# b.í.

# *Bulletin Informatique*

**BEST PRACTICES IN E-ADMINISTRATION**

30 JUNE 2000
EUROPEAN COMMISSION
JEAN MONNET BUILDING
LUXEMBOURG/KIRCHBERG

## Best Practices in e-Administration

june 30, 2000
Bâtiment jean Monnet
Luxembourg / Kirchberg

LE GOUVERNEMENT

di

# CONTENTS

*CEE: XIII/36*

# Welcome and introduction

by  Mr. Fernando de ESTEBAN
    Director of the Informatics Directorate, European Commission

Monsieur le Secrétaire d'Etat, Mesdames, Messieurs,

Je suis fort heureux de vous recevoir à Luxembourg pour ce 3ème Symposium organisé par la Direction informatique. Comme chaque année ce Symposium a pour objectif d'analyser les évolutions qui nous semblent les plus importantes dans l'actualité informatique. Les symposiums des années précédentes ont traité respectivement de l'impact de l'introduction de l'Euro, du passage à l'an 2000 et des débuts du commerce électronique. Cette année nous allons nous pencher avec vous sur ce qu'il est convenu d'appeler «e-Administration». Je vous remercie d'avoir été si nombreux à répondre à notre appel. L'évolution actuelle vers une «e-Administration» me semble extrêmement importante, elle jouera un rôle principal pour l'avenir de la civilisation occidentale dans le contexte de la globalisation en cours.

Je voudrais tout d'abord vous demander de bien vouloir excuser le Vice-président de la Commission, M. KINNOCK, qui n'a pas pu être des nôtres aujourd'hui. Il attache énormément d'importance à l'évolution de l'administration européenne vers une «e-Administration». Il considère que cette évolution constitue un des piliers sur lesquels s'appuiera la réforme de la Commission européenne. Je suis certain que les autres institutions de l'Union pourront également s'inspirer des idées que vous allez émettre aujourd'hui, afin que nous puissions tous nous aligner avec les progrès que la technologie nous offre.

Je voudrais également remercier très sincèrement M. SCHAACK et le Gouvernement luxembourgeois pour l'aide précieuse qu'ils nous ont apportée tant du point de vue intellectuel que du point de vue matériel, en participant au financement de cet événement. Je voudrais enfin adresser des remerciements sincères à tous ceux qui ont très activement participé à l'organisation de cette rencontre, en particulier les rapporteurs qui aujourd'hui sont parmi nous mais également la DG Marché intérieur, la DG Société de l'information, la DG Budget, la DG Personnel et administration et naturellement la DG Entreprises.

Monsieur LIIKANEN, responsable de deux de ces Directions générales, Entreprises et Société de l'information, nous rejoint à l'instant, je lui adresse tous mes remerciements pour avoir bien voulu accepter de venir nous parler aujourd'hui. Je suis certain que nous pouvons compter sur son appui pour le déploiement de cette nouvelle forme d'administration si importante pour l'avenir.

---

Comme je vous le disais, il y a quelques instants, l'objectif des symposiums précédents était de faire le point sur l'impact de l'introduction de l'Euro, l'impact du passage à l'an 2000 et sur les débuts du commerce électronique. Aujourd'hui, nous consacrerons nos travaux à l'administration électronique, l'administration sans papier. Cette nouvelle approche permettra non seulement à la Commission mais également à tous les intervenants de la société européenne mieux communiquer avec les citoyens, les entreprises et les autres administrations. Elle s'inscrit dans la tendance actuelle extrêmement forte vers une amélioration de la transparence dans les relations entre les administrés et l'administration en les rendant beaucoup plus rapides et beaucoup plus efficaces.

Ce débat sur l'amélioration de l'administration, par le recours aux nouvelles technologies de communication et d'information, n'est pas nouveau pour la Commission. Depuis plusieurs années déjà, les services de la Commission recouvrent de façon systématique au progrès technologique. Je n'en prendrai que deux exemples:

◆ Le courrier électronique ; au début de l'utilisation généralisée à l'intérieur de la Commission de ce moyen d'échange d'information, en 1997, environ 400.000 messages *e*-mail étaient échangés par mois; aujourd'hui 8.000.000 de messages sont échangés chaque mois. Cette croissance remarquable de l'utilisation du courrier électronique à l'intérieur de la Commission s'est accompagnée d'une évolution similaire des échanges avec le monde extérieur.

◆ Le développement du serveur Europa. Pour la même période 1997-2000, le nombre d'accès est passé d'environ 500.000 par mois à près de 27.000.000.

Le progrès technologique touche donc de très près la Commission et continuera de le faire à l'avenir grâce, entre autres, à la politique qui se développe au sein de l'Union européenne dans la foulée des conclusions du sommet de Lisbonne. Je suis convaincu, et nous avons eu hier une réunion entre les différentes institutions qui le confirme, que tous mes collègues des autres institutions poursuivent le même objectif d'appliquer à l'organisation et à l'administration le développement extraordinaire de l'électronique tant du point de vue interne que dans les contacts avec le monde extérieur.

Monsieur le Secrétaire d'Etat, Monsieur le Commissaire, Mesdames, Messieurs, il est temps que je clôture cette introduction pour donner la parole aux autres intervenants et, tout d'abord, à M. Joseph SCHAACK, qui doit nous quitter rapidement en fonction des obligations qui incombent à tout Secrétaire général d'un gouvernement.

# Opening Speech

by  Mr. Joseph SCHAACK
State Secretary for Civil Servants and Administrative Reform,
Luxembourg Government

Monsieur le Commissaire,
Monsieur le Directeur,
Mesdames et Messieurs,
Chers participants à ce symposium,

Vous êtes tous venus participer au symposium d'aujourd'hui qui, sous le nom de «Best practices in e-Administration», se propose d'analyser un peu plus en profondeur les relations existantes et futures entre les administrations, les citoyens et les entreprises du secteur privé. Nous savons tous que nous sommes engagés dans une révolution technologique jamais vécue jusqu'à présent, nous sommes certes présents au rendez-vous, mais nous ignorons encore tout des nouvelles dimensions qui timidement commencent à se montrer à l'horizon de l'an 2000. La particularité du symposium d'aujourd'hui est à chercher plutôt dans les changements technologiques que l'administration a à défier, alors que nous savons que nos amis du monde des affaires y sont engagés depuis longtemps déjà. Cette approche me semble bien choisie ; elle permettra - je le suppose et je l'espère - de voir en quel sens l'administration pourra apprendre des expériences vécues par d'autres dans ce domaine. Mais je suis de même convaincu que les représentants du secteur privé aujourd'hui parmi nous auront également une oreille attentive à ce qui est en train de changer dans le secteur public.

Mesdames et Messieurs, vous savez que le Gouvernement luxembourgeois a voulu organiser le symposium d'aujourd'hui ensemble avec les services responsables de la Commission Européenne. En tant que Secrétaire d'Etat responsable pour la Fonction Publique et la Réforme Administrative, vous comprendrez que je tiens à souligner d'emblée l'intérêt que le Gouvernement luxembourgeois attache à ce symposium et au sujet retenu, en particulier en relation avec son programme d'action en matière de réforme administrative. Vous comprendrez dès lors aussi que je me réjouis tout particulièrement de l'intérêt que, par votre présence, vous manifestez à l'échange des meilleures pratiques en matière d'utilisation des technologies de l'information et de la communication, qu'elles proviennent du secteur privé ou qu'elles soient issues du secteur public.

Vous me permettez de réitérer, en le précisant davantage encore, l'intérêt que nous devrions porter tous aux nouvelles technologies de l'information et de la

communication comme étant LE facteur déterminant dans une révolution technologique sans précédent par sa rapidité et son ampleur.

Il est certes vrai que ces technologies ne déterminent rien par elles-mêmes et ne constituent nullement un objectif en soi, mais je reste persuadé que les nouveaux usages dont elles font et feront encore l'objet possèdent le potentiel de changer de manière fondamentale bon nombre de nos pratiques sociales, économiques et culturelles.

Le service public - qui ne peut de toute évidence pas échapper ou rester immuable face à l'évolution qui se dessine - se trouve confronté dès lors à des défis qu'il convient de relever et qui dépassent le simple cadre d'une discussion sur l'opportunité de la mise à disposition «en ligne» d'informations administratives ou encore de la création de téléprocédures susceptibles d'ouvrir un nouveau chemin d'accès pour l'usager.

Tout en insistant sur l'importance de telles initiatives, en raison de leur impact sur la qualité du service rendu, j'estime que l'administration se verra obligée de procéder à une remise en question plus fondamentale tant du point de vue de son fonctionnement interne que du point de vue de son rôle à jouer dans une société de l'information interconnectée et développant ses propres exigences.

En effet, l'Administration, contestée d'une part sur le plan d'un fonctionnement interne, perçue comme mal adaptée aux exigences nouvelles sur le plan de la communication de l'information ou sur le plan des processus de prise de décision, se trouve simultanément sollicitée dans d'autres domaines. Qu'il me soit permis de citer dans ce contexte le seul aspect de la dimension sociale à laquelle le Gouvernement luxembourgeois est particulièrement attaché et où il y a lieu d'éviter à tout prix le risque d'une «fracture numérique» entre ceux qui sont connectés et les autres, combiné au souci d'assurer l'égalité d'accès de tous aux technologies de l'information surtout en termes d'éducation. Vous avez compris ce que je veux dire: une administration à deux vitesses, la première pour ceux qui sont technologiquement mieux nantis, la deuxième, plus traditionnelle, pour les autres, serait tout simplement la mort de l'administration.

Mesdames et Messieurs, je pense que sur le plan du mode de fonctionnement interne, les technologies de l'information et de la communication peuvent constituer un puissant levier en matière de réforme administrative. Je me limite à vous renvoyer aux multiples possibilités en matière de décloisonnement des services, domaine dont nous nous préoccupons plus particulièrement dans le cadre du projet RACE, Réforme administrative par la coopération électronique entres autres. Sans vouloir exposer le contenu d'un projet particulier sur le plan national, il m'importe d'insister dans ce contexte également sur l'aspect de la nécessité d'assurer l'adhésion des fonctionnaires et employés aux projets de réforme.

Cette adhésion devra passer d'une part par la généralisation des formations en matière de technologies de l'information, et d'autre part par le développement de la capacité de transfert d'expériences réussies à l'échelon national et international.

Dans une telle situation où les choix à prendre restent encore ouverts, mais peuvent se révéler lourds en conséquences, il est primordial d'élargir son champ de vision et de s'informer en profondeur sur les évolutions qui s'engagent. Assurer la compréhension et par la suite une éventuelle généralisation des expériences réussies tant du secteur public que du secteur privé me semble une approche particulièrement adaptée à ce stade et explique pour beaucoup notre engagement dans l'organisation d'événements tel que le symposium d'aujourd'hui.

Mesdames et Messieurs, permettez-moi à la fin de remercier la Commission Européenne, et plus particulièrement Monsieur Fernando de ESTEBAN, le directeur de la Direction Informatique, pour avoir eu l'idée d'organiser, et finalement avoir rendu possible le symposium d'aujourd'hui. J'ose exprimer le souhait que cette première expérience pourra bientôt être suivie par d'autres, et il serait dans tous les cas intéressant de développer dans ce domaine une collaboration régulière entre le Gouvernement luxembourgeois et la Commission européenne.

Mes remerciements s'adressent bien sûr - et je voudrais en terminer par là - aussi à vous tous ici présents, orateurs et participants, en vous souhaitant des débats fructueux et un agréable séjour à Luxembourg.

Je vous remercie de votre attention.

# Opening Speech

by Mr. Erkki LIIKANEN
(Commissioner for enterprises and information society)

Lisbon Summit put e-Europe to the European agenda. Two weeks ago the European Summit of Feira agreed on an action plan with concrete targets.

The stakes for public administrations are high. They must lead by example and improve the quality of their services. In the move to e-government, public administrations act as **providers** and **customers**. They have a key position because of their procurement power. e-Procurement has become one of the priorities in e-Government initiative (you will hear about the "SIMAP" project of the Commission this afternoon).

The administrations have an important role to play in the promotion and development of e-commerce. Interaction with administration and use of the services provided by the public sector are part and parcel of the area.

However governments cannot dictate which direction the e-revolution will take. This will be determined by the electronic commerce community.

As said, the best way for public administrations to stimulate the use of ICT is actually to use it. Currently the government is the largest buyer in many European countries with public procurement representing a large part of the EU economy (about 12% of EU GDP). The Member States themselves have confirmed their commitment to ICT by legislating for its promotion and introduction at various levels of public government.

However the public sector is constrained by financial and budget limitations and by the sheer scale of the adaptation to the changing needs of enterprises and citizens. Therefore the public sector must redefine its role and ways of operating, public administrations must become more flexible, more efficient and less costly.

A transition period is necessary where costs of the paper-based procedures, processes and structures will continue to inflate public service costs; the potential savings from ICT will not be made overnight.

The first change will be towards 'customer centricity'. The citizen is of primary importance. However, the first generation of products and services in administrations have mostly been in the service of the public bodies themselves.

---

**The Interchange of Data between Administrations** is high on the priority list of the Commission. The IDA programme facilitates the exchange of information between Member States at trans-European level, with administrations, citizens and enterprises as beneficiaries.

IDA provides a range of IT solutions and guidelines that Member States can use to work together electronically. In addition, IDA has defined and established a minimal European telematic infrastructure. Member States can easily connect their own systems, be they at national, regional or even local levels. This way, they can communicate with each other and with the European Institutions.

The provision of customer-oriented services is now key for the Member States. Through IDA, we work closely with the Member States to identify where services are being introduced and what additional functionality is required to 'add value' at trans-European level.

IDA will support eEurope's Government Online priority area with a series of actions at European level:

First, **Portals to Europe-level Information**

We all know the problem of first classifying information and then making it available, in an easily intelligible form. IDA already has active projects in the areas of employment, environment, and technical regulations. IDA will capitalise on this work and will provide portals to this information aggregated at European level. This will include links to equivalent information collections in theMember States.

Secondly, **Benchmarking and Spread of Best Practice**

The experiences of implementing interactive services in the Member States vary. However, there are many common features. Benchmarking, to learn from each other and to encourage the spread of best practice and the exchange of experiences are essential. IDA will contribute to the establishment of reference benchmarks for the provision of services. In addition, it will promote the spread of best practice examples that meet these benchmarks among the Member States.

New technologies are fundamentally changing our work environment, the way we interact amongst ourselves and with the outside world. You remember, only a few years ago, it was a very difficult to get information and documentation about what was going on in the Commission within a reasonable time. Now, thanks to EUROPA*plus*, a wealth of information is not only at the fingertips of

every official, but, every citizen can access information about the Union via the EUROPA server.

**On-line access to public data** has been a priority for the Lisbon and the Feira summits, with the target date of end 2002.

Already in January 1999, the Commission published a Green Paper on public sector information in the Information Society. The main message of the Green Paper was that the use of public sector information in Europe for the sake of citizens and enterprises had to be improved.

On-line access to public information can decrease the gap between citizens and administrations and support the democratic process.

Better exploitation possibilities of public sector information will increase the competitiveness of European firms active in the content industries, in particular SMEs. At the same time, access to high quality government information can help to improve the competitiveness of European companies in general.

Between 15 % and 25 % of all data requirements in e-commerce trading are sourced from public sector information.

