



# Municipality of São Paulo Digital Government and Smart Cities

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August 2017

**Gartner®**

# Agenda

- Digital Government Defined
- Challenges That Can Stall Digital Government
- Digital Government Maturity
- Getting Started and Advancing
- Digital Civic Moments
- Business and Technology Trends
- Smart Cities
- Workshop



# Digital Government Defined

# What Will Characterize Government in 2025?

## Ocean (Optimistic)

- “Citizen of One” services deliver a personalized, retail-grade service experience
- Efficiency and effectiveness is dramatically increased with better data, improved sensing and analytics
- Trust and confidence is based on transparency and accountability
- Co-creation of community services and public-private partnerships dominate
- Government programs are affordable, sustainable and work across boundaries

## Mountain (Pessimistic)

- Weak economies and political instability preserve status quo
- Governance and financing act as barriers to innovation
  - Incremental gains in capability and operations
  - Open government programs lose momentum
  - Public sector workforce lacks skills needed to support new service delivery models
  - Government remains suboptimal by design



# The Digital Industrial Economy and the “Digitalization” of Government

- **Digital Government:** Creates new process designs that not only connects people and government, but also connects people and government with things to meet individual needs and improve government efficiency.

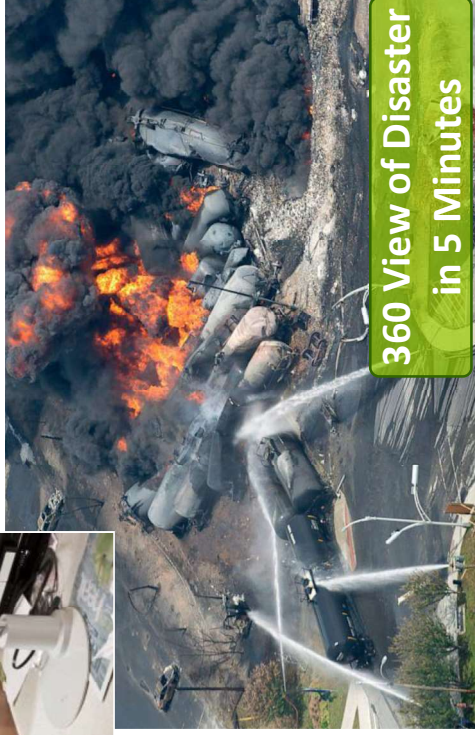
- **Digitization:** The process of informing creation moving from analog to digital, and the automation of existing processes.

- **Digitalization:** The process of becoming a digital government that transforms business processes.

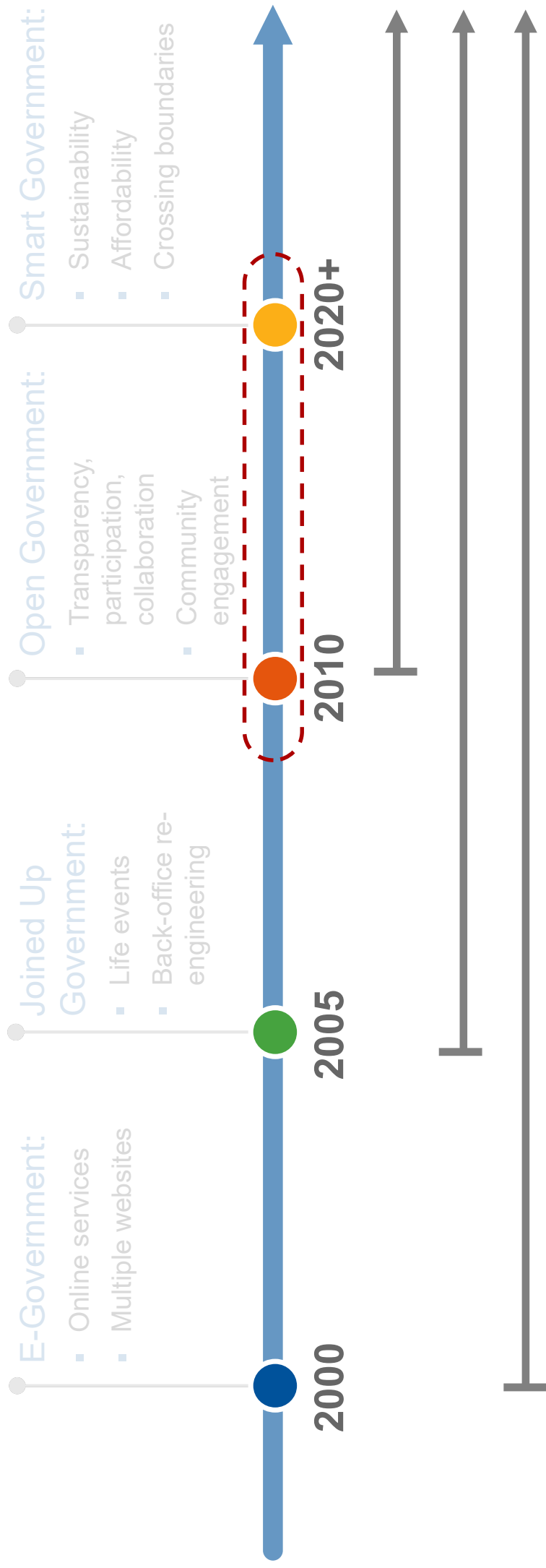
# Today's connected citizen expects 100% digital service



