

Transform Hawai'i Government 2019 Coalition Meeting
29 January 2019

Is Digital Government About Transformation, Optimization, or Both?

Rick Howard

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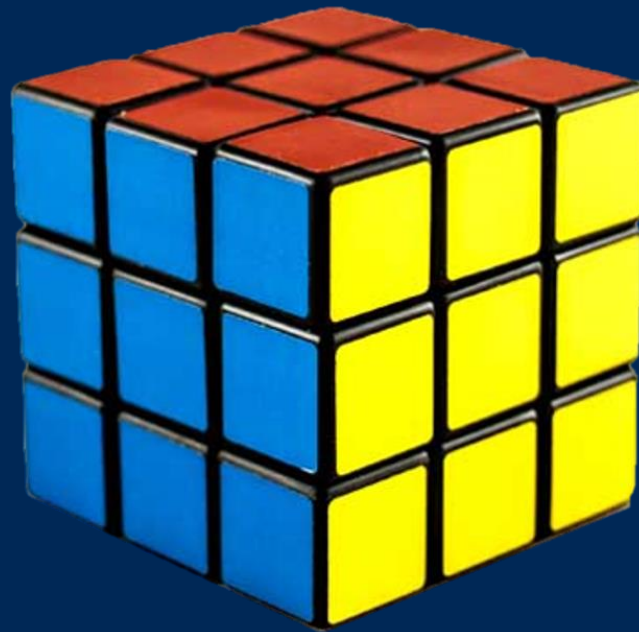
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If Your Organization Was a Puzzle ...

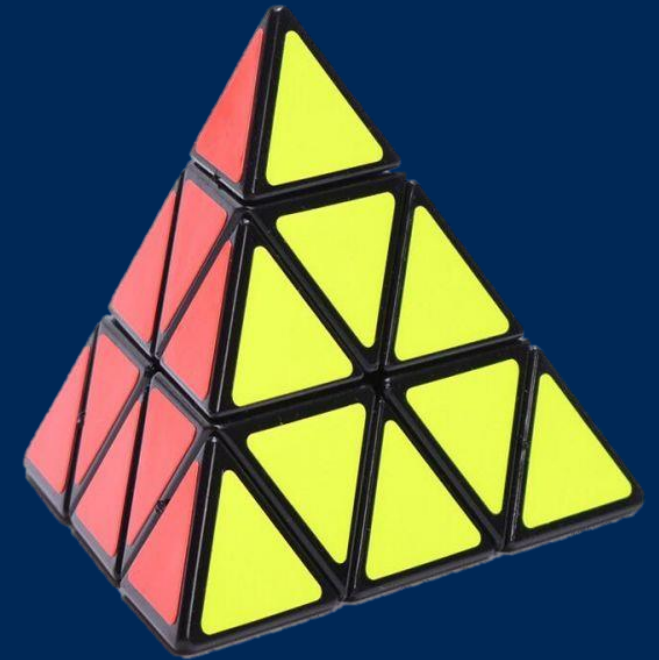
How quickly could it
change from this



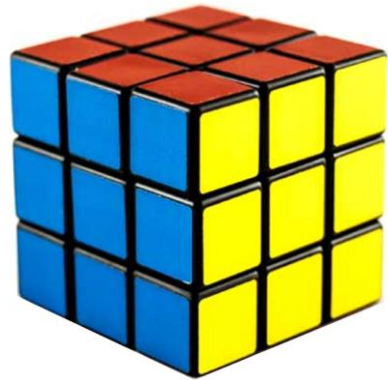
into this



or this?

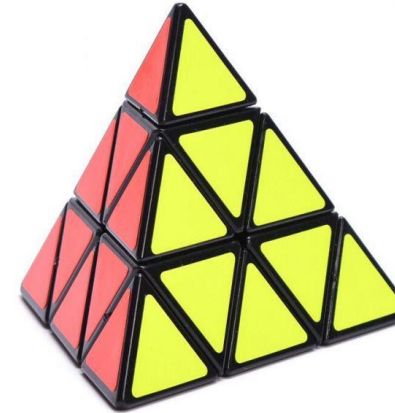


Common Attributes of Optimization and Transformation



Optimization

- Continuous
- Incremental and evolutionary
- Strategic and intentional
- Limited in scope and potential