I will soon propose to the Commission a communication on the follow-up to the Green Paper. Actions at EU level will cover at lest the following areas:

♦ stimulating the exchange of best practices (benchmarking)

♦ supporting projects through programmes such as European digital content on the global networks (recently adopted by the Commission), and

♦ addressing specific sector initiatives (libraries and geographic information)

The preparation of the **internal reform process** in the Commission demonstrates in another way how the use of ICT already influences today's decision-making. Never before has such a widespread consultation process taken place within the Commission. This was made possible because of electronic dissemination of documents and an intensive electronic discussion by personnel.

We can see its most immediate impact at our desktop, with **e-mail** having become a dominant means of communication. The ease and directness of e-mail has resulted in faster and more extensive information flows, in accelerated consultation processes and improved access. Its informal character has

softened hierarchy layers and enabled co-operation across organisational separations. Thus the technology as such is already engineering organisational change.

If we talk about electronic Administration, we also have to talk about **standards**. Public Administrations should be accessible to the Citizen, independently of the software he is using. He should not be forced to buy a specific commercial software to be able to have electronic exchanges with his Administration. In the context, and in the framework of the IDA programme, the Commission is launching a study – together with Member States – on **open source software.**

We also have to put ourselves the question whether public procurement and tendering should continue to specify commercial products rather than be based on open standards.

Open source software is also important for security reasons. Security by obscurity in a black box is an obsolete concept. With open source software we have a new chance to tackle security issues.

As most organisations, the Commission is presently equipped with PCs operating under a single supplier system who also provides the bulk of the application software. Over the last years, the Commission - and namely the in-house computer services, the DI - has been very successful in creating a homogenous and functioning informatics environment. For its future development, the Commission, however, has to take into account other options, given the increasing importance of free software and open standards.

Open source software can open new opportunities. While software interoperability inside the Commission has to be ensured, all staff do not necessarily always need the same tools. Choice suiting professional needs could improve our performance. Of course we need to analyse this question carefully. We have agreed with Vice-President KINNOCK that our respective services will together examine the costs and benefits of moving towards the use of open source software systems by comparison with the off-the-shelf systems currently in use.

The use of ICT had carried with it an idea of a **paperless office**. The reality is, however, that each day when we come to the office, we are confronted with a lot of paper documents. While this might be justified in some areas, in others we have to move forward and replace paper-based procedures. This has already been successfully done in areas like inter-service consultations. Greffe 2000 is an example of an e-working procedure involving all DGs and other institutions in the legislative domain. And wagonloads of "signataires" should quickly disappear as well. This means in the first place mail that travels through hierarchy. We have an obligation to use technology to speed up processes.

e-mail enables us to quickly show the citizens that we are there for them. If Amazon.com can confirm your order in real time, if UPS makes it possible for you to follow the transport of your books on screen, public service should also develop its specific e-based service culture.

Also, in processes of a more legal nature, where authentification and verification is required, we need to go electronic. The Commission has managed to lead the way towards legislation on the **electronic signature**. Now it should also introduce it in practice. Promotion of the electronic signature in national administrations and the European institutions is one of the requests of the Feira European Council. In the IST research programme for which I am responsible, electronic submission is already possible by means of an electronic seal which includes the digital signature.

And we have to continue to follow developments in the market in order to see best practice. To respond to increasingly better informed public there might be a need to re-engineer around an agreed joint customer profile, to centralise customer information management and to 'tailor-make' services for small groups or for individuals.

There might also be a necessity for a development towards the concept of 'Third-Party Service Provider' in electronic public service provision. This could be driven by the fact that the large software vendors are now introducing products that combine e-commerce and customer/client handling capabilities. These products will carry the capability to link e-commerce transactions to public administrations back-office systems.

We might also have to address the needs of the front office personnel in public offices. They have been left out of the first wave of web application development but developers are now realising the power of technology in serving their needs. One can foresee a rise in decision support software development both to increase the quality of service and to capture the professional experience of personnel.

There is a tremendous wave of cultural changes that must accompany the introduction of ICT. **The rate of acceptance of change will determine the pace of change, not the availability of technology**. Businesses throughout the world have to change both their organisations and their way of working. The old hierarchical divisions are being eliminated. Business processes are being re-designed. Administrations have to follow suit. **Re-engineering of processes** means that for the internal working practices, integrated work flows and sharing data-knowledge should not only be a key word for the research programme. We need an electronic memory for the institution.

We want to make e-Administration a priority in the fields under my responsibility. And this does not only concern policies or programmes like the

specific research programme or IDA. It concerns the practical **implementation of e-thinking** into our daily routine. Some practical examples:

DG INFSO is running a pilot for **Telework**. Telework does not only mean working from home, but also during a mission or in different Commission locations. It can therefore create accessibility wherever you are and at whatever time of the day. 90 officials are presently participating in the pilot, of whom 9 work here in Luxembourg. It is interesting to know that this includes both C-staff and staff at senior management level (A2).

What is the profile of the average teleworker:

♦ The average teleworker in DG INFSO is male (80 %), A-grade (68 %) and project officer (29 %).

♦ His ambition is to telework from home (69 %) for 34 % of the normal working time.

♦ The secretariat knows where he is (90 %), and he checks his e-mail 3 times a day (100 %).

♦ It is clear that through our pilots we still have to learn how to best integrate telework into the functioning of the Commission. This includes technology, processes and especially attitudes of both teleworkers and non-teleworkers.

♦ Another practical example concerns **knowledge management**, genuine internal communication and knowledge sharing among the departments. Transparency and coherence, both inside and between the Commission services, is a vital requisite for a meaningful openness towards the citizens in the EU.

With this in mind, the Information Society DG has recently concluded seven months of structured interviews collecting the views of 180 officials throughout most of the directorate generals. The main objectives of this internal survey were:

♦ to understand and elaborate a comprehensive state of the art of the Commission's mandates and activities concerning Information Society;

♦ to discuss the creation of a co-operation space using intranet and knowledge management methods in order to increase internal coherence and efficiency.

The consultation has shown that more than 100 units in the Commission work on matters connected to the "Information Society", "Knowledge Society" or "Communication Society" (for example, nearly 40 units work on e-Commerce

related matters and more than 20 contribute to the e-Europe initiative preparation).

The report concludes that there is a wealth of intellectual capital, expertise and internal and external networks in the various Information Society related domains. This could offer a huge potential for building a community of practice, for forming a base for a public service value chain.

On the basis of the answers to this consultation, the report proposes a shared project applying knowledge management methods and web techniques. The purpose is to improve inter-service co-operation and internal communication on Information Society matters across the Commission. This can lead to "spin-offs" for the external projection of the Commission.

One could envisage knowledge management pilots supported by an Intranet inter-service portal. Initial emphasis should be on selected thematic areas as, for instance e-commerce, follow-up of e-Europe and benchmarking.

Let me take the process of the preparation of e-Europe as an example of how new flexible working structures/methods constellations can develop bottom up. Some of the areas in the e-Europe plan are driven forward by clusters of people that combined knowledge of and enthusiasm for the subjects. And those concerned are not necessarily just the people with formal responsibility. They come from across the directorates and even across the Directorate General. They are examples of result-oriented, self-organising **Cross Management**. They require, however, an open attitude by management.

After bottom up top down, I have asked myself: we are talking constantly about the virtual enterprise in the New Economy. What about this concept in public administration? We have taken this thought a step further. I asked the directorates that deal with e-Commerce in the two DGs for which I am responsible to form a **"Virtual Directorate"**. They have started their work by exchanging information and identifying tasks which they will tackle together. I will tell you about their progress at your next conference.

e-Administration, e-Government does not only mean using technology, but also changing the way we work together. It means that we must apply all new opportunities offered by technology to become a real public service. Service for the public must become the driving force of change in organisation attitudes and technology, both in our Organisation – the Commission – and in Member States.

We have started our way to the e-Commission based on the road map of the White Paper on "Reforming the Commission". The e-Europe initiative has given our aim an additional push. Today's seminar demonstrates that we are taking the task seriously and that we want to learn from each other.

---

**Experiences in the private sector**

# E-CRM in private enterprises

by Mr. Giulio KOCH
IBM

@
e-business

# IBM's Customer Relationship Management Transformation

Giulio Koch
IBM EMEA Director of CRM
Luxembourg June 30,2000

## Discussion topics

► What is Customer Relationship Management (CRM)?
► Initial CRM transformation, 1993-99
  - Key CRM issues
  - How IBM addressed the issues
  - Business results and lessons learned
► CRM 2000
  - Our market alliance with Siebel and the Siebel CRM suite decision
  - Implementation, architecture, and management
► Conclusion

## Customer Relationship Management (CRM) encompasses all the actions an organization takes to identify, select, acquire, develop, and retain customers

► Key CRM focus areas
  - Improved sales, marketing, and services execution
  - Cross-enterprise integration of teams and capabilities
  - Better front office execution and integration
  - Disciplined application of customer information to build profitable customer relationships
    ► Continually refine insights into customer needs, behaviors, and economics
    ► Develop targeted and tailored value propositions based on those inputs
    ► Strategically focus business resources on activities that build long term customer and economic value

► Key CRM results
  - Improved customer satisfaction
  - Improved revenue growth
  - Increased competitive advantage, differentiation, and profitability through long-term customer retention
    ► Single long-running dialogue across all business functions and customer access points
    ► Real-time customization / personalization of products and services based on a detailed knowledge of customer wants / needs / buyer behavior
    ► Consistent user experience across all contact points
    ► Integrated approach across units that enables enterprise mgmt of customer relationships

Source Mercer Management Consultants, Feb 1998

## CRM processes are the first link in a company's end-to-end value chain

e-business



**e-commerce**

**Employees**

| Customer Relationship Management | Product Design Management | Enterprise Resource Planning | Supply Chain Management |

**Infrastructure**

Collaboration
Business Intelligence
Knowledge Management

Customers

IBM®

---
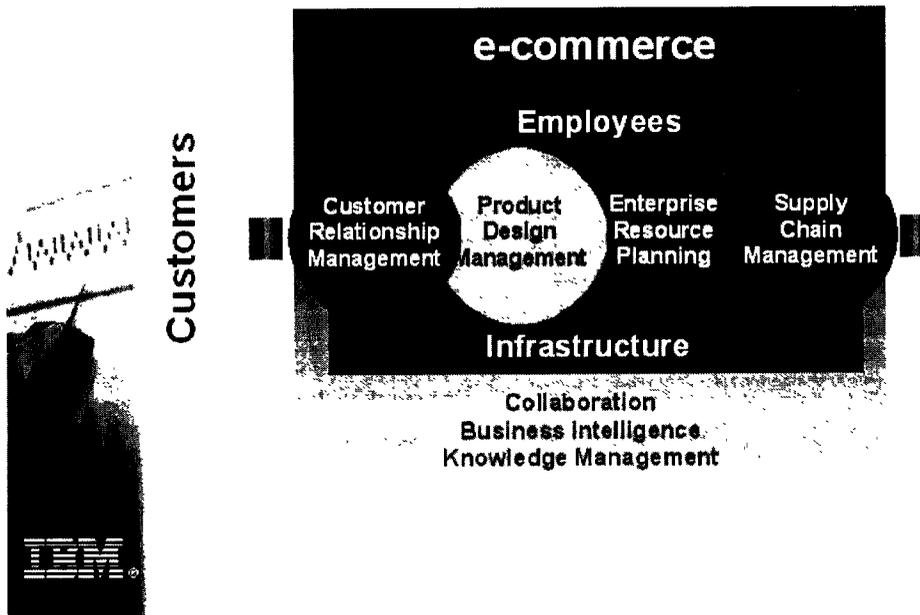
## Establishing and maintaining customer relationships is the single greatest source of competitive advantage

e-business

**Sources of Competitive Advantage**

Degree of Consensus

| | |
|---|---|
| Establish / Maintain Customer Relationships | 0.66 |
| Transform information into knowledge | 0.49 |
| Flexibility | 0.43 |
| Speed of execution | 0.41 |
| Ability to innovate | 0.32 |
| Quality - continuous improvement | 0.28 |
| Cost position | 0.21 |
| Investment in HR | 0.13 |
| Supplier relationship | 0.05 |
| Brand image and equity | 0.03 |

Source  Mercer Marketplace 2000 Survey

**The value of customer relationships increases over time**

Company Profit
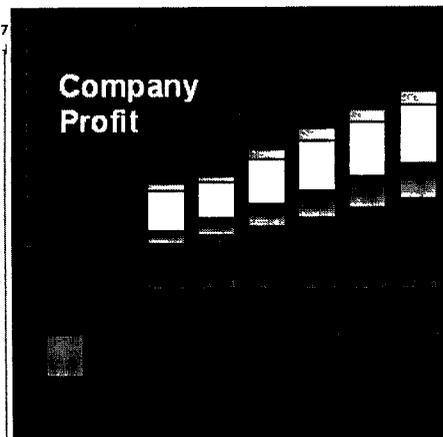
Source "Zero Defections: Quality Comes to Services, by Frederick R. Reichheld and W  Earl Sasser Jr , Harvard Business Review, September-October, 1990.

IBM®

---

Best Practices in e-Administration

**Customers choose to deal with companies in multiple ways -- so we must manage touchpoints consistently and integrate our capabilities across the enterprise**

Consistent Customer Experience

Call center    Web & e-mail    Channel Partners    Sales force

| Call Center | FAX | Email | Internet | Mail Forms | POS | Channel Partners | E-POS | Face to Face |
|---|---|---|---|---|---|---|---|---|

**Enterprise Integration Across Access Points**

| Customer Segmentation & Profiling | Campaign Planning & Development | Channel Strategy & Deployment | Sales Mgmt & Operations | Customer Billing | Customer Service Mgmt & Opns |
|---|---|---|---|---|---|

**Line of Business Databases / Systems**

"I get the same answer anytime, anywhere, anyhow My choice "

**By 1993 it was clear that IBM suffered serious customer relationship issues, and that fundamental changes in operations and culture were necessary**

- Insufficient focus on customer
- No common worldwide processes
- Competing product divisions
- Declining customer satisfaction
- Low morale

IBM's customers, shareholders, and employees demanded change

Customers

Shareholders
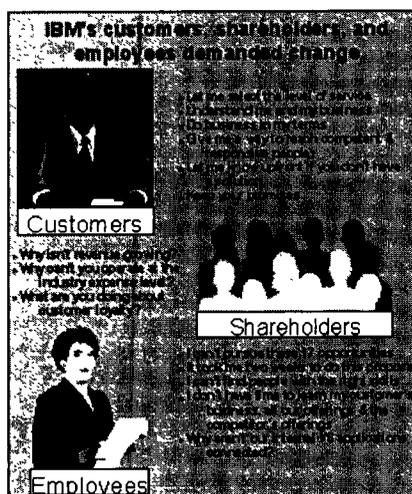
Employees

**Our CRM vision and business strategy drove our process transformation and tool / infrastructure development**

e-business

**Strategy**
- Business Model
- Drivers of Change
- Strategy & Planning
- Business Case

**Processes**
- Roles & Responsibilities
- Activities
- Decisions & Collaborations
- Sequence & Timeline
- Performance Management

**Technology**
- Infrastructure
- Packages
- System Integration
- Information Rqmts
- Programming
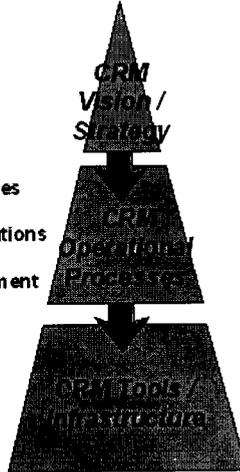
Develop a CRM business vision, strategy, high-level design, and initiative roadmap