# Imagine Government Performance in the Emerging Digital Industrial Economy

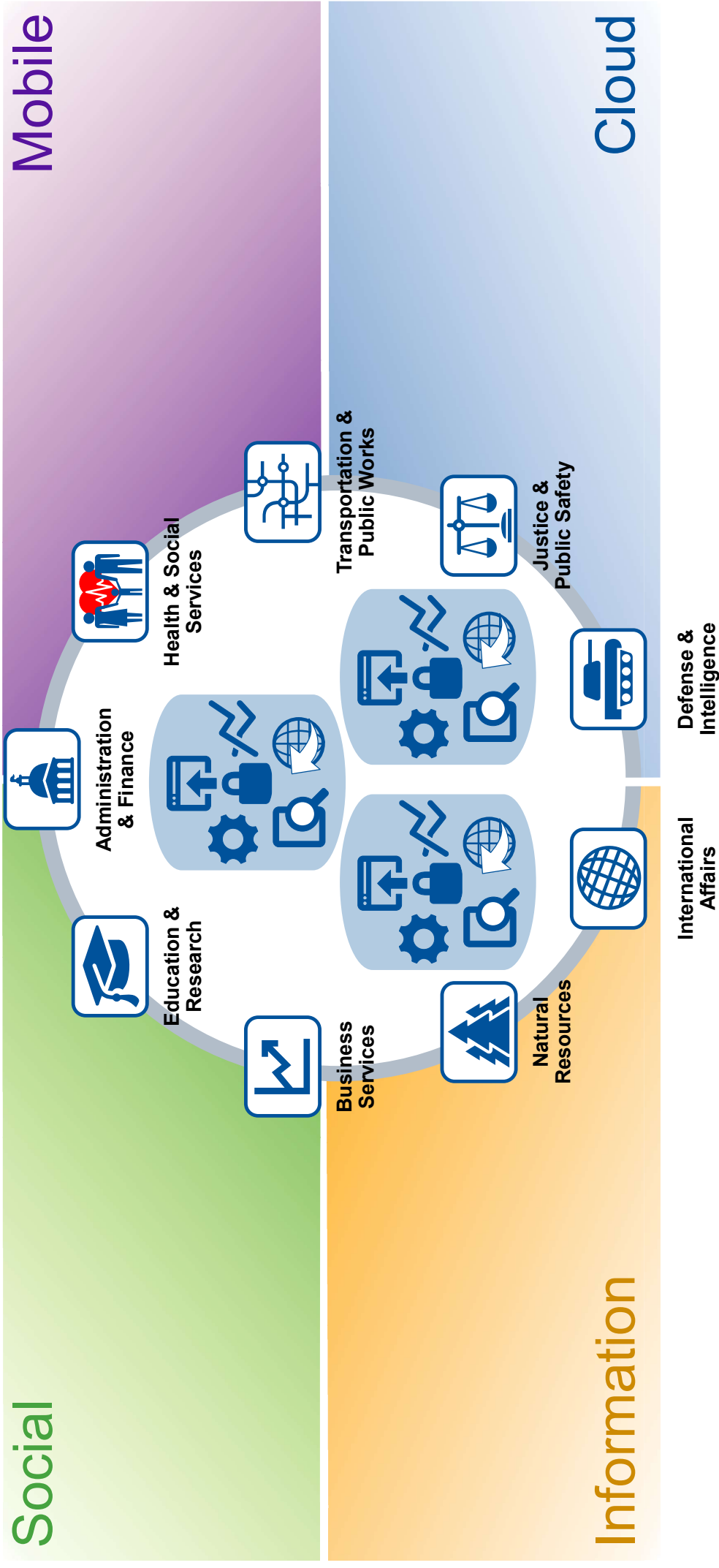


# The Evolving Focus of Technology in