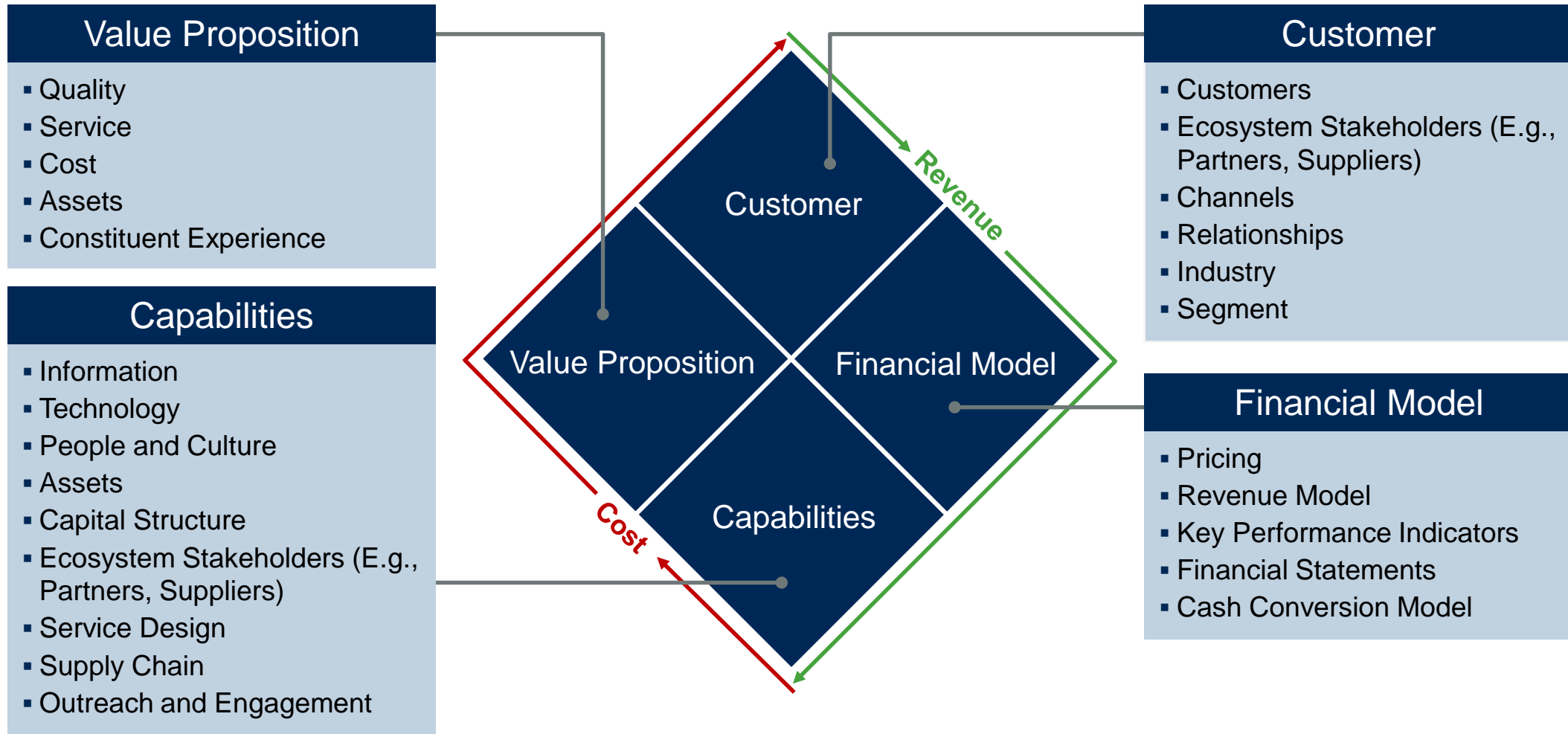
Transformation

- Mostly episodic
- Sudden and revolutionary
- Reactive and opportunistic
- May (but often does not) sustain or scale

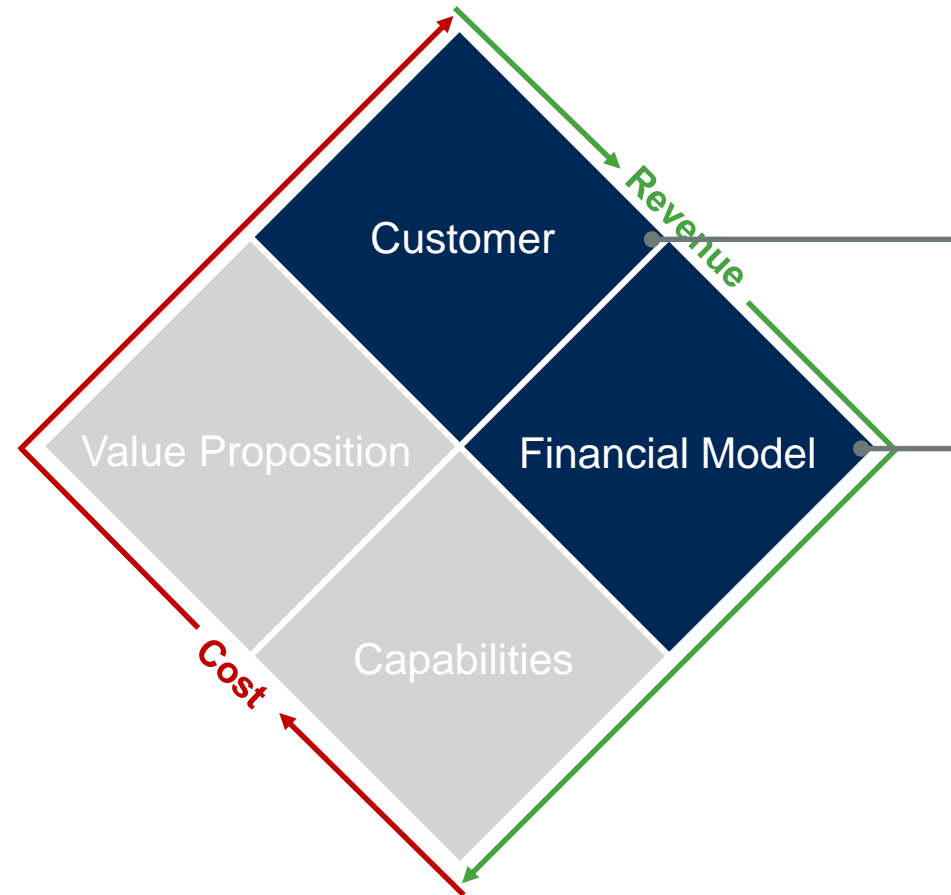
Key Issues

1. What does optimization and transformation mean in government and why does it matter?
2. How can government CIOs establish the right balance that maximizes progress?

