting the trademark diagram and payments. And receiving verification and a tax identification number.

Finally, you'd be able to use the portal to hire resources and establish benefits. File for patents. Request and receive funding from private-sector firms. And establish processes for business inspections and labor relations.

Complete instructions about how to start a business in your first choice of locations—and it all starts with the click of just one button.



E-government at work

Successful e-government can help to reduce costs and boost revenue. By moving services online, some governments have increased compliance with tax-filing laws—resulting in significant revenue gains. Consider an example.

The agency

The California Franchise Tax Board (FTB): the agency responsible for collecting personal income taxes, bank and corporation taxes for the State of California.

The situation

The FTB's goal was to increase compliance with tax-filing laws. Both businesses and individuals who fail to file tax returns represent significant revenue loss for the state. In addition, e-government initiatives in California—and nationally—created incentives for government agencies to increase efficiency and employee productivity.

Solution partner

IBM Global Services provided the expertise about government revenue applications, as well as a scalable, reliable platform to integrate legacy applications and develop new ones for the Internet.

The system is constructed using IBM WebSphere Application Server. WebSphere software provided the foundation not only for the Web-based solution but also for the integration with other back-end databases and systems.

The bottom line

According to the FTB, it has realized a 17 percent improvement in filing base, which in a state the size of California is significant: US\$68 million in revenue has been generated since the implementation of the new system. And redesigned tax notices generated by the system have improved response rates by seven percent.

What does the future look like?

The future promises a pace of change that's astounding—and, along with it, tremendous demands on supporting technology. The Internet cut the cost of disseminating information. The next-generation Internet—with pervasive computing and high-speed access—will accomplish that again, opening even more channels of communication and cutting costs further. Today, the majority of people view the Web through their PC browsers. Over the next several years, that will change as more people begin to use handheld and wireless devices—like personal digital assistants, pagers and telephones—to access the Web.

As you plan the future of your e-government, you'll need to consider that constituents and other government agencies will expect:

- *Faster access speeds*
- *More individualized services and content*
- *Easier access to and personal interaction with government officials and agencies*

Most governments will have to spend heavily to continue moving at the speed of e-business.



Why change?

Becoming an e-government will require a major transformation of business systems, processes and people. But it can deliver tremendous benefits for citizens, businesses, employees and other governments, including:

- *Boosted economic development*
Creation of a strong workforce, attraction of new businesses and investors
- *Enhanced citizen participation*
More opportunities to engage citizens throughout the democratic process, enhanced communications with government officials, easier access to relevant content
- *Improved policy formulation*
Enhanced audit and compliance, improved decision-making processes
- *Better quality of service to constituents*
Improved customer support, efficient and convenient services, extended service offerings
- *Increased operational efficiency*
Improved data collection, more efficient, streamlined processes, better-managed organizational savings, additional revenue streams
- *Redefined communities*
Diverse virtual communities, enhanced citizen-to-business interactions
- *Improved organizational effectiveness*
A more challenging work environment, enhanced employee productivity, skill development and organization interoperability

Your traditional agencies might still be in place. But today, more than ever, the success of your e-government depends on the strength and flexibility of your technology.

It's up to you to prioritize your goals and focus your short- and long-term efforts on meeting them. With our solid industry experience, consulting services and solutions, IBM can help you find the way.

For more information

To learn more about IBM e-government solutions, visit ibm.com/websphere/egov.



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* Gartner "State and Local E-Government Competitive Matrix, 2001", R. Sood, December 2001.

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