Government: Complete Digitalization





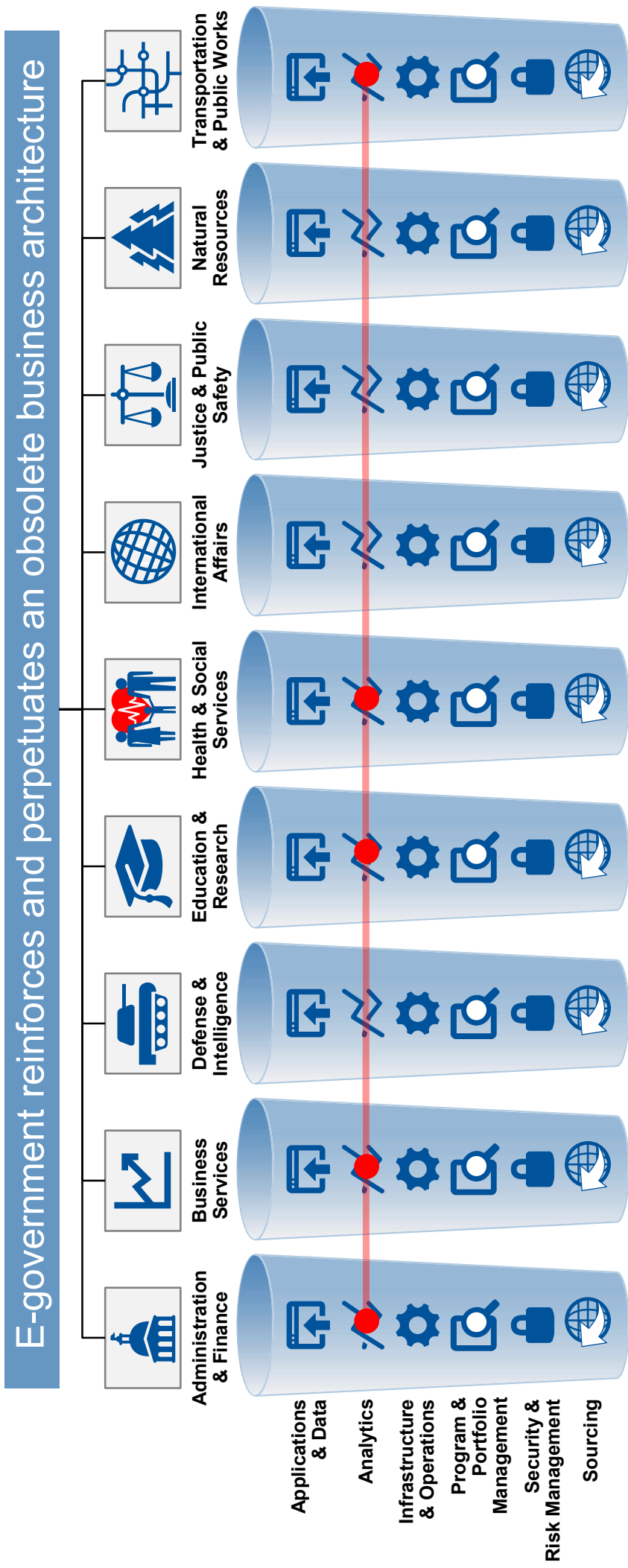
# Digital Government Is Designed to Coordinate Services Across Boundaries