The Government Business Model Seeks Stability and Resists Disruption



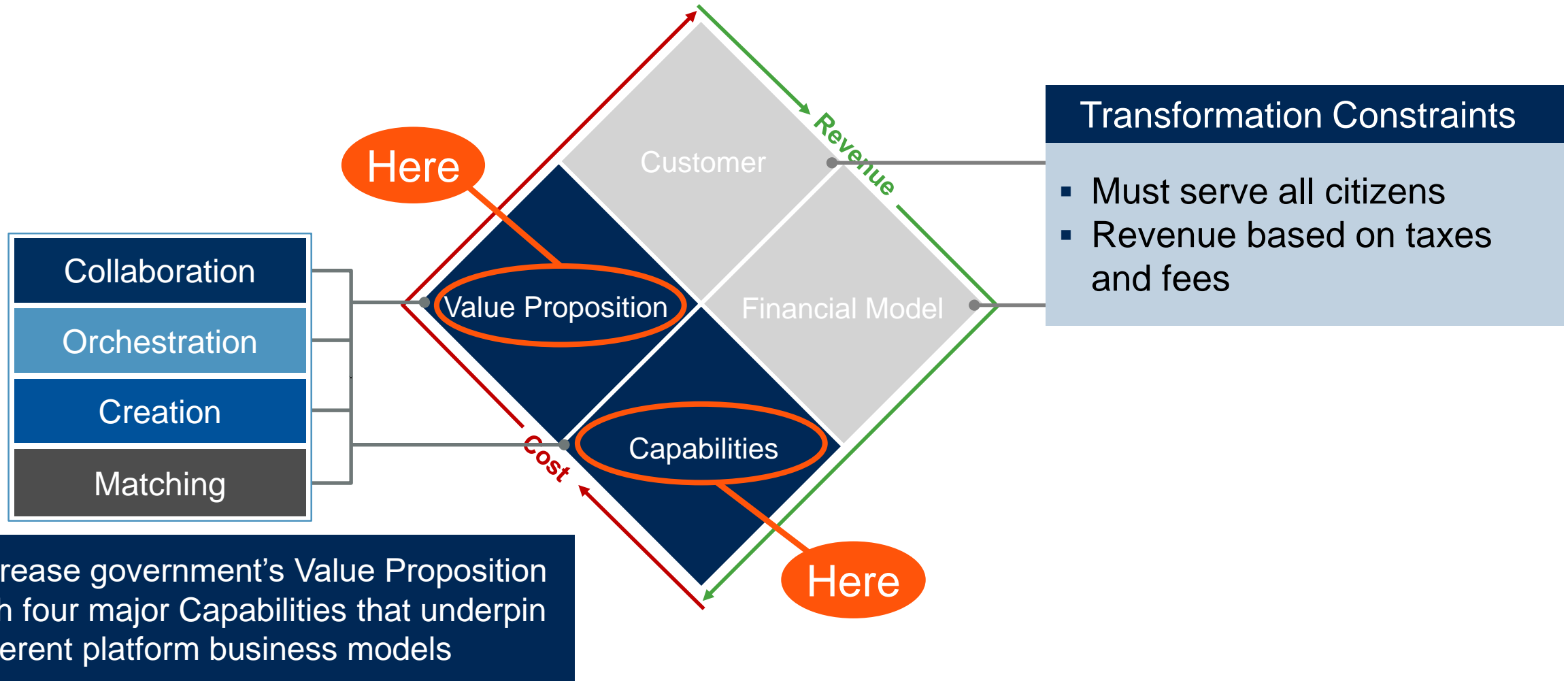
Transforming the Government Business Is Possible ... but Not Easily Done



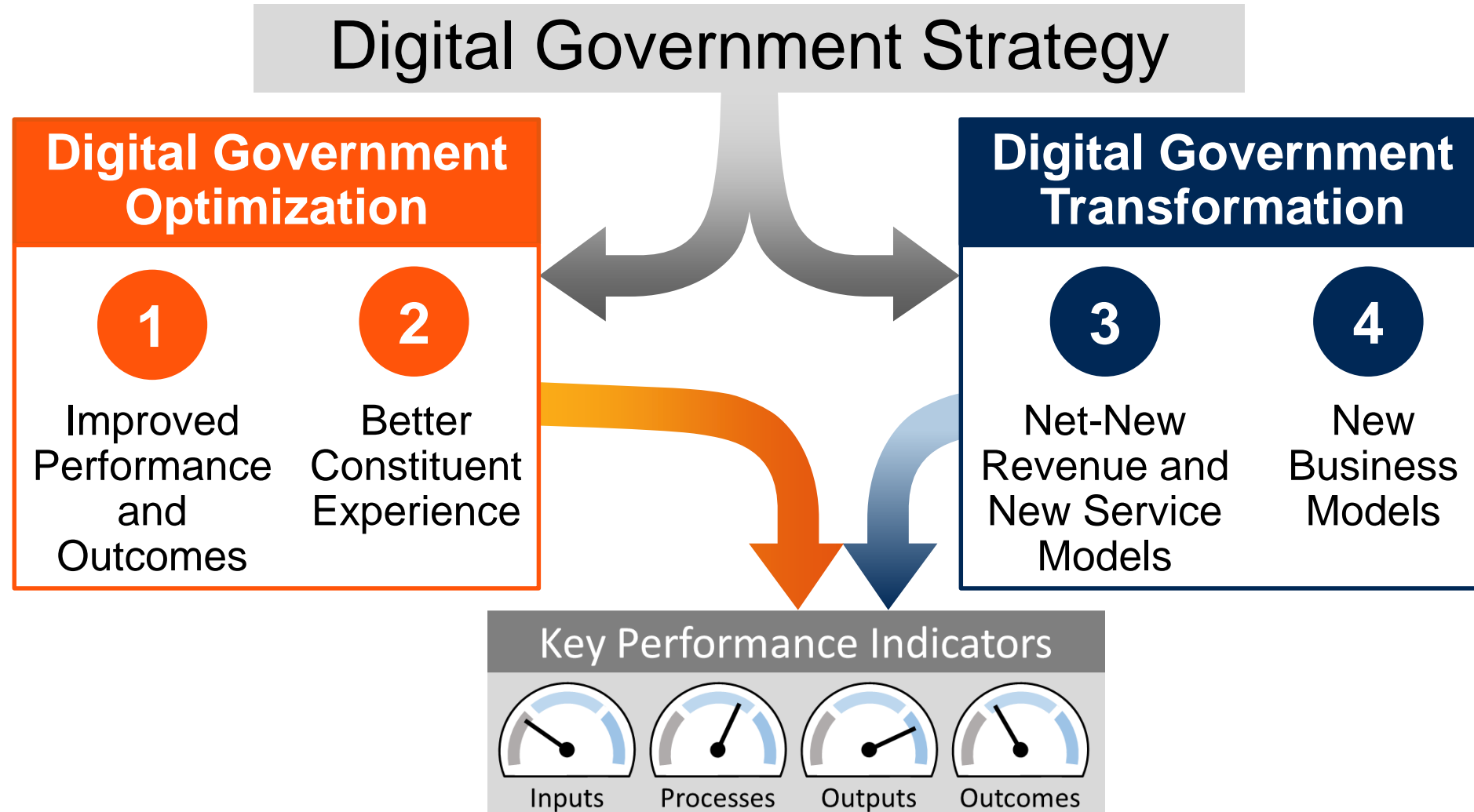
Business Model Transformation Opportunities

- Formation of public-private partnerships
- Co-create public services with open data
- Participation in partner ecosystems

Where Can Government Leaders Make the Most Short-Term Impact?



