

# Chapter 65

## Trends in e-Strategic Management: How do Governments Transform their Policies?

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### ABSTRACT

*More than a decade has passed since the conception of major Government e-strategies and significant outcomes have been delivered worldwide concerning information technology infrastructure and e-service deployment. Already, major e-Strategies have closed their lifecycles and have been reviewed. British “t-Government” and Obama’s “Open Government Initiative” are only some of the transformation results, where citizens have been placed in the center of the strategic planning and e-Government priorities have been reconsidered. This paper addresses an important issue: the identification of international e-strategic transformation and the recognition of patterns for e-strategic transformation. A methodological analysis of major e-strategies is performed according to strategic lifecycle management tool and patterns for e-strategic evolution are structured.*

### 1. INTRODUCTION

Strategy is used to lead an organization to a visionary statement, to enhance company’s competitiveness or to define a corporate behavior against change (Lysons & Farrington, 2006). Government strategies are mainly tactic documents, with which countries evolve or align to common supranational

visions. Central Government strategies define a global political vision (i.e., national and supranational strategies), while domain strategies align to central and focus on specific market or social segments (i.e., transportation, health, employment, economy etc.). E-Strategies concern the Information and Communication Technology (ICT) domain and aim to control ICT evolution,

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to define legislation for the ICT market and for digital transactions and to formulate a national or supranational information society. Their significance is crucial since they refer to a steadily emerging market (i.e., only in Europe (European Commission, 2010b) the ICT market accounts the 5 percent of the European Gross Domestic Product (GDP)), while they attempt to envision in time the dramatic social change that the ICT cause. E-Strategies define relevant to the ICT political slogans and estimate their feasibility with specific objectives. E-Strategies are usually cumulative, meaning that an updated version follows previous ones.

Various e-strategies have emerged since late 90's around the world, which deliver Government strategic objectives and priorities regarding the contribution of the Information and Communication Technologies (ICT) to social life and economy at national and supranational levels. Terms such as the European "Information Society", the U.S. "Information Highways", the Korean and Chinese "Informatization" have been defined to describe the social transformation that occurs due to the ICT and the capitalization of this transformation for life improvement and for economic growth. Since their conception, e-Strategies have closed even more than a single life-cycle and they have evolved to similar or different directions. These strategic updates lead both the ICT and the e-Government evolution and describe desirable future national and supranational conditions.

This paper aims to answer the following questions: "*how have e-strategies been determined and transformed?*" and "*does e-strategic transformation suggest patterns for e-strategic evolution?*". These two questions are crucial for e-Government scholars and for e-strategic managers: the answer to the first question will illustrate whether e-strategic evolution is rational, continuous and dependant on its own past or its rather based on political slogans. On the other hand, the answer to the second

question will return potential evolution patterns, which depict whether trends and directions for e-strategic evolution exist.

The remaining of this paper is structured as follows: in the next section of this paper the context of strategy and strategic management is described shortly. In section 3 the analysis of the selected e-strategies with their updates is performed and the extracted findings are summarized. Roadmaps for e-strategic evolution are formed in section 4, while the final section 5 contains results and future thoughts.

## **2. E-STRATEGIC MANAGEMENT: THE CASE OF GREECE**

The term *strategy* comes from the ancient Greek word "Stratighia" and describes military tactics and army organization (Lysons & Farrington, 2006). After the Second World War the sciences of business and economics adopted strategy in order to present a plan, a technique, an element, a position or a perspective of an enterprise against market's competition. A business strategy is analyzed in its *vision*, which presents a desirable future position and its *mission*, which defines the route towards the achievement of this position. The Critical Success Factors (CSFs) are elements that are necessary for the establishment of the strategic mission (Boynlon & Zmud, 1984).

An e-Strategy defines Government *vision* for public sector's transformation, social change and market growth regarding the ICT and controls public ICT investments. E-Strategic progress has been monitored with the association of ICT spending with national growth (i.e., in terms of market liberation, ICT industrial investments and corruption's limitation). Moreover, e-Strategies determine the strategic *mission*, that explains how the strategic vision will be established. Strategic mission describes the supervisors, the objectives,

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