# Challenges That Can Stall Digital Government

# 1. Digital Government Is Confused With E-Government



Digital government takes advantage of digital data to optimize, transform and create government services

## 2. There Is No Digital Business Strategy



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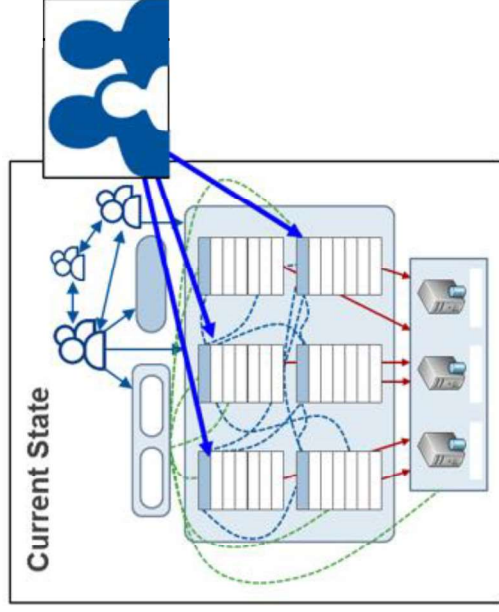
Create a v.0.1 business strategy to engage leaders



### 3. The IT Strategy Is Too IT-Focused

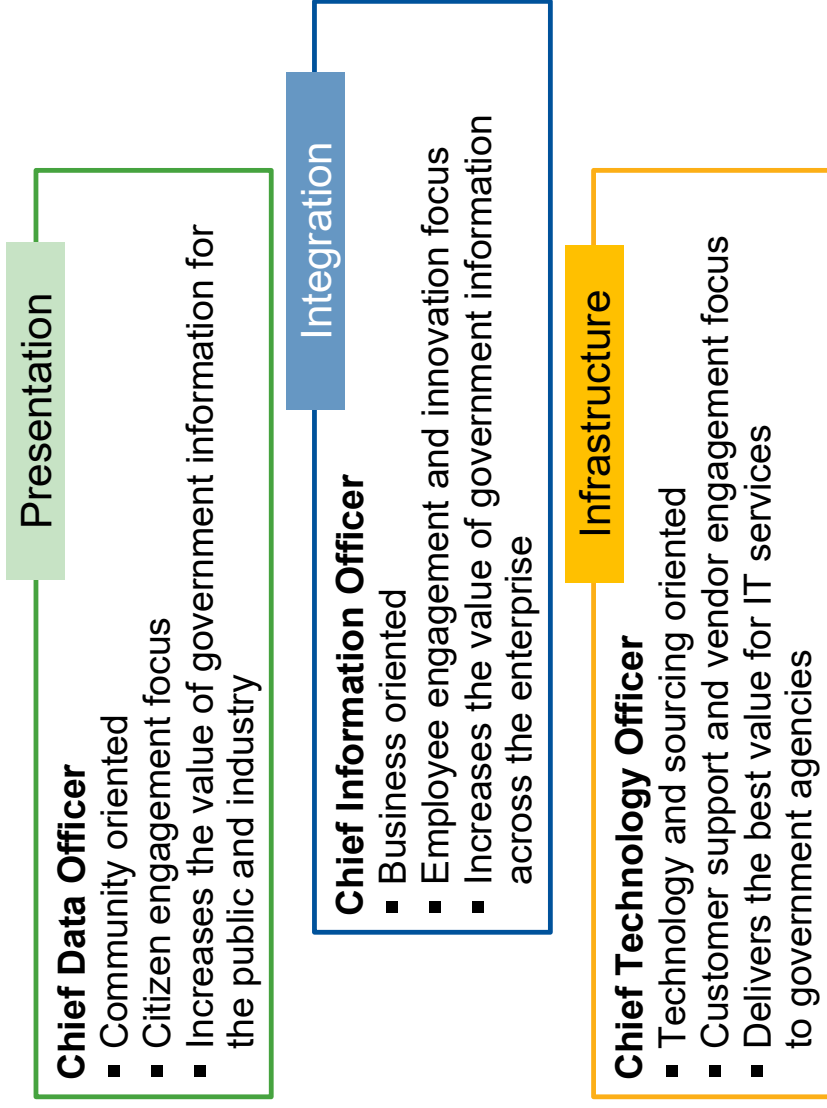
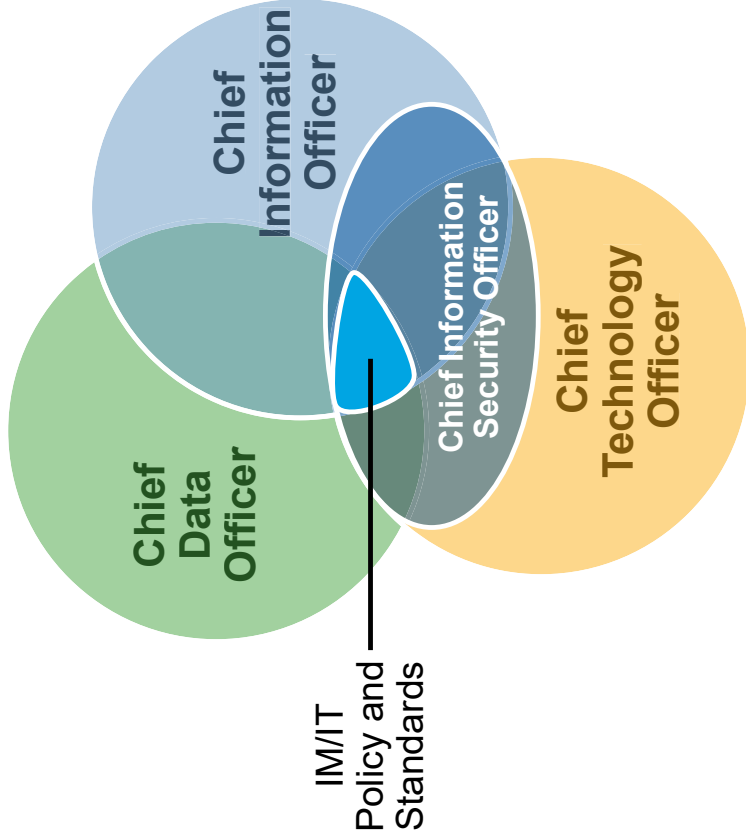
#### Our technology environment today ...