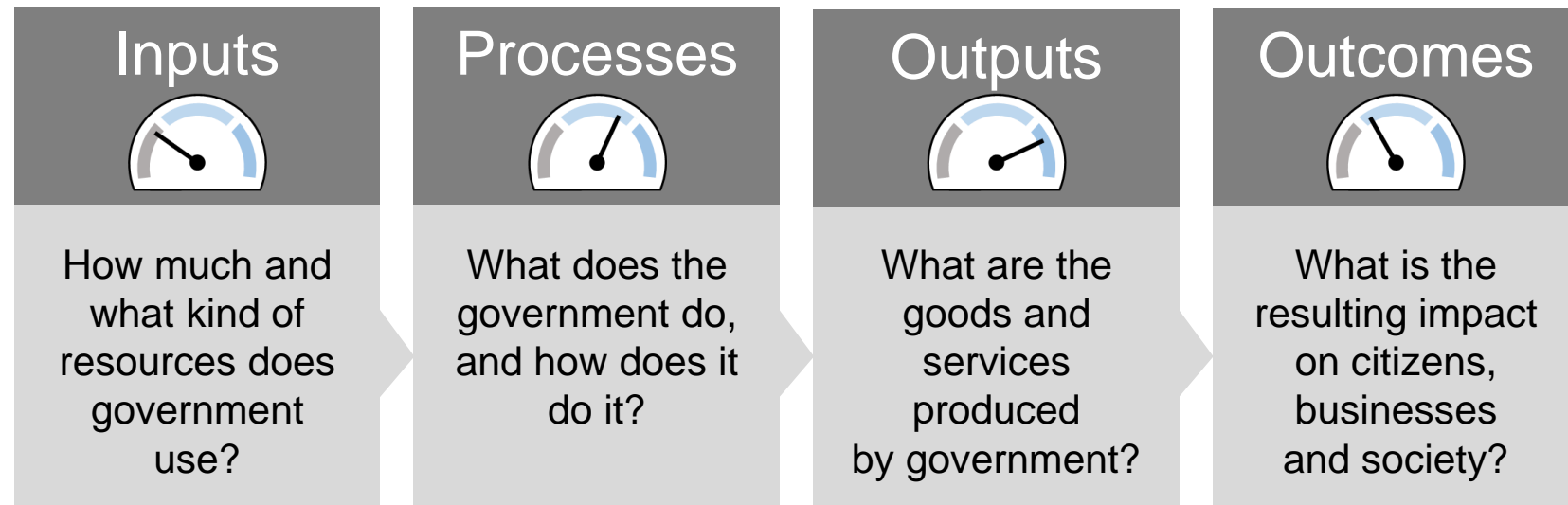
Are You Optimizing Government or Transforming It?



Source: ["Digital Business Ambition: Transform or Optimize?"](#)

Each Stage of the Government Value Chain Can Be Transformed or Optimized

Transformed
Optimized

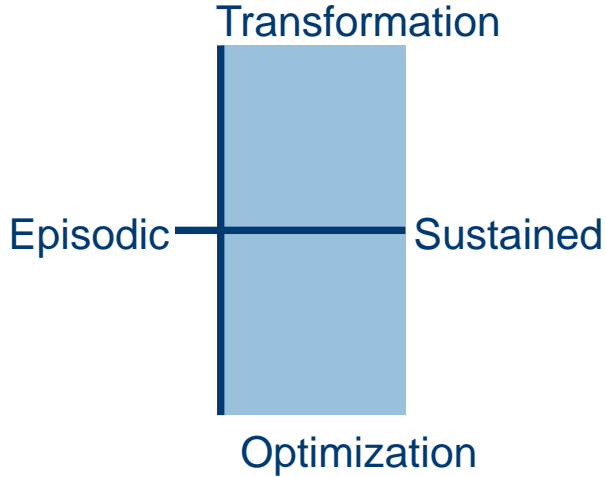
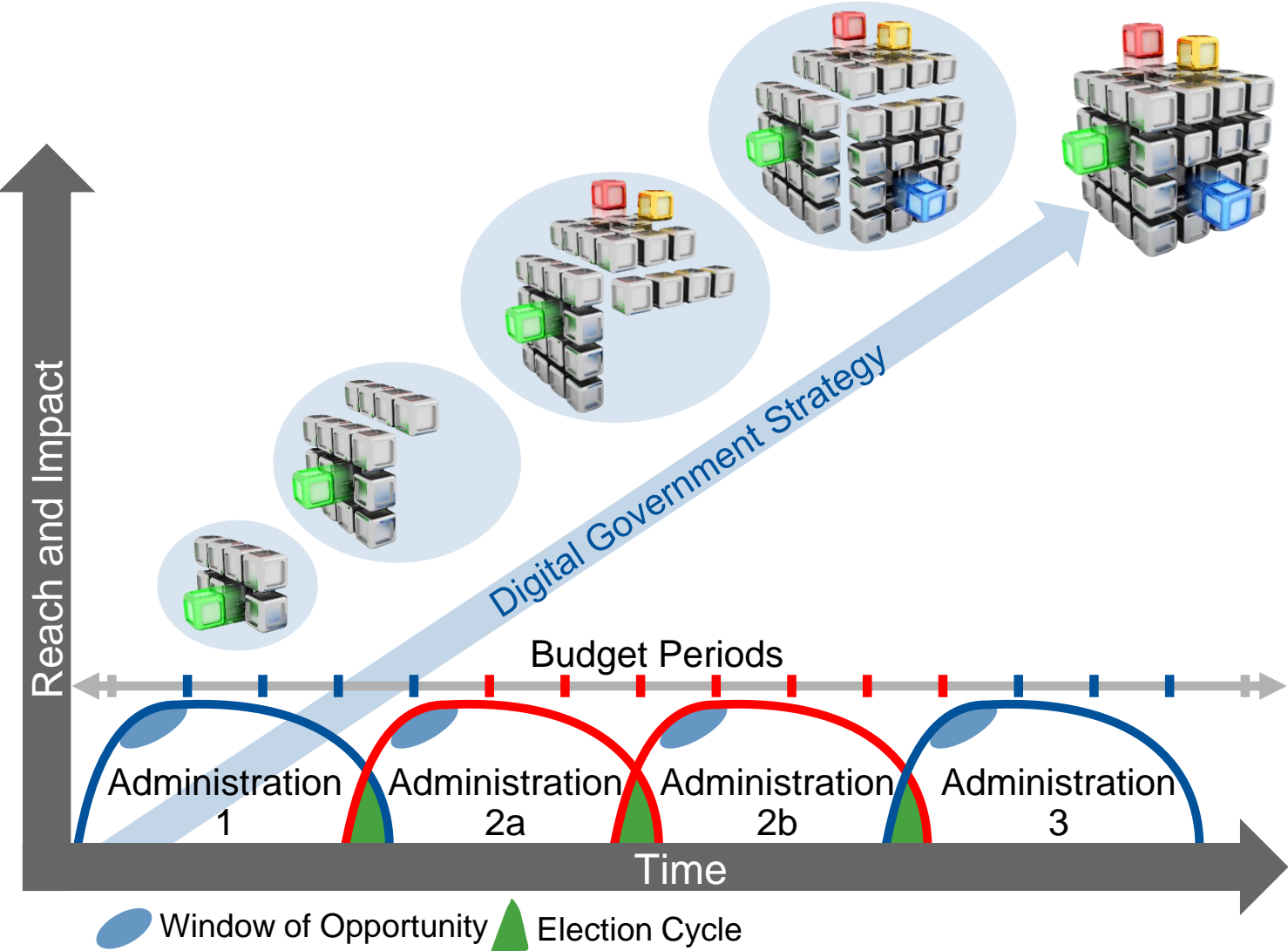


