

## Introduction to the Transformational Government Mini-track

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Initially, e-Government was considered a technical phenomenon. However, in the last couple of years, research on this topic clearly showed its multidimensional nature and identified the importance of acknowledging strategic, political, managerial, organizational, stakeholder relationship, and environmental factors to understand and explain the ICT-enabled transformation of government. This mini-track examines the complex interplay among these factors that influence effective e-Government management and its transformational potential. Increasingly, this involves inter-organizational collaboration and the management of relationships with citizens, businesses, and other stakeholders.

This mini-track is one of the key international platforms at which the transformational aspects of e-Government, as well as their implications for government, citizens and society, are being discussed from a multidisciplinary perspective. It welcomes papers that focus on empirical, theoretical or conceptual contributions that show the importance of strategic, political, institutional, managerial, organizational, and democratic factors in managing e-Government. This year's mini-track attracted eleven paper submissions from which four were selected for presentation at the conference.

The paper *Benefits Realization in e-Government: Institutional Entrepreneurship or Just Hype?* by Leif Skiftenes Flak and Hans Solli-Saether addresses the lack of empirical research in the area of benefits realization from e-Government initiatives in order to develop theory and understand the impact of benefits realization practices on government organizations. They conducted a longitudinal qualitative case-study of the Norwegian G2B portal 'Altinn' and their benefits realization management approach to explore the extent to which benefits realization practices led to institutional change through the analytical lens of institutional entrepreneurship theory.

In the paper *E-Government Evolution Priorities from a Web 2.0 Perspective: An Exploratory Field Study* Said Assar and Imed Boughzala present the findings from an exploratory field study into the

opportunities of integrating Web 2.0 technologies in e-Government applications to improve e-Government service quality and achieve strategic objectives of e-Government in France. By using a mixed-method approach of a qualitative enriched Delphi method with 20 French e-Government expert participants and a quantitative online survey among 60 French e-Government practitioners, they found that the potential of Web 2.0 technologies is insufficiently acknowledged by French public authorities and digital identity management is not considered as a strategic issue for e-Government development in France.

The paper *Measuring Computerization and Centralization: an Approach Derived from the Management of Public Registers* by José Formaz and Olivier Glassey introduces a new computerization and centralization scorecard measurement model in order to explore the causal relationship between information technology and organizational change in government. The authors used research on the digitization of public registers in Swiss government organisations to develop the proposed management tool.

In the paper *Organizational and Institutional Arrangements for e-Government Success: A Preliminary Report on Contemporary IT Management Approaches in US State Governments* Lynne Markus, Dax Jacobson, Quang Neo Bui, Kevin Mentzer and Olivier Lisein aim to understand barriers and enablers of e-Government success through the development of a conceptualization of IT management arrangements on two dimensions: 1) the organization of IT activities and 2) control over decisions about IT activities. They apply this conceptualization to preliminary empirical findings from a study of IT management arrangements in American state governments. Their conclusion is that neither dimension alone provides a good characterization of governmental IT management arrangements, as many states appear to employ centralization of IT activities to offset decentralization of IT control and vice versa.