Develop CRM operational processes and identify technology requirements

Perform technology development and deployment

CRM Vision / Strategy

CRM Operational Processes

CRM Tools / Infrastructure

---

**We implemented common CRM processes, management system, tools, and measurements across all IBM business units**

e-business

**Common Processes**

**Common Management System**

**Common Tools/Common Databases**

**Integrated Measurement System**

---

@
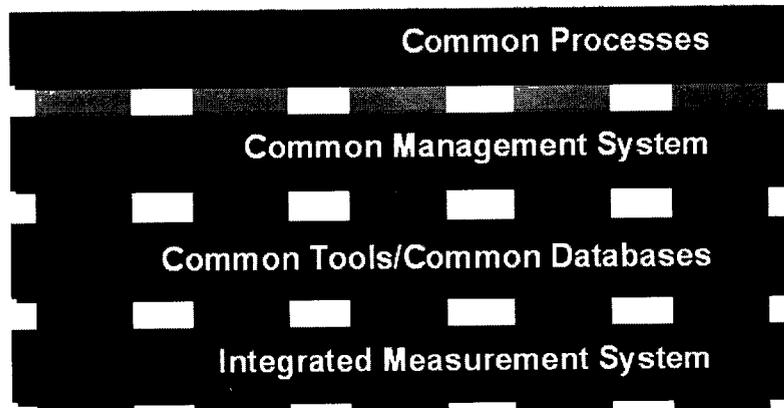
## We learned key lessons, which we've applied to other transformation projects, for ourselves and for customers

Perception: CRM starts with technology
Reality: Successful CRM implementation requires

Other key lessons:

@

## And we learned that there are specific characteristics that are critical to transformation success

► To be successful, transformation must:
- Be customer-centric
- Be driven by top leadership (BTEC, SEC/IRB, CEC) and by cross-functional teams
- Have business performance and cost-efficiency goals
- Use technology to support new business models
- Have end-to-end scope (concept to cash)
- Have perspective provided by competitive benchmarks and external consultants
- Provide industry best-of-breed concepts
- Measure progress with key metrics
- Drive cultural transformation with buy-in
  ► Easy-to-use tools as key enabler
  ► Easy-to-use enabling processes
  ► Communication and training
  ► Find or create a compelling reason to change
  ► Start small grow fast
  ► Deal visibly with resistance

## Siebel Systems applications form a critical part of IBM's CRM 2000 program, allowing IBM to manage all customer touch points
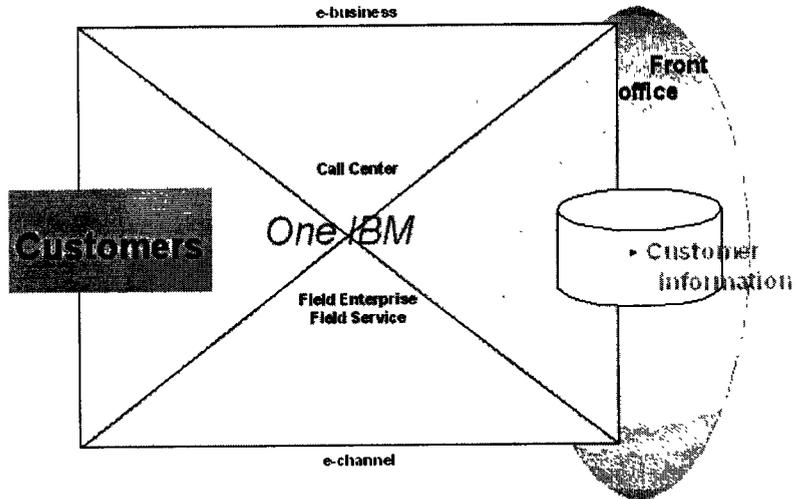
*e-business*

*Customers select the channel they want each time they contact IBM*

## The capabilities the CRM 2000/Siebel Application will deliver are critical to our success

*e-business*

- Integration
  - Front office
    - Automated opportunity management workflow
    - Marketing campaigns via Web and e-mail
    - Easy access to IBM product information, pricing, and ordering
  - Sales, service, marketing  ibm com, face-to-face
- TeleWeb
  - Customer and Partner-facing
    - Telephone and Web technology blending
    - Automated e-mail response handling
    - Comprehensive call telephony integration (CTI)
    - Data mining of customer Web visits for use in sales and marketing events
- Centralized customer and contact database
  - Gather data from sources inside and outside of IBM
  - Retrieve information uniquely matched to specific customer
    - Dynamic, personalized mapping to customers' interests and entitlements
  - Deliver information to the desktop

---

## Above all, changing culture and behavior has proved to be the most difficult part of our CRM transformation

- Artisan-based processes
  Hierarchical leadership
  Turf issues
  Hidden agendas, lack of openness
  Short-term, bottom-line driven
  Task oriented, internally focused
  Co-dependence and independence
  Insufficient training
  Resistance to change
  Strict rules and rigid policies
  Entitlement mentality

- Defined, repeatable processes
  Empowering leadership
  Teamwork and mutual support
  Open, honest communication
  Long-term quality, service and excellence
  Customer/market oriented, externally focused
  Interdependence
  Continuous learning and knowledge development
  Innovation, ingenuity, and

## Deploying Successful CRM Applications

DB2
UDB

SIEBEL
on AIX

Baan
on
AS-400

Netscape
or
IE

Net.Commerce
WebSphere
onUnix

CICS-390,
IMS

DB2
on
S/390

Windows95

Lotus Domino
on NT Server

WindowsNT

**Architecture Matters!**
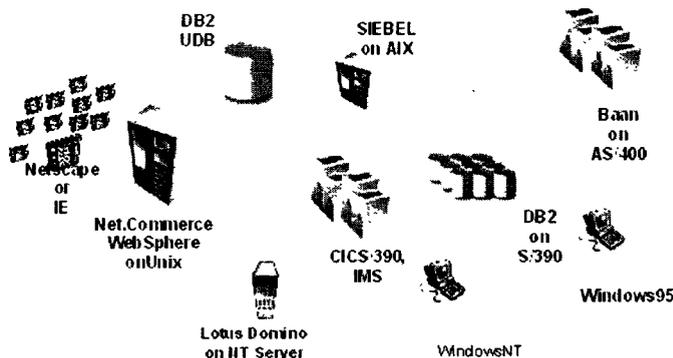
- Server-centric
- Multiple clients
- Heterogeneous, standards-based
- Integrate systems together
- Scalable, manageable and secure

**Experiences in the private sector**

# Strategic reflections of Aerospatiale on e-Business

by  Mr. Max RENAUD
Aerospatiale Matra

**What e-business means ?**

**EADS and e-issues**

EADS

---

## Une percée majeure dans l'histoire de l'industrie aéronautique et spatiale

**« EADS »**

European Aeronautics, Defence and Space Company

**FUSION**

| AEROSPATIALE MATRA | DASA | CASA |
|---|---|---|
| | Daimler Chrysler Aerospace | Construcciones Aeronauticas |

Fusion globale transnationale ⇨ La première société européenne de l'industrie aéronautique, spatiale et de défense

EADS

---

# Structure du capital d'EADS

SOGEPA

BNP-Paribas et AXA 13%    LAGARDERE 37%

50%    50%

TOPCO

PUBLIC

Daimler Chrysler

Daimler Chrysler

SEPI

HOLDCO (2)

3,75%    30%    30%    5,42%

28,48% (1)    2,35%

EADS
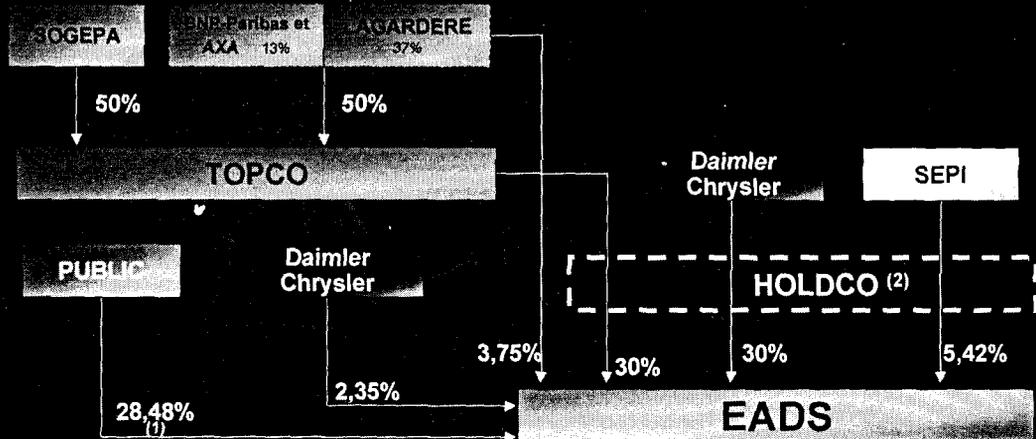
(1) Y compris 1,13% détenu par l'Etat et destiné à être distribué gratuitement à certains anciens actionnaires d'Aerospatiale Matra à la suite de sa privatisation

(2) Société de droit néerlandais agissant comme « Managing Partner » dans le cadre d'un partenariat entre Topco, CD et SEPI pour l'exercice des droits attachés à leurs actions EADS

EADS

---

# Un portefeuille d'activités solides et diversifiées

Aviation militaire de transport*

Espace

Systèmes de défense et systèmes civils

11%

1%

16%

Airbus

**CA EADS 1999 22,5 milliards d'€**

54%

18%

24%

76%

Aéronautique
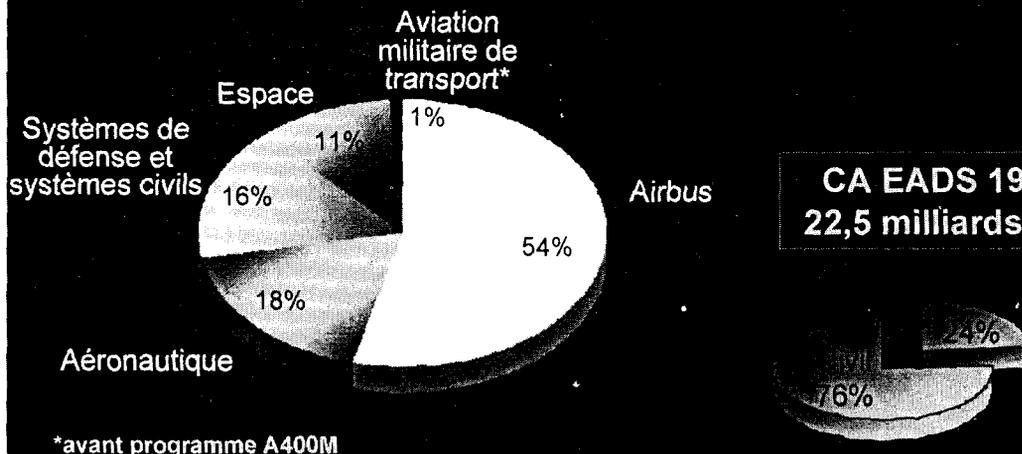
*avant programme A400M

**Large gamme de produits pour les marchés civils et militaires**

EADS

---

## Un leader mondial

**E A D S**

N° 2 Avions commerciaux

N° 1 Hélicoptères

N° 1 Lanceurs commerciaux

N° 2 Systèmes de missile

N° 3 Satellites

N° 4 Avions militaires

EADS

## EADS : Five main divisions

| | Mr Camus<br>Mr Hertrich | Finance : A. Arendt |
| | | Strategy : JL Gergorin |
| | | Marketing : JP Gut |

**5 business managers**

| Airbus | Military Transport Aircraft | Aeronautics | Space | Defence & Civil Systems |
|---|---|---|---|---|
| N. Forgeard | A. Fernandez | D. Russel | F. Auque | T. Enders |
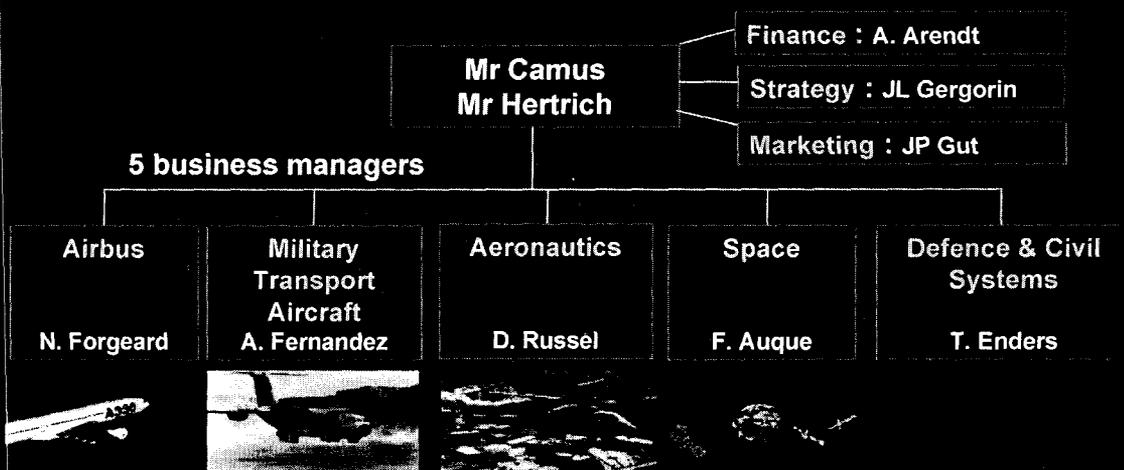
EADS

## e-business

- e-business is one of the major strategic issues that all industries and also aerospace industries are facing

- The strategic importance for aerospace is related to
  - High fragmentation of buy and sell side (5.100 buyers and 13.000 suppliers)
  - High proportion of transaction costs
  - Low transparency of aerospace supply chain
  - Low integration of suppliers throughout value chain

e-business offers opportunities to rise these potentials in terms of cost savings

Additionally EADS needs to decide it's e-business strategy at the dawn of it's formation which becomes an important part of merger integration

EADS

## What is e-business.... The fields

| Business-to-business B2B | | | | Business-to-consumer B2C e-commerce | | |
|---|---|---|---|---|---|---|
| Product Design/R&D | Procurement | Manu-facturing | Marketing/Sales/Commu-ications | Product Support | Operating Services | Administration Finance/HR... Services |
| •Joint Research, -Design, -Development •Simultaneous Engineering • • | •e-Procurement •Supply Chain Management •Just in Time Delivery •Online Bidding | •Build-to-Order •Engineering Design Management • • | •Customer self-segmentation •Web Marketing •Web PR/Lobbying • | •e-Handbook •Service Knowledge Book •Global Spares Management • • | •Online Management •e-Monitoring • • | •Online Training •Recruitment • • |

Internal Business IB

New Business Development

e-business potentially influences all areas **within** and **outside EADS**

EADS

# Short introduction of EADS

# What e-business means ?

EADS

---

**e-pressure**

**SHAREHOLDERS expect value**

- Financial expectations for EADS post merger are high
- IPO Is planned for the summer
- E-business can create value and sustainable growth

**COMPETITION does it**

- Other OEMs are moving aggressively
- Suppliers are building e-business strategies
- New entrants are threatening current business

EADS
European Aeronautic Defence and Space Company

**CUSTOMER will demand it**

- Airline operators
- Defence agencies
- Army, Air Force, Navy
- ...