Airport biometric recognition screening				
Dynamic taxation or fee models				

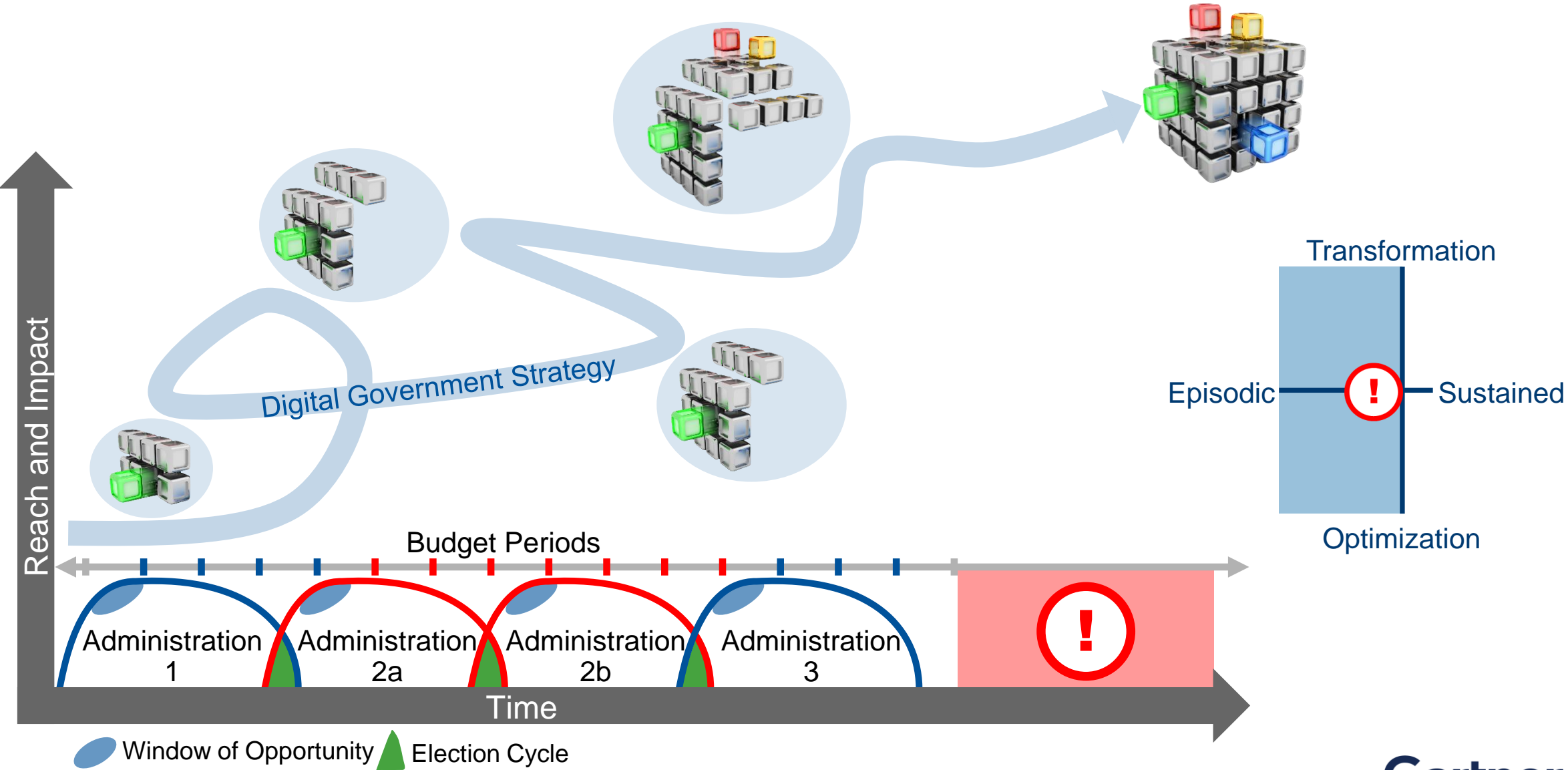
Key Issues

1. What does optimization and transformation mean in government and why does it matter?
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Principle 1: Play the Long Game