**INTERNAL EADS situation requests it**

- Post merger integration of EADS
- Large Portfolio of various businesses
- IS architecture legacy
- Multi-cultural background
- Many e-initiatives on-going

EADS

---

## e-functionalities needed

### PUBLIC PORTAL

- Shareholders information
- Company and business information (brochures...)
- Web PR / Lobbying
- Recruiting
- ...

### SUPPLIER PORTAL

- E-procurement (Catalogues, auctions...)
- Supply Chain Management and Supplier Integration into product development
- ...

**B2P**

**B2B** **EADS** **B2C**

European Aeronautic Defence and Space Company

**B2E**

### CUSTOMER PORTAL

- Spare Parts Management
- Products Support (documentation...)
- e-handbooks
- on-line training
- ...

### EMPLOYEE PORTALS

- Employee directory [who is who]
- Merger Integration projects
- Transparency about BUs (products, organisation...)
- e-Training
- ....

EADS

---

## Priorities to concentrate on for EADS

### Outcomes from first corporate workshop

**Intranet & Internet**

➊ e-business begins inside the company ➜ Employee Portal

➊ e-business enables public relation ➜ Public Portal

➋ e-business links us to supplier markets ➜ Supplier Portal

➌ e-business links us to sales markets ➜ Customer Portal

**Marketplace & Exchange**

EADS

---

Best Practices in e-Administration
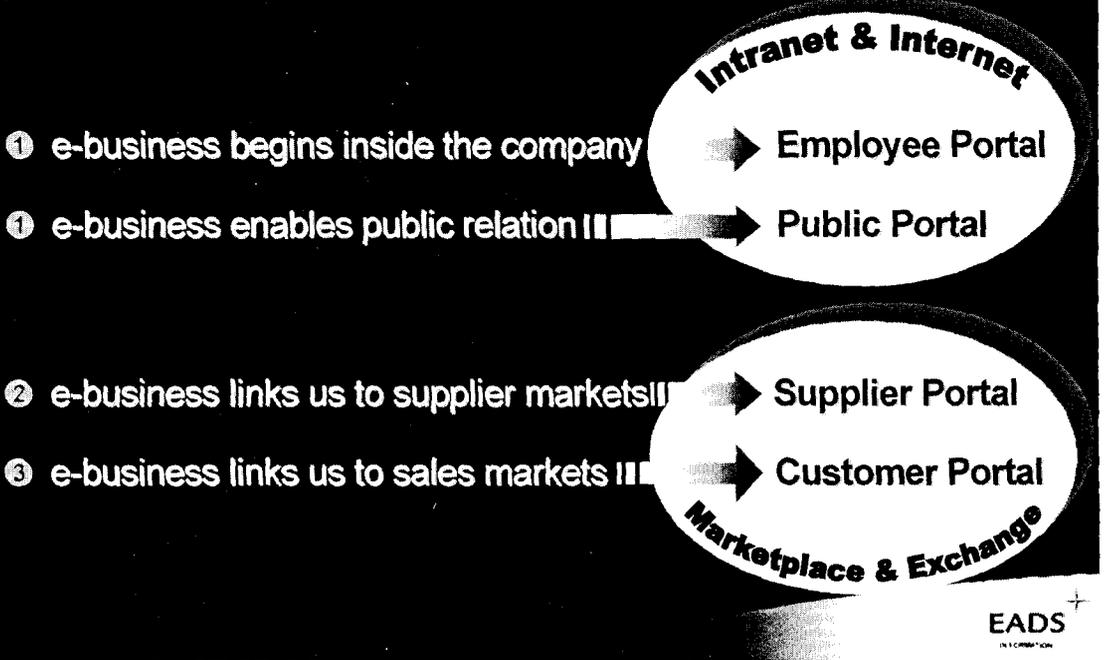
L'e-business commence au sein de l'entreprise (communauté, échange d'information, de connaissances...)

Etape **1**

**E-portail**
*(interne, externe)*

Établir des connections entre les produits (office, production) et les acheteurs et vendeurs (transactions, back office, fulfilment...)

Etape **2**

Marketplace
*(horizontal)*

Mise en place de systèmes d'échanges entre l'approvisionnement « stratégique » (workflow, intégration des ERP...) et la « supply chain (étendue aux équipementiers, clients...) et le co-développement (design / enchères en ligne...)

Etape **3**

X-Change
*(Vertical)*

Ce n'est pas parce que l'on saute à pieds joints dans une marketplace, que nous devenons subitement les Rois du e-business.

EADS

---

Quelles actions en cours

➢ **Mise en place d'une équipe (core team) composée de 15 personnes du Groupe pour diriger des groupes de travail définis et pour le suivi en temps réel de tous les groupes de travail et le soutien des BUs.**

➢ **Coordination avec les principales directions fonctionnelles impliquées ( Stratégie, Industrie, Achats, vente...)**

➢ **Etudes des propositions e-commerce / Marketplaces / Exchanges (Zephyr, Synerdeal, my.aircraft.com....)**

➢ **Reflexions basées sur :**

    ➢ **les besoins (court, moyen, long terme)**

    ➢ **les partenariats (avec qui, pourquoi et comment)**

    ➢ **les moyens nécessaires**

    ➢ **le niveau d'unicité**

    ➢ **l'accompagnement (méthodes, culture...)**

EADS

---

Let's launch e-business projects

A3XX

A3XX

Thank you for your attention

EADS

**Experiences in the public sector**

# Electronic government services in the United States

by David TEMOSHOK
US General Services Administration

I'd like to thank the Commission and the Government of Luxembourg for inviting me to this beautiful country to speak to you this morning about e-Administration in the United States or what we call e-Government. There is much that goes on in the US which is e-Government services. I'd like to speak about how we are organising the Federal Government for services delivery electronically across government to our citizens and to our business partners, in a program which we call "Access America – Electronic Services to Citizens".

In February 1997, Vice-President Gore issued a report, "The Access America Report", which described a broad range of electronic services across the US Government for citizens and with our business partners in order to put into place common business practices, access to information, and services delivery across the US Government.

Core to that business goal of electronic services delivery was the establishment of public trust. From that report, public confidence in security of the government's electronic information and information technology is essential, to create government services that are more accessible, efficient, and easy to use, with the idea of building that public confidence as core to our electronic services delivery.

Our key principles for digital government in the US is to re-engineer business process, not just to make electronic front-end access to systems. We want to build customer centric services across government rather than the more traditional way of stand-alone agency specific services across government. We need to re-organise the way government works.

In building electronic services, our goal is for inter-operability across government, using information technology that can be used across government in common way but also in the commercial world as well.

When we build access to government, we want to build common access, not two hundred different ways for the public to come in to the Federal Government

---

to get information services, but common ways for easy, secure, and convenient access, and when we do this, our principle is to build strong privacy protection and trust and not to build government stand-alone systems, but to build those systems and services based on commercial products and standards.

In February 1997, the "Access America Report", Vice-President Gore outlined a broad range of services, which would allow for common access to Federal services and information, and we have been busy organising the Federal Government around common customer groups to make that vision a reality.

Our services delivery is based on strong authentication and protection of privacy across government. I'll describe that in a moment. So that we can deliver services, access our social security records, allow for electronic tax filings, allow for electronic loans, access and applications for student aid, and other business transactions with the government. That is what the Access America programme is built to provide. In order to make that programme, or to build the foundation for the Access America programme, I'd like to talk this morning about four key building blocks.

When we make payments to our citizens, benefit payments, or receive payments in the form of tax payments, tax revenue, we want to make all of those payments electronically to completely replace the Treasury cheque issuance process, vouchers, and other forms of government benefits that are issued in a paper environment. We are integrating information across legacy systems, stand-alone legacy databases, in order to provide through standard user interface integration of data via the Internet.

In our business services where there is the need for security in doing business with the government, whether that's accessing personal or financial information, performing a business transaction or submitting personal information;

❑  where authentication is necessary; where the Federal Government needs to make sure that the telecommunication or the communication via the Internet really is that person on the other end of the connection;

❑  where data integrity is necessary to make sure that the message or the transaction has not been altered, either at that point in time or at any time where that message becomes archived;

❑  where over the unsecured Internet it's necessary to keep that message confidential and to keep business transaction information confidential,

❑  and where it is necessary for the Government, should the sender of the message, the originator of the message, or the receiver of that message ever attempt to say that it was not them, in a Court of Law, where we as the Federal Government need to be able to dispute that disclaim.

Where any of these circumstances exist for authentication, data integrity, confidentiality, or non-repudiation, we have been directed in the Federal Government to look public key infrastructure as the means to support those security requirements.

Over the last two years, the Federal Government, through the General Services Administration, has built a programme called ACES (Access Certificates for Electronic Services).

ACES is based on public key encryption and the issuance of digital certificates to the public, to its citizens, to do business transactions and access information from the Federal Government. The General Services Administration awarded three contracts for the ACES programme in the fall of 1999, all three of those commercial vendors offer commercial services in the US. These are not commercial services, this is a government public key infrastructure to issue certificates called ACES under a government developed certificate policy under government contracts. ACES is targeted for the public to apply for digital certificates at no cost. We could sit around in the US government and wait for the public to buy commercial certificates (in the US it is anywhere from $20 to $60 for a commercial digital certificate). We cannot wait for that to meet our business goals in the Access America programme, so we put the ACES programme in place. The payment for these services under this contract is based on a transaction model, where the public does not pay for the certificate, but where agencies need the assurance to meet those four security requirements. The government pays a small transaction fee and that is not really different than what we see in the credit card world where merchants, in order to receive assurance of warranted payment under credit card rules, pay a small transaction fee associated with that transaction for that assurance. In this case, the Federal agency that is using the assurance of the ACES certificate to authenticate and to use digital signature for the business transaction, will pay a small transaction fee. In that way it provides equitable cost distribution across the government.

I am not going to describe public key encryption technology in this session. However, I would like to make a couple of points if digital certificates and digital signature process is not known well to everyone in the room. A digital certificate is a digital ID credential. In this case, in the ACES programme, that digital certificate, the identity of applicants, is proved under the ACES contract by the three commercial contractors that work with us, and a digital ID is issued to bind the identity of that individual to that certificate. The digital certificate is completely digital. There is no paper associated with that. It identifies the individual as a unique serial number, identifies the issuer of the certificate, who in this case is a trusted third party, in binding the identity of that individual to this digital data stream for purposes of doing business.

There is other information on the certificate, but I want to make a very important

point. The certificate contains the public key of that individual. The key is an encryption key. Public encryption works by a key pair: a public and a private key.

❑ The public key is made totally public; there is no reason to keep that secret.

❑ The private key is never divulged.

Those two encryption pairs work in tandem to perform both authentication and digital signature of messages to authenticate individuals via the certificate on the Internet and both to allow for digital signature process. To authenticate the certificate, the issuer, the trusted third party, also signs the certificate. So your signature in cyberspace does not look like a digitised version of your signature, it looks like an encrypted message based on your specific private key, which is an encryption algorithm.

To allow for access to the public, using ACES certificates of corner stone of the Access America programme, to provide authentication, access control, data integrity, and non-repudiation, the public accessing Federal agencies and servers via the Internet, if that agency wants to perform a business transaction or allow access to systems of records, they will request that certificate from the individual, validate that the certificate is authentic, in this case, you see in the lower right-hand corner, the ACES programme calls for online certificate validation that that certificate has not been revoked.

The agency doesn't do anything, it happens automatically through software which we call in that black box, the certificate arbitration module which validates the certificate and through telecom protocol sends to the issuer of that certificate an online message to determine whether that certificate has been revoked.

The agency doesn't need to do anything, the software is automatic and we distribute that across the Federal Government at no cost to Federal agencies. Based on a response from the ACES vendor, the ACES certificate authority, that that certificate is current and the certificate has been validated, the agency can go about its business of providing a business transaction or access to information securely, protecting the privacy of individuals.

With that key tool in place, Access America went about organising Federal agencies by common customer groups. So we have on the Internet today, *students.gov, seniors.gov, business.gov, tradenet* for trade and international trade, *workers.gov, consumers.gov*. You can see the organisation of access to government information and services by common customer group, through government-wide portals. Each of those government-wide portals has anywhere from a dozen to twenty agencies that provide access to information and business transactions through that portal.

Looking at the *students.gov*, the students portal, students, schools, and parents can access information (this is simply illustrative) from twenty different Federal agencies that provide information like

❏ the Department of Education on student loans and student aid,

❏ the Department of Labour on employment,

❏ the Military for selective service,

❏ Social Security to access benefit information.

Much of the information that's accessed to the portal is just information which is publicly available, but key to Access America is performing business transactions, moving paper business transactions and access to information into secure business transactions on the Internet, and again when we do that type of access, we want to build that around public key digital certificate access to services.

So that while today the Treasury, the Internal Revenue services, issues a one time use PIN so that the citizens in the US can file their taxes electronically, and the Department of Education also issues a personal identifying number, a PIN, for access to their records, as well as the Department of Veterans' Affairs issues a separate PIN, we don't think that's convenient and we know that sharing secrets across the government, like personal identifying numbers, is not secure.

What we are building is a digital identity credential that can be used by multiple Federal agencies through the ACES certificate. For example:

❏ access to the Postal Service to authenticate electronically a change of address;

❏ access to the Department of Education to apply for student loans and student aid;

❏ access to the Department of Veterans' Affairs for students to access veterans' benefits or apply for veterans' benefits over the Internet, or

❏ access to the Department of Labour, a personal portfolio of educational and career information to be disclosed by the Department of Labour to schools and employers.

Each of those programmes, which I've just described, requires authentication, data integrity, confidentiality, and the ability to dispute repudiation of a transaction in a business. We are building those business applications in a

common way around digital certificates and the ACES programme, a common identifier in cyberspace to do business with the Federal Government. And when we do business, and when our citizens come in to access information across the government, our information resides in separate databases across government. We don't think it is good enough through our portals to allow easy links to twenty different databases, as easy as those links may be, that just doesn't make sense to us. We want to be able to integrate information across those separate legacy databases to provide convenient, secure but integrated access to information via the Internet.

As an example, let's take the student aid programmes delivered by the Federal Government through the Department of Education. Six programmes are separate programmes, separate databases. If you want to check your status of aid in any of those databases a separate enquiry in to that system or separate Internet link would be necessary.

In addition there are 4.000 lenders for the Federal Government's guaranteed loan programme across the country. Those are Banks. We have states that have their own student aid lending programme across government, and there is about a dozen Federal agencies that provide funds of student aid or student loans for special classes of citizens. So if a student or their parents want to go and check their student aid or student loan portfolio, they need to go to many different places. That's not convenient and we do not think that that's the way that we want to do business on the Internet.

What we've built on the *student.gov* web site is an integrated student account to be able to pull information from legacy systems, not to a centralised database, but in a real time environment, using middleware software to be able to pull information (not everything in that database, but information about current student aid) to assemble through a standard user interface that information in a virtual account. Now we are not warehousing that data, we're not attempting to create, in the Federal Government, the great database of all of this information, although you could. What we're doing right now for the integrated student account, is presenting that information to students and other authorised users in a secure Internet environment, to be able to show that account information across various types of student aid from different delivery systems, different stand-alone databases, which performs the function of integrating information for the user, even though the data still remains disintegrated across the legacy systems on the back end. This system was put into place in July of 1999 in the Access America programme.