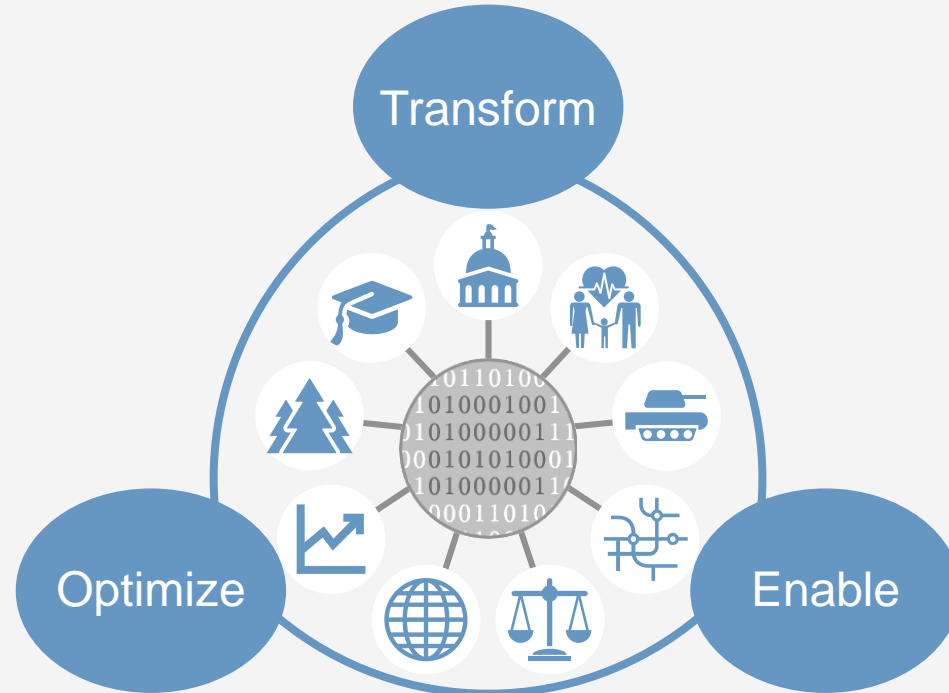


Principle 1: Play the Long Game



Principle 2: Treat Data as a Strategic Resource

Digital data at the center of Digital Government



Digital Government

A government organization or business unit whose services are only made possible by the use of digital data.

Optimization

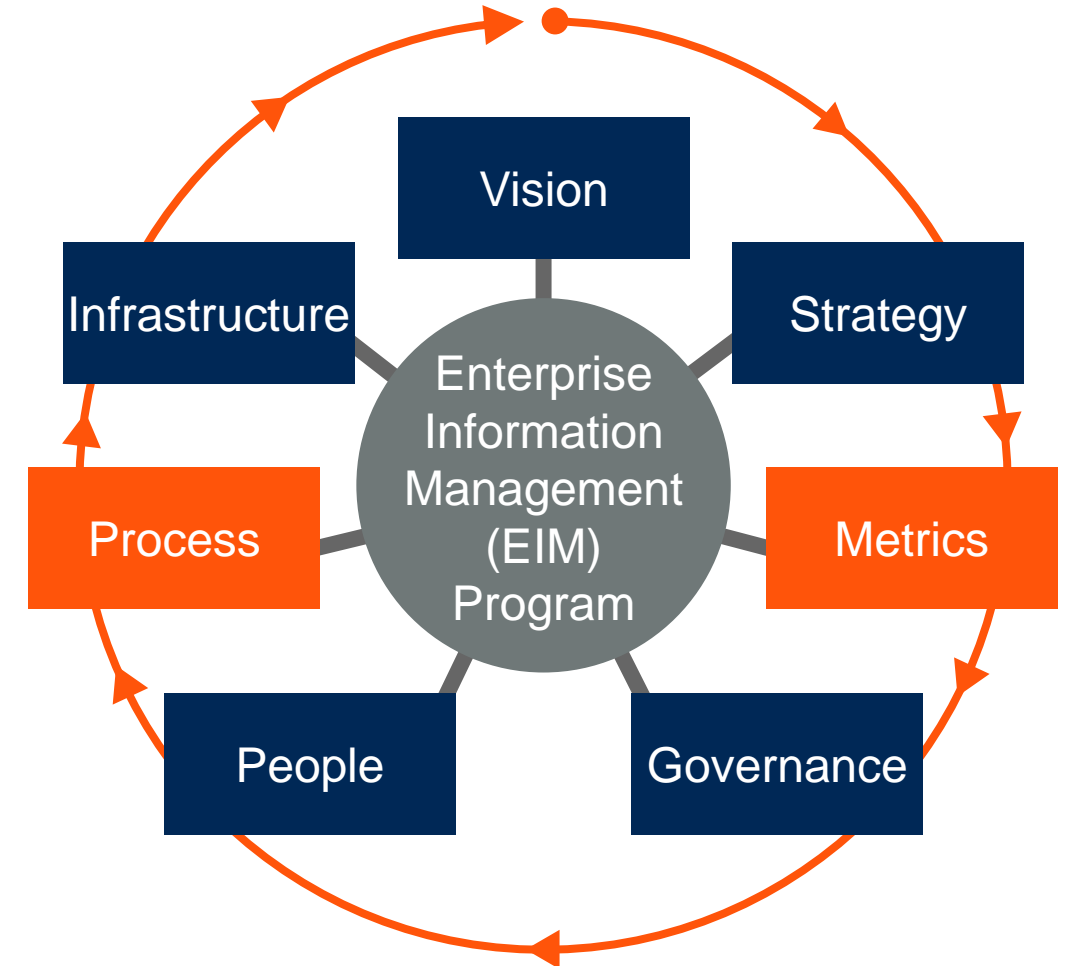
- Interoperable Data
- Outside-In
(From Service to Data)
- Focus on Platform

Transformation

- Open Data
- Inside-Out
(From Data to Service)
- Focus on Ecosystem

Performance Management Culture Begins with Data and Analytics Governance

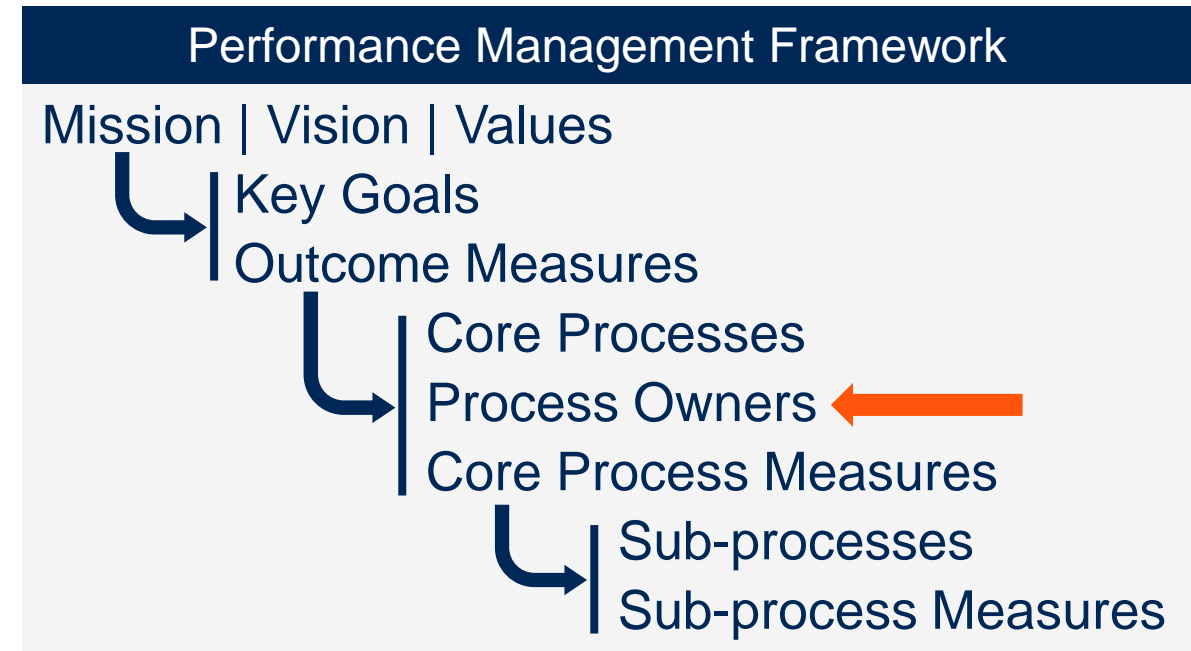
- Establish and communicate business value with KPIs
 - Operational Metrics
 - Business Value Metrics
 - Data Quality Metrics
 - Data Management Maturity Measures
- Take a “just enough” approach to EIM.
- Keep it simple but avoid shortcuts.



The Seven Building Blocks of EIM

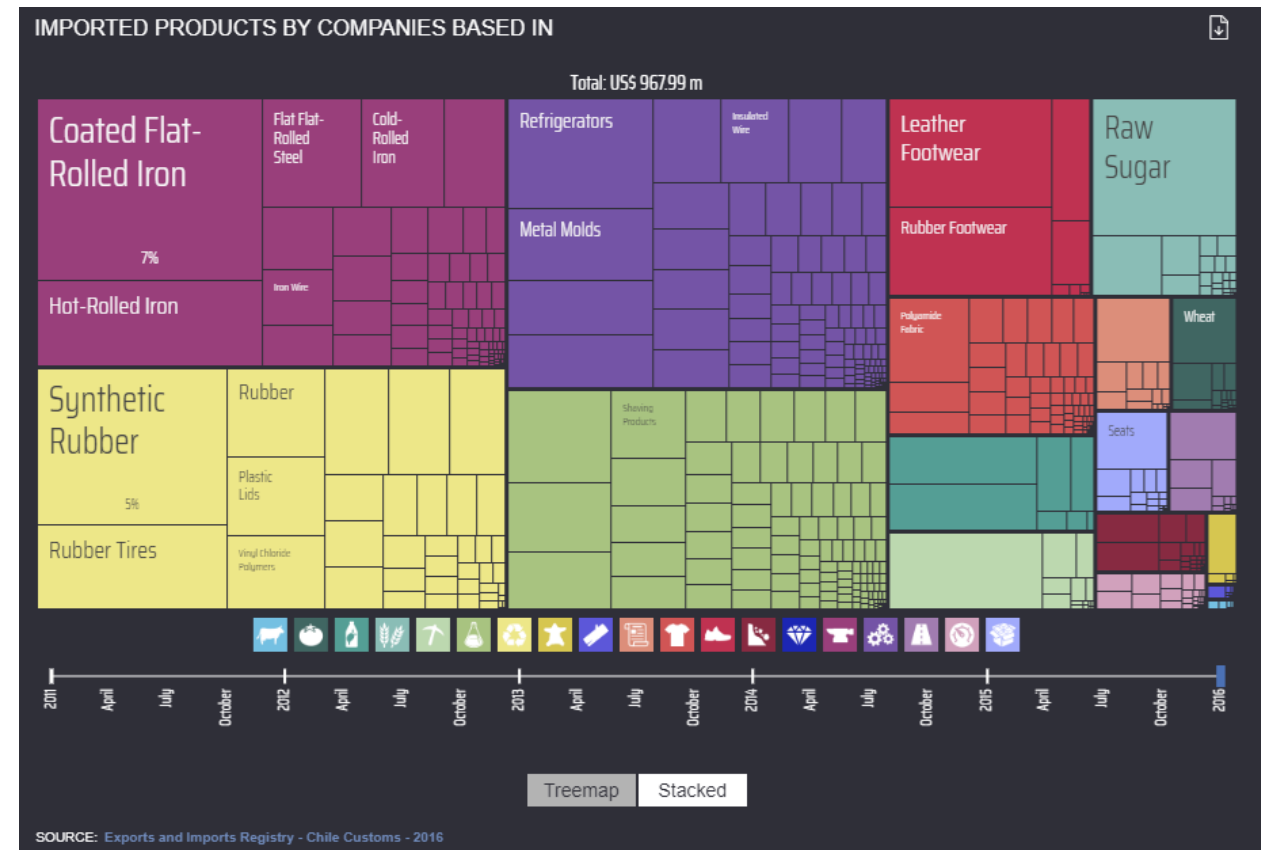
Apply General Best Practices That Are Relevant to All Metrics