We are trying to do the same thing in health care, and we call this programme Health Passport, which uses in this case a smart card as a secure hardware token for an ACES certificate, to be able to access public health information, for purposes of public health intake, as well as to be able to check the records across multiple health care providers in a network base model. Rather than

record all of the information on the smart card (the smart card is simply an access device to allow authentication of the individual accessing the systems), to be able to pull information on that certificate holder and aggregate that information in a common way, so that architecture looks just the same as what I described for the virtual student account. You see, notable stand-alone, those are health programmes in the US, but those are also separate stand-alone legacy databases where based on an internet-based query which while the query will come in HTML is converted into extensible mark-up-languages or XML, a common format to be able to arrange data in the common fields across different legacy systems aggregate that data in a common aggregation point, and that that aggregation point present through a standard user interface information to health care providers or the individual which is up-to-date at that point in time.

This model of systems access across multiple legacy systems to be able to access information and integrate that information across multiple systems, whether it's in health care, student aid or other forms of information access is core to our business in Access America. And when we look to payments in the government, it's certainly more efficient to issue payments electronically, on any of our payments in government electronically, than to issue cheques by the Federal Government, cheques by the State Government, paper vouchers which require both the cost of delivery as well as the cost of reconciliation. Our goal is to move all of the issuance of benefits across government, state and federal, into an electronic processing environment. We call that electronic benefits transfer or EBT.

In the first report by Vice-President Gore in October 1993, then called the "National Performance Review", it's now called the "National Partnership for Reinventing Government". In that report from 93 we establish the broad-based goal, we wanted to make electronic benefits transfer nation-wide in the fullest sense. One card, user-friendly, with unified delivery of government founded benefits across all benefit programmes. We didn't want twenty different ways of doing this. We wanted one. And then, in the report that I previously cited, the February 1997 Access America report, it was recognised by the Vice-President that processes are being re-engineering and they do work better and cost less. Programmes, originated in the first report have been tremendously successful. Even the boldest ideas like a national electronic benefits transfer system are within reach. Well, that was two years ago. And I'd like to describe what was done under this programme and where we stand today.

A little bit about electronic benefits transfer. Electronic benefits transfer are for beneficiaries of government benefits that do not have a bank account or are unwilling to establish a deposit account where the government can electronically deposit benefits. Call it the "unbanked". These are government accounts established by the government for the unbanked population in the US which is substantial. As part of the system in establishing most government

accounts there are government issued cards, magnetic stripe cards for access to benefits at automated teller machines as well as where the benefits represent vouchers or food items that the beneficiary is eligible for, that they can use the cards at the point-of-sale checkout machines in merchant locations. EBT is based on the electronic delivery of government benefits through the national financial infrastructure in the US.

So the Federal Government, the Federal agency and the state agencies are sending benefit moneys not to individuals but to an individual's account at a contracted EBT processor where that contracted processor establishes the account, issues the benefit cards, authorises transactions and accounts and reports on that activity and the beneficiaries can access their benefits at automated teller machines and point-of-sale terminals. I'm not going to run through all the programmes but for cash assistance we see more than a dozen federal and state programmes that are administered through the EBT systems.

The last two programmes on the cash assistance side are different, unemployment insurance and working incentive payments are issued by the Department of Labour, and those programmes cannot be accessed like any other cash. They have special restrictions on how those benefits will be accessed. Similarly on the right hand side we see nutrition assistance. In the US we have national food assistance via the food stamp programme where we want to make all of those vouchers which were previously issued by the government, electronic. WIC is Women, Infant, and Children programme which are nutritional benefits for mothers and small children. All those are our specialised benefits which the commercial transactions in the US and in the world do not support. So in order to be able to build on the commercial financial infrastructure, we had to build some special rules in order to have a national structure for EBT.

Two very important things were done to make national EBT a reality.

First, we didn't want the fifty-some states in the US just developing fifty different systems on their own. We took a very pro-active stance from the Federal Government to organise states into regional coalitions for the first time to procure EBT services and manage those services on a region-wide basis rather than on a single-state basis. That was enormously successful. The state signed up, well, most of them signed up, to join those regional coalitions and develop a totally new organisational structure for the administration of electronic benefits transfer.

The second important organisational change that we put into place for electronic benefits transfer was recognising that we needed some specialised rules for EBT, that we couldn't just use the commercial ATM direct access, rules that we are in place in the US, but we had to develop some special transactions for EBT. We organised the stake-holders, federal and state

agencies, financial institutions, EBT service providers, payment networks, merchants and trade associations, and we organised them through a private sector voluntary association called the National Automated Clearing House Association or NACHA. That group overseas all of the clearing and settlement of electronic payments across the US. And so it was a good choice to service this purpose. A private sector and public sector forum to build common commercial rules for the purposes of a government-wide programme EBT.

So the policies then that we put into place for EBT to develop that rule structure that the commercial world would use to support a government programme, those weren't government rules, those were developed by this private sector/public sector forum and published as QUEST. And I'll draw an analogy for QUEST to SUES, it's an access, it's a set of rules that provide nation-wide access to government accounts for electronic delivery of payments. Those rules were voted on by the Electronic Benefits Transfer Council of the National Automated Clearing House Association in April '96. The rules are in place and that council is a voluntary council. But the states, the Federal Government and the commercial sector all sit on the board that overseas the management and the administration of those rules, just like any set of payment card or credit card rules. So the QUEST service mark becomes a service mark like any other service mark that government beneficiaries will look for at ATM machines and point-of-sale terminals in order to be able to perform transactions and access their government established accounts for EBT. In this way the Federal Government has used the commercial infrastructure in the US for its specific programme Electronic Benefits Transfer to deliver all forms of government payments electronically.

And so the picture today: in 1993 we created the vision that we wanted to create a national structure. There are 43 sates today that have operational EBT systems. The other states are in states of development of EBT systems. All states have plans to have EBT operational and interoperable across the country by the year 2002. So we are were very pleased with the success of that programme.

I'd like to conclude with a couple of things. I've put contact information as well as website information for our Access America websites as well as some of our electronic government e-gov websites on the board. But I'd like to call back to what I said was our goal on Access America which is public confidence in doing business electronically with the government. And we believe that through the benefits security card of the Electronic Benefits Transfer Programme, we believe that through the digital certificates of the ACES programme, and we believe that through the common access to information through the Access America programme that we are today providing both secure and convenient access to services for our citizens. But it's a foundation to build upon for the future.

**Experiences in the public sector**

# Information resources and processes in e-Administration

by   Olavi KÖNGÄS
     Ministry of Finance, Finland

Information resources and processes in eAdministration

Olavi Köngäs
Chief Information Officer
Public Management Department
Ministry of Finance, Finland

Olavi Köngäs 30.6.2000

1

# Political support for eGovernment

- The Government Programme
  - (http://www.vn.fi/vn/english/index.htm)
- Government decisions and resolutions
  - on electronic transactions, development of services and reduction of data gathering 5.2.1998
    - http://www.vn.fi/vm/kehittaminen/tietoturvallisuus/hst/hsteng.htm
  - on guideliness for development of government administration "High-Quality Services, Good Governance and a Responsible Civic Society 16.4.1998"2
    - (http://www.vn.fi/vm/english/public_management/guidelines.html)
  - on development of government information management 2.3.2000
    - http://www.vn.fi/vm/english/public_management/it.htm

2

Olavi Köngäs 30.6.2000

# Government IM strategy

- Administrative processes - data sharing
- Transparency of administration
- Electronic transactions and joint services
- Security and privacy
- Operations models and co-operation between agencies
- A clearer steering system

3

Olavi Köngäs 30.6.2000

# ICT in Finnish Government

- PC penetration in government is >100%
  - more than 85% of employees have external e-mail
  - almost 80 % of employees have WWW -access
- IT costs are 1,2% of state budget (5% of operational costs)
- 3 100 people work in government IT (2,6% of wf)
- All offices connected with TCP/IP
- Little central steering of information management

4

Olavi Köngäs 30.6.2000

# ICT in Finnish Government (2)

- 90% of all agencies have a web-site
- 50% provide electronic forms (23% in works)
- 20% provide interactive transactions over Internet and 20% are preparing a service
- 19% of agencies sell on the Internet

5

Olavi Köngäs 30.6.2000

# Processes - data sharing

- National shared databases on
  - People, Corporations, Real Estate, Apartments, Vehicles..
- Connected with unique ID:s and common classifications and other data standards
- Government, municipalities and church co-operation
- Update once - use everywhere
- Use of data is definied in laws on the databases and common rules in privacy law

Olavi Köngäs 30.6.2000

6

# Process benefits

- Direct access to basic information - no need to ask customers to provide it
- Change of adress to only one place
  - toll-free phone, web or paper form
  - Population Register and Finnish Post share updates and both deliver and sell adress changes
- Census is done by compiling data from government databases
- Private sector uses same identifiers and uses and in some cases updates government db`s

Olavi Köngäs 30.6.2000

7

## Process benefits - Tax-proposal

- 3 m Finns don`t need to declare for tax
- Tax authority compiles a tax-proposal out of data it gets electronically from:
  - Employers - wages paid, other benefits
  - Insurance companies - pensions, unemployment benefits..
  - Banks - loans, interest paid/received, share transactions...
  - Social security - sickness payments, pensions, student grants...
  - National databases - real estate, flats and vehicles ownership
- Tax-payer accepts by doing nothing or supplies additional information to tax-authority

8

Olavi Kongäs 30.6.2000

## Transparency of administration

- Traditional nordic transparency principles
- .. clarified by a new Act on Openness of Government Activities (http://www.om.fi/3470.htm)
  - "Official records shall be in the public domain"
  - Requires authorities to publish their information - shift from "supplied when asked" to active information policy
  - Defines principles for "good practice in information management"
  - Challenges to IM - classification of data, metadata, authentication...

9

Olavi Kongäs 30.6.2000

## Transparency is easy if the back office is organized...Documents of the Finnish Parliament

**PRODUCTION**

Tagged reports

Other systems (relational databases)

**DISTRIBUTION**

Export to DB (Balise)

SGML editor (FrameMaker+SGML)

**MANAGEMENT**

Printed documents, published books

Document Database (TRIP)

Word processor (WP)

Conversion (WP macros + Balise) of Existing and External Material

WWW (HTML & PDF)

http://www.eduskunta.fi

Olavi Köngäs 30.6.2000

---
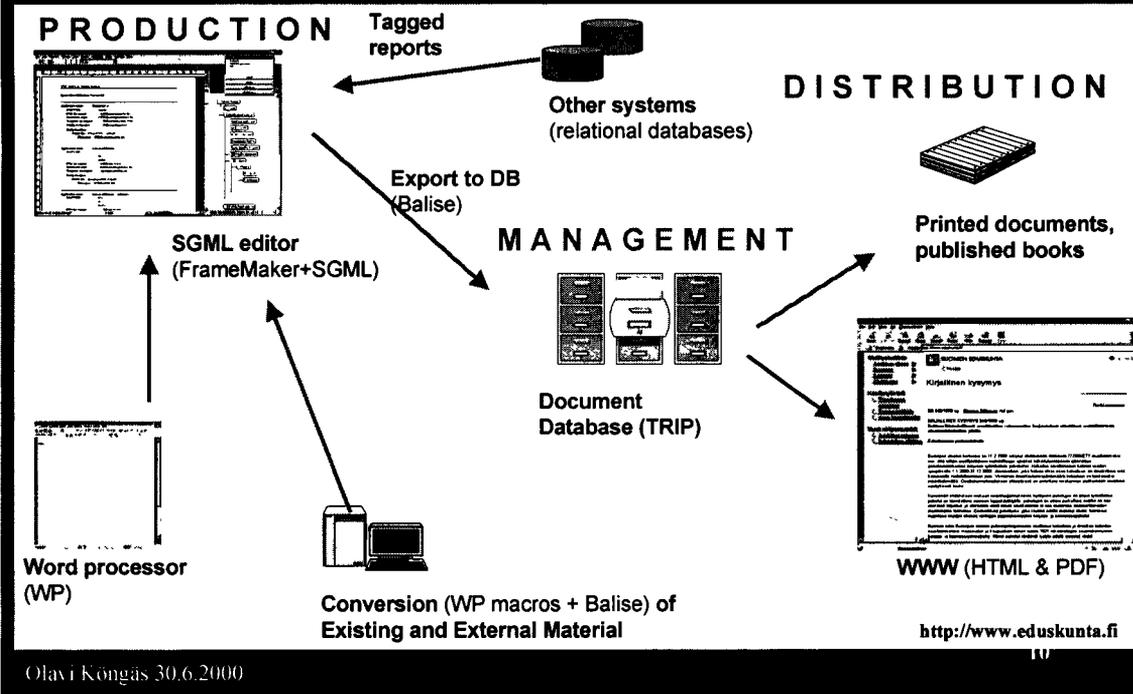
## Transparency is easy if the back office is organized...Budget

| Ministries | Ministry of Finance | | Other parties |
| May | June - July | August | Parliament |

| Proposal in Word or WP | Conversions, structuring, tagging and editing FrameMaker SGML | Budget(book) in gov. negotiations | Budget proposal |

Structured budget text with MoF amendments

SGML - APL
- Tables
- Calculations
- Ad-hoc reports

SGML budget in Parliament intranet

Printing Office

Electronic document

Printed budget book

Ministries budget prosals on Internet in July

Intranet

Extranet

Budgetprosal on Internet in September

Olavi Köngäs 30.6.2000

# From idea to law

- Preparatory work in ministries
  - project database (http://www.vn.fi)
- Reports and proposals
  - ministries web-sites and project database
- Government proposal
  - council of state web -site (http://www.vn.fi)
- Parliament discussions and decisions
  - parliament web -site (http://www.eduskunta.fi)
- Published laws
  - http://finlex.edita.fi

12

Olavi Kongas 30.6.2000

# Electronic transactions and joint services

- The basic idea is to minimise the number of transactions by effective data-sharing
- Most transactions are business <-> agencies, not citizen <-> agencies
- Need to check what is recorded in government db:s and see the progress of cases -> generic methods for secure authentication and encryption needed
- Joint serviceportals to hide the complexity of administration

13

Olavi Kongas 30.6.2000

# Joint information services

- Citizen's Guide (http://www.opas.vn.fi)
  - One site that organises public information by phase of life - Children, Young People, Working Age ....
  - Links over 60 government agencies and over 200 municipalities

- Electronic forms (http://lomake.vn.fi)
  - one site for public sector forms
  - now for download, next step interactive

- Directory (http://www.julha.fi)
  - X.500 / LDAP directory of organisation and public sector employees contact information

14

# Electronic reporting for companies

- Less bureaucracy to people has meant more reporting to companies
- Companies can send administrative reports to EDI -companies who forward them to agencies
  - one adress, one user authentication, one help-desk for a reporting company
  - less direct data connections for the agencies
  - standardized reporting messages
  - same data distributed to several agencies
  - many technical possibilities for a reporting company (EDI, e-mail, FTP, web-forms, telefax..)

15

# One-stop shop reporting model

| Companies (ca. 200 000) | Intermediaries | Data gathering units |

EDI service-provider

EDI service-provider

EDI service-provider

Accounting company

Web-form, Edifact, EDI-XML; transfer on Internet or VAN

Edifact or proprietary; transfer on VAN

Tax administration

Customs

Pensions insurance company

Accident insurance co

Trade union

Statistics Finland

Business register
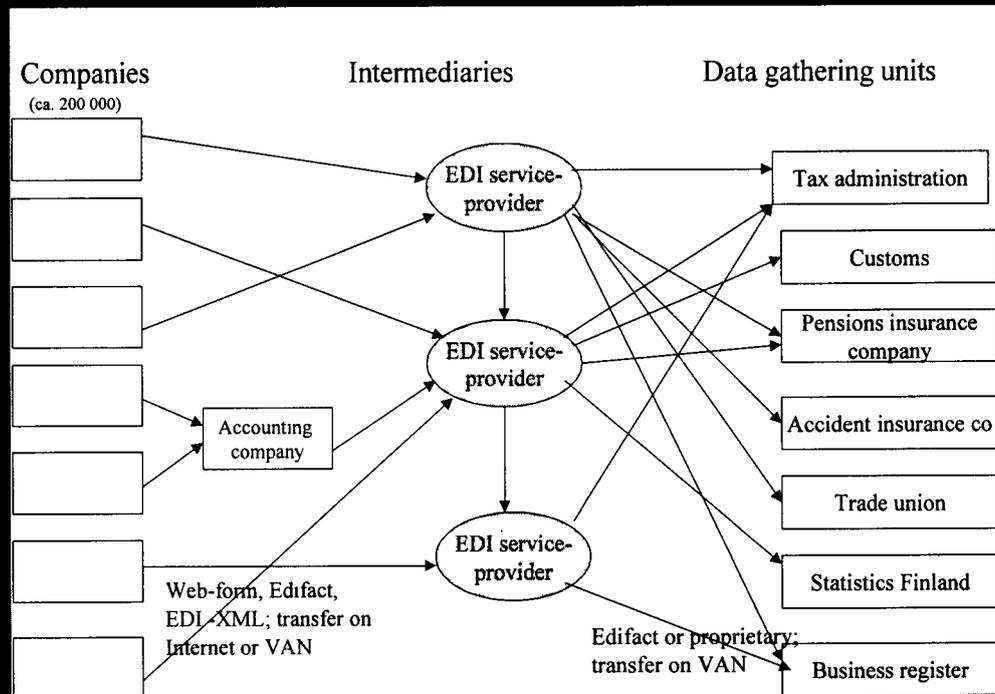
Olavi Köngäs 30.6.2000

---

# Electronic signatures

- Government decision on electronic transactions and services 5.2.1998

  - The Population Register Centre nominated as CA for issuing and maintaining the citizen ID card. Public Key Infrastructure services for government will be created.

  - A citizen ID card ... will be implemented and brought into use in 1999. It will serve as a means of a person's electronic identification and digital signature.

  - legislation required for the electronic transactions with administration, electronic documents and digital signature as well as ID card and the Public Key Infrastructure services by 30th of June 1999

17

Olavi Köngäs 30.6.2000

# Law on electronic transactions (1.1.2000)

- **Informative and guiding law to help facilitate electronic transactions**
  - defines basic parts of administrative process conducted electronically
  - defines responsibilities of administration and customer
  - defines basic requirements for authentication and security measures
  - use of (advanced) electronic signature
  - http://www.om.fi/2838.htm
- **Will be partly displaced when EU directive on electronic signatures is implemented**

Olavi Köngäs 30.6.2000

18

# PRC process



Olavi Köngäs 30.6.2000

19

Best Practices in e-Administration

56
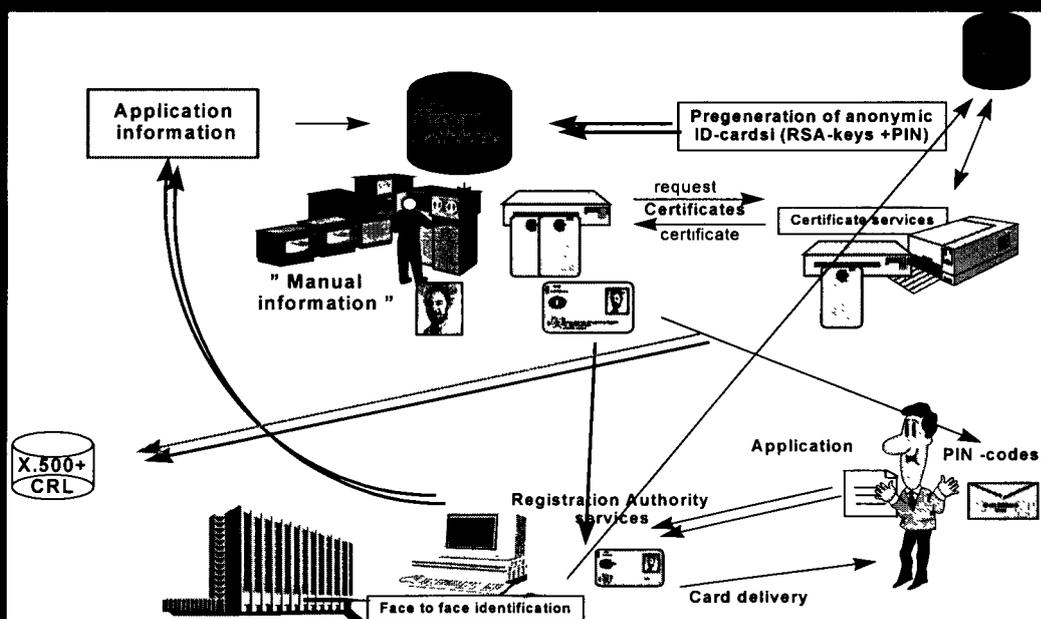
# Status of electronic signatures

- Mainly in piloting, two production systems so far (change of adress, applying to some schools)
- Technical problems
  - client software unstable
  - interoperability e.g. in S/MIME
  - smart-card support limited in operating systems and apps
- Supply - demand, hen and egg
  - will take off once banks adopt smart-cards and PKI
    - two banks will accept government certificates
    - major banks have founded Certall Oy which produces PKI services for banks. banks will issue their own cards and act as CA

20

Olavi Köngäs 30.6.2000

# New government IM strategy

- Critisism from State Auditors
  - lack of interoperability
  - concern over outsourcing
  - information security
  - lack of steering
- Lipponen II government programm
  - the role of MoF in steering of IM strenghtened
  - new IM strategy to be prepared

21

Olavi Köngäs 30.6.2000

Best Practices in e-Administration

# Elements of the new IM strategy
## (government decision 2.3.2000)

- General goals and guiding principles of IM
- Interoperability
- Service systems
- Operations models and co-operation between agencies
- Steering system

Olavi Köngäs 30.6.2000

22

# Project "SIMAP / *e*-procurement"

by   Mrs Paraskevi MICHOU
Internal Market DG, European Commission

## SIMAP

**http://simap.eu.int**

## Les marchés publics à l'heure des nouvelles technologies de l'information et des communications

La commande publique représente un marché important à l'échelle de l'Europe: environ **14 % du PIB, soit 1 milliard d'euros par an**. C'est donc un phénomène économique, mais également politique du fait de l'identité des acheteurs, gouvernements, collectivités régionales ou locales, et de leur exposition aux pressions politico-financières. Cette double nature justifie le traitement particulier des marchés publics dans la législation communautaire qui, en résumé, impose l'ouverture à la concurrence dans ce secteur par le jeu notamment de règles de publicité particulières (avis publiés au supplément du journal officiel) et de procédures strictement définies dans les directives.

Les technologies de l'information et des communications constituent une nouvelle donne, offrant de nouvelles possibilités aux achats publics en termes d'**efficacité**, de **transparence** et d'**ouverture**. C'est pourquoi l'Europe se doit de relever ce défi et d'ouvrir les marchés publics à l'électronique en aidant les pouvoirs adjudicateurs et fournisseurs potentiels à en tirer le meilleur parti pour le bénéfice du citoyen et contribuable communautaire.

Ainsi, dans sa Communication du 11 mars 1998, la Commission a lancé un appel auprès de tous les acteurs intéressés, afin qu'ils participent activement à

la mise en place d'un **système européen de passation électronique des marchés dans lequel 25% de l'ensemble des marchés seraient effectués par moyens électroniques d'ici 2003**. L'initiative **e-Europe**, lancée en décembre dernier, prône le gouvernement en ligne, en prévoyant notamment que les achats de la Commission et des gouvernements doivent pouvoir se faire en ligne d'ici 2003, et vise à l'accélération du commerce électronique, via en particulier l'adaptation du cadre législatif applicable aux marchés publics (conclusions des Conseils européens de Lisbonne et Santa Maria Da Feira).


## LE CADRE LEGISLATIF

D'un point de vue juridique, la Commission a adopté le 10 mai dernier un «paquet législatif» qui vise à réviser les directives marchés publics actuellement en vigueur ; parmi les objectifs poursuivis, il s'agit en particulier d'**autoriser, tout au long des procédures d'attribution de marchés, le recours aux moyens électroniques de communication**, comme aux moyens conventionnels que sont le courrier postal ou le fax (en abandonnant en parallèle les moyens obsolètes: télex et télégramme). Au-delà de cette reconnaissance, la proposition vise à encourager l'usage de l'électronique, par le biais de **réduction des délais de procédure** dans les cas où les avis de marchés sont publiés par la voie électronique et où les cahiers des charges sont simultanément mis à disposition des fournisseurs éventuels sur le web (ces réductions s'opérant, de façon quasi mathématique, sur les délais consacrés jusqu'à présent à l'acheminement des documents). Les nouvelles directives (secteurs classiques et secteurs dits spéciaux) doivent être adoptées en codécision par le Conseil et par le Parlement et devront ensuite être transposées dans le droit de chaque Etat membre; elles ne seront donc vraisemblablement pas en vigueur avant fin 2002.

En parallèle, les services de la Commission travaillent sur deux projets, l'un rendant obligatoire l'utilisation des **formulaires standards** développés en collaboration avec les Etats membres pour la publication des avis de marchés au JOCE / S (quel qu'en soit le mode de transmission), l'autre adoptant officiellement le **CPV** (common procurement vocabulary) comme la nomenclature européenne des marchés publics (le CPV identifie l'objet des marchés, permettant notamment une traduction automatique dans les 11 langues officielles et facilitant la sélection d'opportunités de marchés par les fournisseurs potentiels).

# LES APPLICATIONS DISPONIBLES SUR http://simap.eu.int
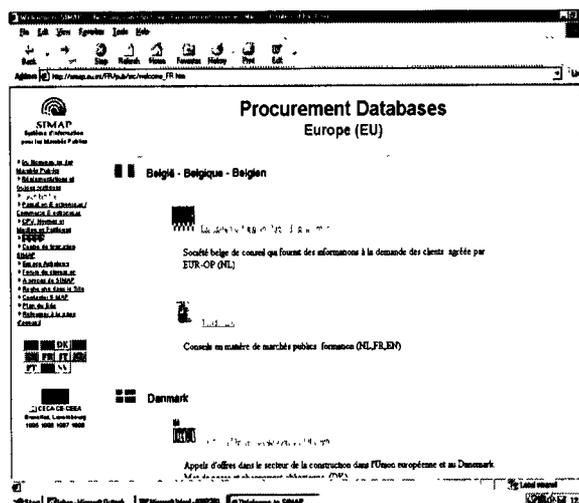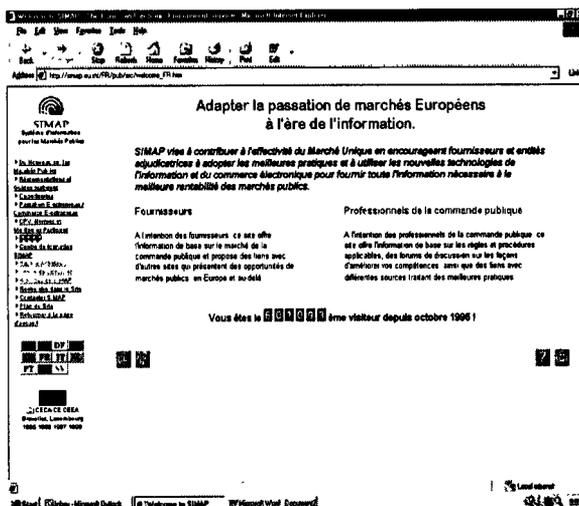




Le **site SIMAP** (Système d'Information Marchés Publics), sur http://simap.eu.int, est conçu comme le portail de l'Union pour les marchés publics; toute l'information pertinente y est accessible, directement (directives, guidelines...) ou via des hyperliens avec des sites spécialisés (droits nationaux, opportunités...). Le site propose aussi, sur son Espace Acheteurs, une palette d'outils spécifiques, pour les pouvoirs adjudicateurs et fournisseurs potentiels.

Le **service internet de notification** y est opérationnel depuis le 1er janvier 1999. Concrètement, il permet à tout pouvoir adjudicateur de *transmettre directement* les avis requis par les directives marchés publics en complétant en ligne les *formulaires interactifs* à sa disposition sur le site. Ces formulaires

---

structurent et valident l'information fournie, ce qui concourt à la *qualité des données* transmises, d'autant plus qu'un service d'aide en ligne assiste l'utilisateur dans l'introduction des données. Les avis soumis via le site SIMAP sont publiés sous bref délai au supplément du journal officiel, sur CD-ROM et dans TED (car, rappelons-le, la version papier du supplément a disparu le 1$^{er}$ juillet 1998). En termes de *sécurité*, l'authenticité des communications est garantie par un système d'identification et de protection des pouvoirs adjudicateurs utilisateurs; d'autre part, ces derniers reçoivent confirmation par courrier électronique de la réception de chacune de leurs transmissions. Le système offre également une *flexibilité* appréciable du côté utilisateur, lui laissant notamment la possibilité d'imprimer une copie de ses avis avant de les transmettre, ou de créer un premier draft d'avis à corriger et transmettre plus tard. Pour les cas particuliers de centralisation de la publication des avis (pour des raisons administratives comme dans certains pays scandinaves, ou commerciales pour les pouvoirs adjudicateurs qui confient cette tache à un prestataire de services), un format d'échange de données a été développé et testé afin de permettre la conversion et le transfert des informations nécessaires entre les bases de données déjà existantes et le système SIMAP. Pour ce qui est des applications en projet (publiques ou privées), il est prévu de rendre publiques les spécifications de l'application, afin d'assurer la compatibilité et l'interopérabilité des systèmes.
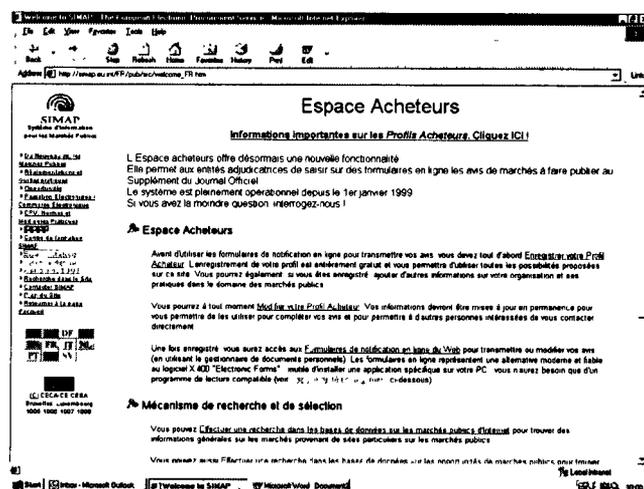


Outre le service de notification, le site propose également un instrument qui permet à tout pouvoir adjudicateur d'y créer sa propre fenêtre: le **profil d'acheteur**, qui offre aux éventuels soumissionnaires un accès direct à des *informations complémentaires spécifiques* sur ses procédures internes, ses programmes d'achats, ses appels passés, mais surtout, pour ce qui est des procédures en cours, le profil d'acheteur doit permettre à chaque fournisseur potentiel intéressé d'accéder directement à *l'intégralité du cahier des charges.* Il suffit d'établir les *hyperliens* adéquats permettant de passer directement du texte de l'appel au site hébergeant le profil, soit le site du pouvoir adjudicateur ou ses propres pages sur un site partagé ou géré par un tiers. Les pouvoirs

adjudicateurs qui ne disposent ni de leur propre site, ni de leurs propres pages peuvent créer leur profil d'acheteur sur le site SIMAP lui-même. Le profil d'acheteur concourt à l'allégement des procédures, à des gains de temps et à des économies non négligeables, ainsi qu'à une meilleure qualité des offres.