- Goals are concrete and visible
- Initial baseline performance is established
- Number of metrics is held to an absolute minimum
- Each metric has an **Owner** who ensures it is
 - Linked to strategy
 - Outcomes focused
 - Predictive, not historical
 - Transparent and accessible



From Novice to Expert – Think Beyond Data Sets, Catalogs, and Maps to Meet Community Needs

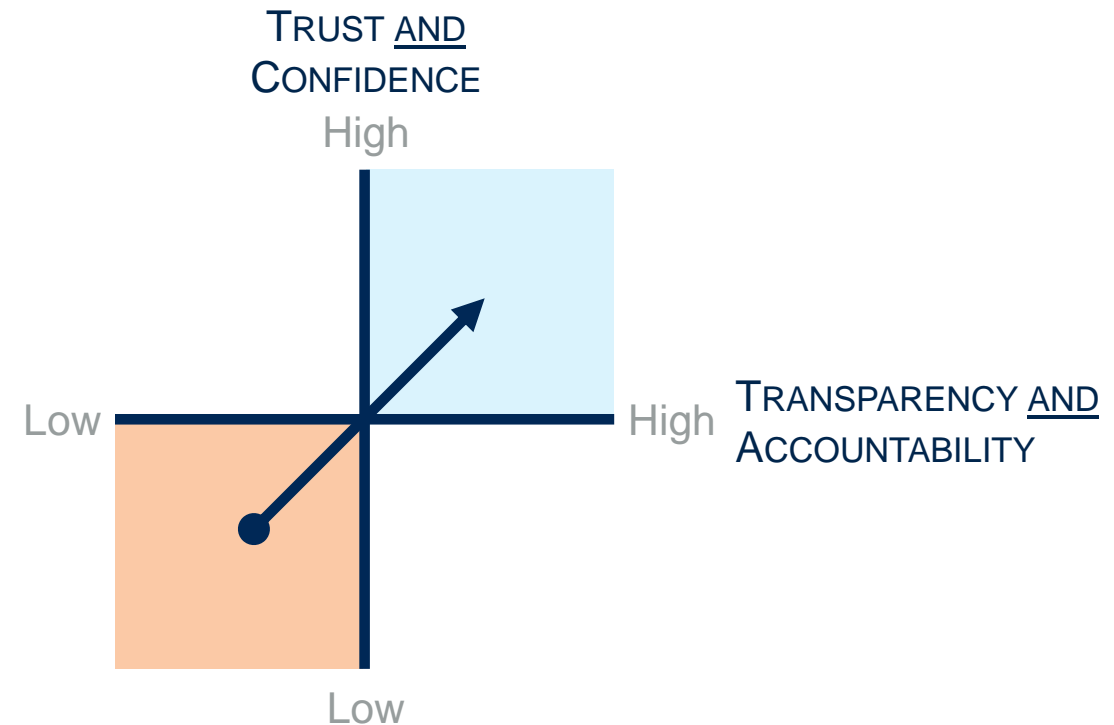
- Consider the point of view of different users and varying contexts
- Use a checklist to evaluate data quality and usefulness
 - Accurate
 - Timely
 - Accessible
 - Relevant
 - Complete
 - Current
 - Consistent
 - Understandable
 - Credible
 - Valid



Source: [DataChile](https://datachile.cl/) Accessed 25 January 2019

Principle 3: Become Reliably Proactive To Increase Trust and Confidence

- Analytics converts data into information and insight-driven action
 - *What* is about to happen?
 - *What* should happen?
 - *Where* will it happen?
 - *When* will it happen?
 - *Why* will it happen?
 - *Who* is needed to manage it?
 - *How* well did we do?



Recommendations

- ✓ Develop KPIs that significantly improve the capabilities and value proposition of government.
- ✓ Determine which segments of the value chain can be transformed or optimized:
 - Inputs, processes, outputs and outcomes.
- ✓ Seek opportunities to create new business models in government:
 - Selectively pursue full-scale transformation opportunities while embracing optimization.
- ✓ Apply these principles:
 - Be proactive by default.
 - Treat data as a strategic resource.
 - Play the long game.

Recommended Gartner Research

- ▶ [Government CIOs Must Resist Transformation Hype and Focus on Digital Optimization](#)
Rick Howard and Neville Cannon (G00364101)
- ▶ [Conversational Artificial Intelligence Will Drive 'Citizen-Centric' Services for Smart Cities](#)
Bettina Tratz-Ryan (G00325052)
- ▶ [Put Citizen Experience at the Center of Your Operations by Developing a Citizen Engagement Hub](#)
Bill Finnerty (G00320092)
- ▶ [Introducing the Gartner Digital Government Maturity Model 2.0](#)
Andrea Di Maio and Rick Howard (G00334525)
- ▶ [Predicts 2018: Positioning Government for Outcomes in Digital Ecosystems](#)
Cathleen Blanton, Andrea Di Maio, Alia Mendonsa and Others (G00342756)
- ▶ [Hype Cycle for Digital Government Technology, 2018](#)
Rick Holgate (G00340212)
- ▶ [CIOs Must Assess Digital Urgency and Organizational Readiness to Lead Government Transformation](#)
Arthur Mickoleit (G00352432)

For information, please contact your Gartner representative.