Dernier instrument, directement lié au profil d'acheteur, le **mécanisme de recherche et de sélection** (search and retrieval mechanism): cet outil doit aider les fournisseurs en quête d'opportunités spécifiques ou d'information d'ordre général, en leur permettant d'effectuer une *recherche* sur les appels publiés au niveau communautaire, mais également, et au-delà, sur les information figurant *dans les profils d'acheteurs* (hébergés sur le site ou simplement connectés) *ou dans d'autres bases de données* (liées au site); il permet donc de sélectionner et d'identifier des marchés non régis par les directives, à savoir les *marchés en-dessous des seuils*, ceux qui intéressent les PME, mais aussi des *marchés hors Union européenne*, pour les sites extra-communautaires connectés à SIMAP. Ce mécanisme utilise certains champs usuels, présents dans toutes les publications, ainsi que la *nomenclature CPV* (ce qui permet de dépasser les problèmes de nature linguistique).

## LES NOUVELLES METHODES D'ACHAT ELECTRONIQUE

Au-delà des étapes de la publication des avis et de la diffusion de l'information, l'introduction de l'électronique dans les marchés publics touche d'autres phases particulièrement délicates, notamment la transmission ou l'ouverture des offres. Les solutions techniques doivent respecter certains impératifs fondamentaux tels que confidentialité et inviolabilité des offres, intégrité des données, ainsi que les principes d'ouverture et de non-discrimination. Le rôle de la Commission à ce stade n'est pas de remplacer le marché en développant de nouveaux outils, mais d'aider à l'émergence de solutions respectueuses de ces obligations et de coordonner les efforts entrepris au sein des Etats membres.

Ainsi, il est prévu une action de **sensibilisation et de dissémination des meilleures pratiques** afin de mobiliser les principaux intéressés, administrations publiques, collectivités, services publiques, «utilities», fournisseurs potentiels, intermédiaires, sociétés informatiques. De même, une **analyse des projets pilotes** menés dans les Etats membres est en cours; il s'agit d'identifier ces expérimentations, de les examiner et de les évaluer, afin de proposer un éventuel accompagnement pour certaines d'entre elles. La question pourrait en effet se poser d'ouvrir certains de ces pilotes à la participation de pouvoirs adjudicateurs et de fournisseurs d'autres Etats membres, de fusionner certains d'entre eux, de prévoir une assistance technique spécifique ou des services connexes...

Cet exercice doit également permettre de mieux cerner la question des dites nouvelles méthodes électroniques, issues du commerce électronique B2B

(catalogues électroniques, on-line marketplaces, *e*-auctions et reverse auctions, shopping-malls, pour ne citer que celles-ci) afin de déterminer comment et dans quelle mesure le cadre législatif (au niveau communautaire, mais aussi international) pourrait éventuellement les admettre au rang des procédures reconnues. Il est clair que l'informatisation des marchés publics, si elle en démultiplie la transparence, ne saurait constituer un alibi permettant de s'affranchir des principes de non-discrimination et d'ouverture à la concurrence; l'électronique doit au contraire contribuer à élargir chaque marché public afin de garantir le meilleur rapport qualité-prix au consommateur final, le citoyen.

Pour toute information complémentaire:
une visite s'impose sur **http://simap.eu.int**

Contacts:
**Mme Michou**, responsable du projet, DG Marché Intérieur, paraskevi.michou@cec.eu.int

**Mme Perrin**, DG Marché Intérieur,
cecile.perrin@cec.eu.int

# *e*-Business and *e*-Administration at EUR-OP

by Mr. Philippe LEBAUBE
Office for Official Publications of the European Communities



Best Practices in *e*-Administration

# eBusiness et eAdministration à EUR-OP

## Philippe Lebaube
Chef d'unité
OP/A/5 - Edition électronique et diffusion Internet

## Office des Publications Officielles des Communautés Européennes

2

# Plan de la présentation

◆ EUR-OP - Un éditeur pour l'Europe

◆ Les grandes tendances

◆ eAdministration avec les services (B2B)

◆ eAdministration avec les lecteurs (B2C)

◆ eBusiness à EUR-OP

◆ Conclusions

3

# EUR-OP
## Un éditeur pour l'Europe

◆ Tous les métiers d'un éditeur:
- conception éditoriale, graphique et technique
- papier, cd-rom, services en ligne, vidéo, …
- la logistique et l'organisation de la sous-traitance
- la co-édition et la gestion des droits d'auteurs
- la gestion des abonnés et de la diffusion
- le support aux utilisateurs

◆ Vente, facturation paiement

◆ Rôle interinstitutionnel

4

---

## Les produits électroniques

◆ WWW

◆ CD-ROM

◆ DVD-ROM

◆ Vidéo

◆ Borne multimédia

◆ Didactitiel

◆ Jeux

◆ Visite virtuelle

5

---

Best Practices in *e*-Administration
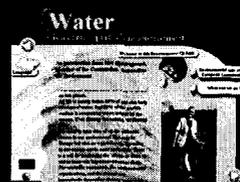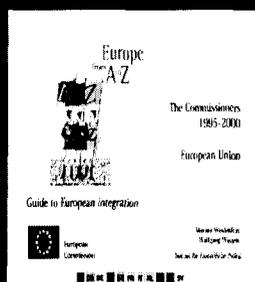
# Quelques services Internet gérés par EUR-OP

◆ **Portail EUR-OP**

*http://eur-op.eu.int*

– EUR-OP News
L'annonce des nouvelles publications

– IDEA
Annuaire interinstitutionnel

– Commerce électronique et réseaux de vente

– Forum européen des éditeurs

◆ **Sites thèmatiques**

– EUR-Lex - Le droit de l'Union pour le citoyen

*http://europa.eu.int/eur-lex*

– CELEX - Le droit de l'Union pour le spécialiste

*http://europa.eu.int/celex*

– TED - Journal officiel série S

*http://ted.eur-op.eu.int*

– EUDOR - Archive électronique

*http://eudor.eur-op.eu.int*

6

---

# Les partenaires opérationnels d'EUR-OP

Services de traduction

Agents de vente

Services auteur
Institutions et autres organes de l'Union

Relais d'information

EUR-OP
contrats, correction, production, catalogue, vente, distribution, archivage

Preneurs de licences

Sites de diffusion

Sous-traitants
conception, graphiste, édition, production

Sous-traitants
diffusion, expédition
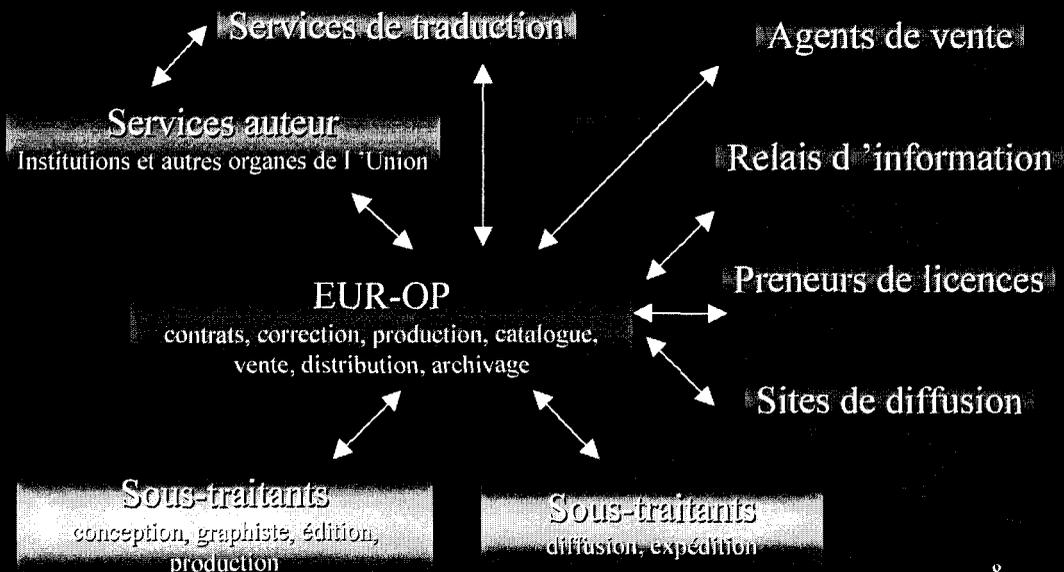
8

## EUR-OP
### quelques chiffres clés

◆ **Publications**
- JO L&C
  - ◆ 800 numéros
  - ◆ 520.000 pages
- JO S
  - ◆ 164.000 appels d'offres
- Publications papier
  - ◆ plus de 10.000 titres
  - ◆ 150 périodiques
- Publications électroniques
  - ◆ 78 CD-ROM

◆ **Diffusion**
- ◆ Europe et monde entier
- ◆ 56.600.000 exemplaires

◆ **EUR-Lex**
- 14.000 utilisateurs par jour
- 140.000 fichiers soit 1/3 du volume du serveur Europa

◆ **Multilinguisme**
- 11 langues officielles
- couverture d'autres langues

7

---

## EUR-OP
### les lecteurs et les utilisateurs

9

---

# Les grandes tendances
## La demande des services

◆ Business to business (B2B)
- "tout, tout de suite"
- meilleur suivi du processus d'édition
- publication d'abord en électronique
- la publication à la demande
- approche audience et thématique
    - ◆ des produits ciblés
    - ◆ des produits combinés
      (ex. papier, cd-rom, internet, WAP, ...)

10

# Les grandes tendances
## La demande des lecteurs

◆ Business to Consumers (B2C)
- la convivialité, la simplicité, la performance, la stabilité
- la fraîcheur, la transparence
- l'accessibilité, y compris pour les *handicapés*
- la gratuité mais aussi le *payant* pour du *service*
- les services interactifs
- la personnalisation
- la réactivité
- la créativité

11

# Les grandes tendances
## L'évolution des publications officielles

◆ des produits uniquement électroniques

  *–site internet, CD-ROM, courrier électronique*

    •Journal officiel série C E (électronique) et série S

  *–et demain ebook, WAP, ...*

◆ la publication à la demande

◆ des services intégrés

  ◆ portail d'accès aux textes législatifs

  ◆ commerce électronique

12

# B2B - services auteurs
## eAdministration - Le support logistique

◆ L'offre de service

  – la présentation des services et des prestations offertes
  par l'EUR-OP

◆ La commande et son suivi

  – la demande d'édition électronique et les outils d'aide à
  la décision

  – le suivi en ligne des travaux de publications

◆ l'échanges des documents (workflow)

  – remise des manuscrits et des épreuves

13

# B2B - services auteurs
## eAdministration - Publier bien et efficacement

◆ Les outils méthodologiques
- Le code de rédaction interinstitutionnel
- Le vademecum de la publication multimédia
- 50% de bible . 50% d'outils

◆ Les outils d'édition
- outils pour la préparation des documents électroniques
- outils pour la publication électronique (auteur, éditeur, technicien, ...)

Δ outils ou services?
Δ Centralisation versus décentralisation?

14

# B2C - Lecteurs
## eAdministration - Service aux lecteurs

◆ Les services demandés
- abonnement électronique et notification (push/pull)
- prise de commande et paiement électronique
- personnalisation
- prise en compte des handicaps
- l'ouverture vers les nouveaux média de diffusion (ebook, WAP, TV, ...)

◆ Les services interactifs et collaboratifs
- forums électroniques
- CIRCA
- questionnaires électroniques
- "do it yourself" services

15

# Front office / Back office

◆ **Front office**
- la vitrine
- l'ergonomie, la convivialité
- l'actualité, le disponible
- la personnalisation
- la prise de commande
- la prise de paiement, ...

◆ **Back office**
- la logistique
- la production
- la gestion des documents, des personnes, des tarifs, ...
- la référence et l'historique
- le paiement, la facturation
- ...

| Front office | Catalogue Référentiel | Back office |

16

# eBusiness

◆ **Commerce électronique**
- Prise et suivi de commandes
- Prise du paiement
- Support aux clients
  ex. EUDOR, EUR-OP

◆ **Back office**
- Paiement électronique
- Livraison
- gestion de la production
- gestion du stock

◆ **Appels d'offres**
- disponibilité en ligne
  ex TED
- formulaires de réponse

◆ **Sous-traitance**
- demande de travaux
- facturation
- workflow
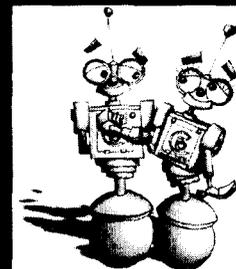
# B2B - partenaires extérieurs
## eBusiness - partenariat de services

◆ Le processus éditorial
- les mécanismes d'échanges de manuscrits et d'épreuves
- la traduction et la correction des textes

◆ La gestion de l'information publiée
- copyright, certification
- archivage
- exploitation du fond documentaire

◆ L'utilisation de l'information publiée
- l'intégration des fonds documentaires (ex. Portail d'accès au droit communautaire)
- les mécanismes de référencement des documents (ex. UDL)
- l'intégration thématique et multisupports

18

# B2B - partenaires extérieurs
## eBusiness - entreprise étendue

◆ Le réseau de vente et des preneurs de licences
- vente, diffusion et réutilisation de l'information communautaire
- forum des éditeurs européens

◆ Les relais nationaux
- valorisation de l'information communautaire

◆ Les sous-traitants
- réalisation technique des publications
  - bons de commande électronique
  - gestion et suivi de projets
  - facturation et paiements des prestations

19

# B2B - partenaires extérieurs
## eBusiness - entreprise étendue

◆ **La logistique de la réalisation technique**

   – l'utilisation des solutions normées (SGML, XML, …) pour l'échange électronique des manuscrits et des épreuves

   – la réception qualitative des travaux

◆ **La gestion de la vente et de la diffusion**

   – revente

   – gestion des abonnements

   – gestion de la livraison et de la diffusion
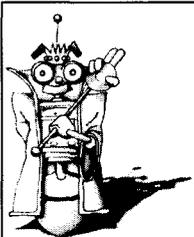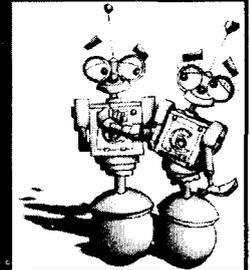
# B2C - Le lecteur
## eBusiness - Le client roi

◆ **Le client "roi"**

   – Engagement de service

   – gratuité versus payant

◆ **Options**

   – Adopter les approches "Do it yourself"

      ◆ Mettre à disposition les outils

      ◆ Mettre à disposition le contenu

◆ **Questions pour les institutions**

   – jusqu'où aller dans la gratuité du service?

   – service générique par les institutions
versus
service personnalisé réalisé par le réseau de partenariats publics et privés?

21

# Critères pour un passage réussi à la eAdministration

- **B2B**
  - culture de service
  - disposer des standards, protocoles et procédures techniques et opérationnelles pour implémenter les «*business model*»
  - identifier les acteurs clés

- **B2C**
  - le client « roi »
  - soigner le « front office » (KISS)

- **Quelques principes d'orientation**
  - *centraliser* la conception et la gestion des infrastructures de services
  - *décentraliser* la gestion opérationnelle du contenu au plus proche du service ayant l'autorité
  - disposer de SLA - Service Level Agreements

22

---

# Conclusions

- **les institutions européennes:** une *entreprise étendue*

- **« *e-administration* »** impact important sur l'organisation

- **chacun des services** doit se concentrer sur son « *métier* »

- **allouer des ressources substantielles pour** l'*infrastructure de services*

- **adaptation de la** politique de *sous-traitance*

- **adopter des approches par *phase***

23

# 4C + 2Q = 1S

◆ 4C

   – Clients

   (author services, end-users)

   – Content

   – Consistency

   – Creativity

◆ 2 Q

   – Quality

   – Quickness

◆ 1S

   – Service

24

# EUR-OP
## un éditeur pour l'Europe
## à l'ère du numérique

les métiers changent

mais

le savoir faire reste

25

# e-Commerce:
# The need for public-private partnership

by Mr. Arie van BELLEN
   Electronic Commerce Platform, Netherlands

# The Netherlands
# &
# Electronic Commerce

*best practises in e-administration, Luxembourg 30 june 2000*

Arie Van Bellen,      Electronic Commerce Platform Netherlands

Dana Summers
The Orlando Sentinel
Tribune Media Services

# trends

powershift: information enabled customer/transparency

information agent

multi media mix, convergence: also in players!

from market place to market space

enormous speed in developments

from new economy to re-newing economy

# Adoption cycle



Years to reach 50 mln users

| | | |
|---|---|---|
| Radio | = | 38 |
| TV | = | 13 |
| Cable | = | 10 |
| Internet | = | 5 |
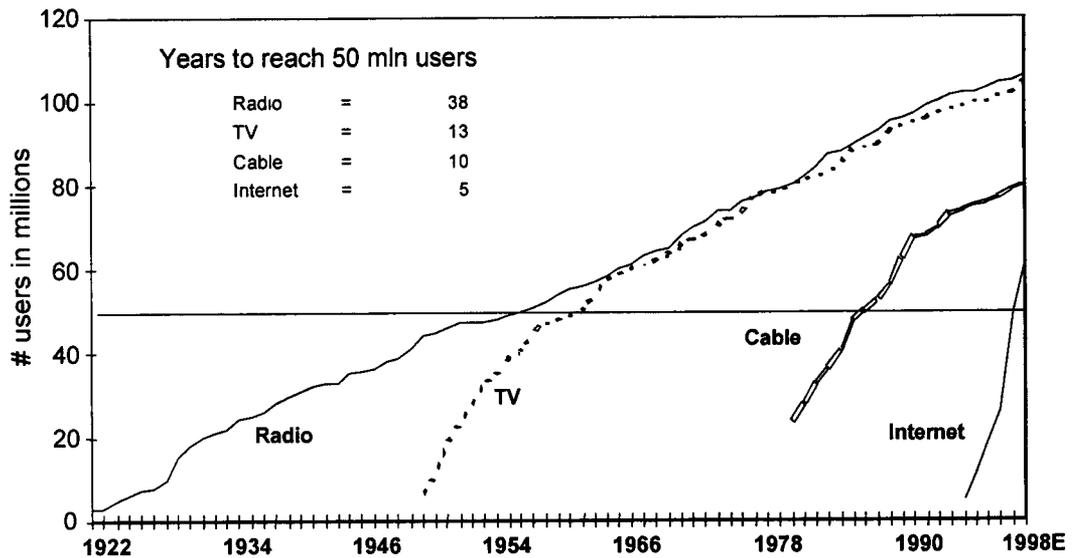
# Definition Electronic Commerce:

## "doing business electronically"

b - b

b - c

b - g

g - c

b - e

# EC transaction and information cycle
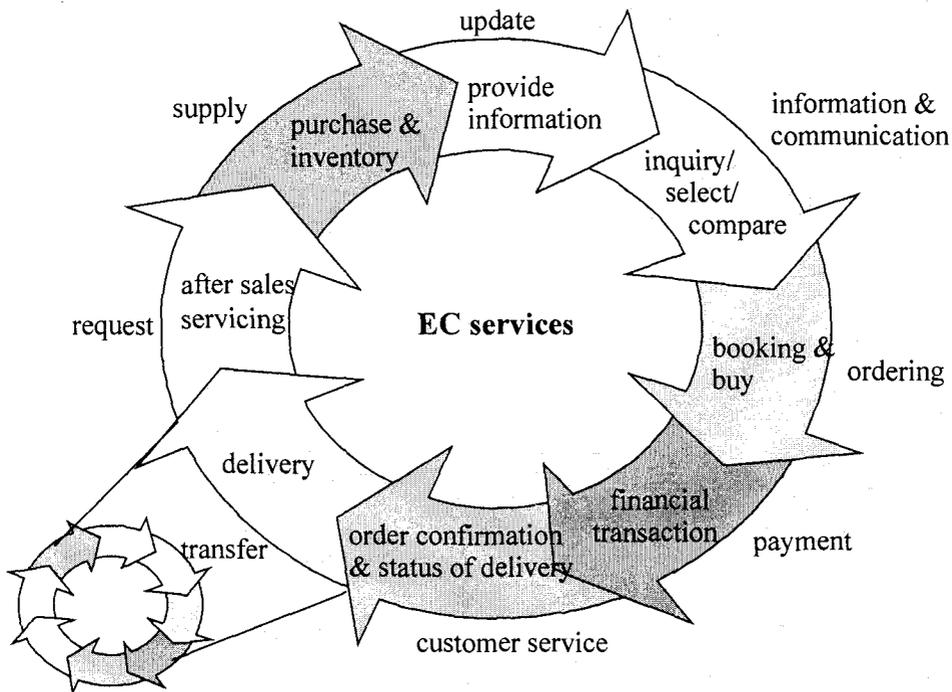


# Position NL ( +)

- infrastructure
- education level, language
- logistics, distribution
- information services
- "thinking international"

# Position NL (-)

- small national market
- specific education
- ICT-investments
- adoption (consumer)
- competition in some areas

*NL*

Netherlands oNLine

## Ranking in the 'information society index'

| Land | 1998 | 2002 | Land | 1998 | 2002 |
|---|---|---|---|---|---|
| VS | 1 | 1 | Australië | 8 | 4 |
| Zweden | 2 | 3 | Japan | 9 | 5 |
| Finland | 3 | 8 | Canada | 10 | 6 |
| Singapore | 4 | 2 | V. Koninkrijk | 14 | 13 |
| Noorwegen | 5 | 11 | België | 15 | 15 |
| Denemarken | 6 | 12 | Duitsland | 16 | 14 |
| Nederland | 7 | 7 | Frankrijk | 19 | 20 |

Bron: IDC/World Times Information Society Index 1999

Best Practices in e-Administration

# Europa - VS

- Mobile the killer-application for Europe?

- Europa in 2005 buys more via the internet then the USA

- Webstores: VS 3/4 startups, Europa 1/3, 80% can deliver when customer is not home (Europe 10%!)

## Barrières voor e-commerce 2

| | |
|---|---|
| Security | 15% |
| Lack of potential customers connected | 4% |
| Resist new technology | 10% |
| Lack of knowledge | 20% |
| Difficulty of implementation | 15% |
| Cost | 20% |
| Lack of skills | 13% |
| Training requirements | 3% |
| Language | 1% |

## Barrières voor e-commerce 1 *NL*

| Barrier | Percentage |
|---|---|
| Security | 25% |
| Lack of potential customers connected | 24% |
| Resist new technology | 10% |
| Lack of knowledge | 10% |
| Difficulty of implementation | 10% |
| Cost | 9% |
| Lack of skills | 7% |
| Training requirements | 3% |
| Language | 1% |
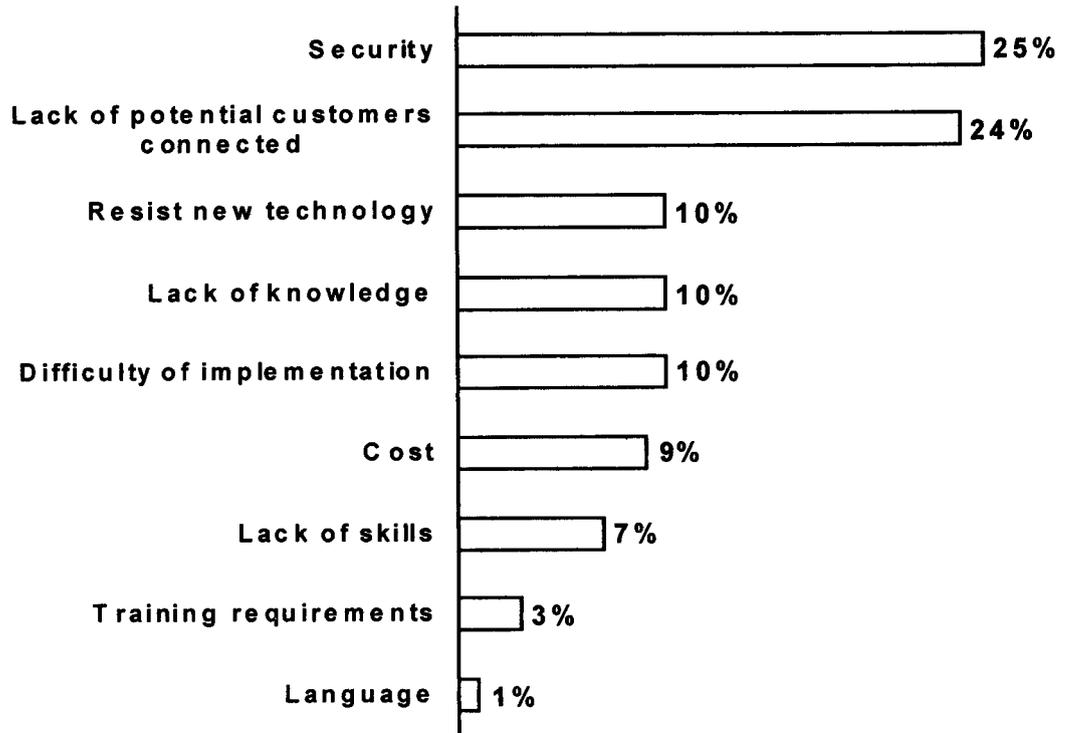
## Electronic Commerce: *NL* 3 critical factors

**Critical mass**

**Inter-operability**          **Trust**
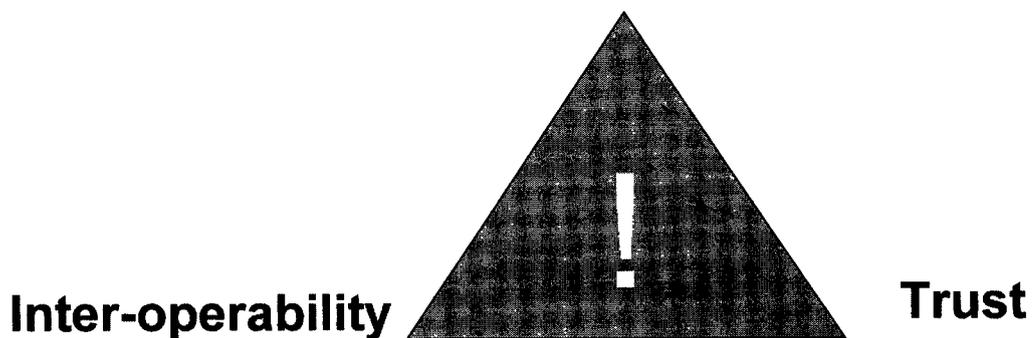
# Key issues in policy

**harmonisation of rules**

**simplification of procedures**
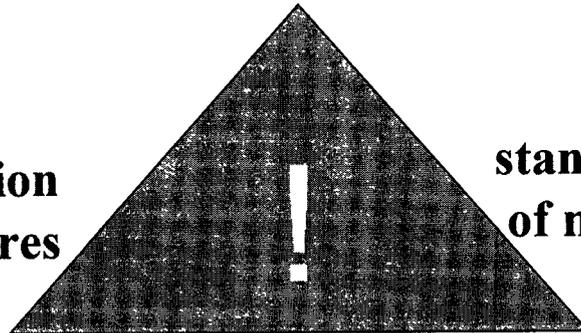
**standardisation of means**

# Government policy:

- Strategic subject (National Action Plan)
- *Components*:
- Infrastructure
- Education
- Stimulation of innovation
- Legal framework
- E-government programme

*ECP NL*

# What does the market expect of the government?

- Stimulation?
- Active participation?
- Safe-guarding of fundamental rights?
- Rules?
- No rules?
- International cooperation?
- Education?

*ECP NL*

# ECP.NL national public - private partnership on e-commerce

- januari 1, 1998
- market initiative
- association (nfp)
- staff of 15 fte
- 6 areas of activities

- members:
- intermediairies
- users
- providers
- government
- R&D

# Participants in ECP.NL
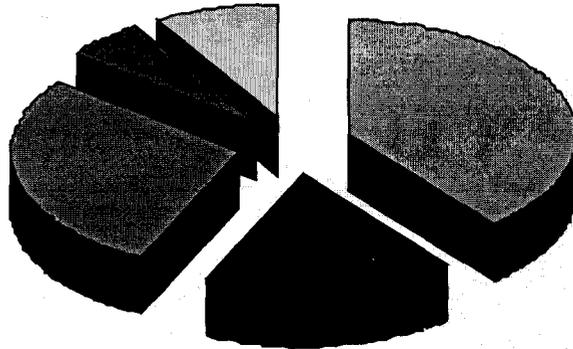


| suppliers | users | intermediairies | government | R&D |

# Activities ECP.NL

Awareness

Monitoring & initiating projects

International coordination & cooperation

Education & research

# Example of PPP-projects

- Model Code of conduct, market makes it. governement will use it

- TTP.NL: coregulation based on Directive Electronic signature

- Lawful acces: project hosted by ECP.NL

# Key-issues in PPP's

- Respect for different interests
- Open, not exclusive
- Coordination behind the players
- Communication

# Don't be afraid of the "E"

- E-business will be business
- E-government will be government
- eEurope is Europe
- What's new is the processes, the position and the role of the players

- *mid-term hot topics: have's and have not's?*

# Conclusions

Given the organisational and business opportunities offered by IT, particularly Internet and email technologies to re-invent Government the symposium

- Emphases the need for top management sponsorship and middle management commitment for implementing e-Administration solutions

- Recommends that the Commission in the context of the *e*-Europe / *e*-Commission initiative, examines with Member States and the private sector, the means to develop the infrastructure to support B2G, G2C services

- Confirms the need for training for both users and IT personnel particularly concerning management needs

- Recommends that the Informatics Directorate organises a 2$^{nd}$ seminar on *e*-Administration in June 2001

**di**

# Best Practices in e-Administration

june 30, 2000
Bâtiment jean Monnet
Luxembourg / Kirchberg

Interesting web sites

http://europa.eu.int/

http://europa.eu.int/comm/di/symposium/

http://europa.eu.int/comm/internal_market/en/index.htm

http://www.ispo.cec.be/ecommerce/

http://www.ec.fed.gov

http://Simap.eu.int

http://eur-op.eu.int/general/fr/index.htm

LE GOUVERNEMENT

di