- Increasingly expensive to support
- Barrier to innovation
- Duplicates information and business processes
- Limits service coordination
- Frustrates stakeholders



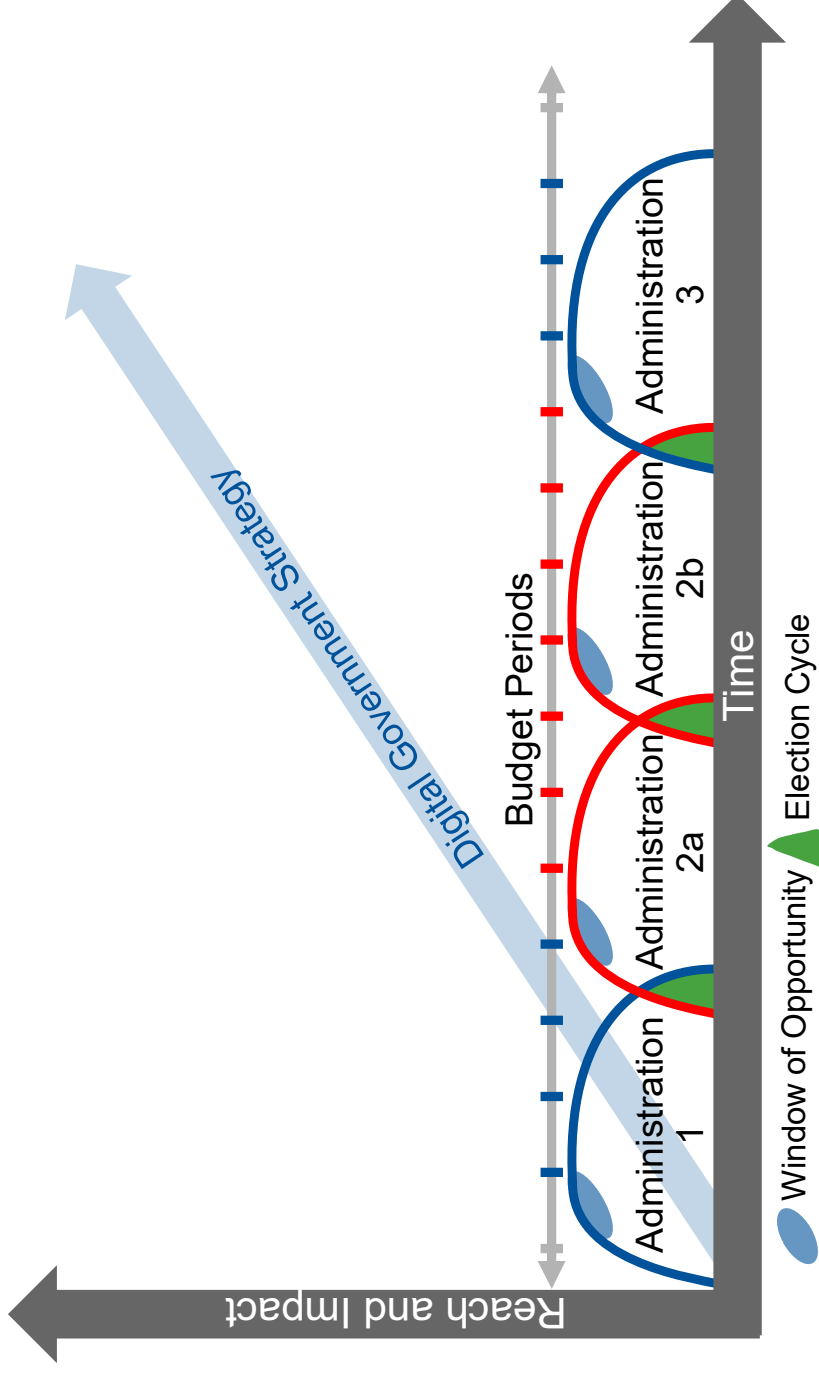
Use a one-page strategy to tell your digital government transformation story in business terms

# 4. IT Leadership Roles and Responsibilities Are Fuzzy



Gain clarity and agreement about the "jobs to be done"

# 5. Large-Scale Transformation Initiatives Are Derailed by Changing Priorities



Open new windows of opportunity with a bimodal IT service model



# Digital Government Maturity



# Prepare for the Journey by Assessing Your Digital Maturity

Maturity Level	E-Government		Open		Data-Centric		Fully Digital		Smart	
	01 Initial	02 Developing	03 Defined	04 Managed	05 Optimizing					
<b>Value Focus</b>	Compliance	Transparency	Constituent Value	Insight-Driven Transformation	Sustainability					
<b>Service Model</b>	Reactive	Intermediated	Proactive	Embedded	Predictive					
<b>Platform</b>	IT-Centric	Customer-Centric	Data-Centric	Thing-Centric	Ecosystem-Centric					
<b>Ecosystem</b>	Government-Centric	Service Co-creation	Aware	Engaged	Evolving					
<b>Leadership</b>	Technology	Data	Business	Information	Innovation					
<b>Technology Focus</b>	SOA	API Management	Open Any Data	Modularity	Intelligence					
<b>Key Metrics</b>	% Services Online	No. of Open Datasets	% Improvement in Outcomes, KPIs	% New and Retired Services	No. of New Service Delivery Models					



# Changing Direction: Making the Shift From E-Government to Digital

Maturity Level	E-Government		Open		Data-Centric		Fully Digital		Smart
	01 Initial		02 Developing		03 Defined				
Value Focus	Compliance	Transparency	Constituent Value						
Service Model	Reactive	Intermediated	Proactive						
Platform	IT-Centric	Customer-Centric	Data-Centric						
Ecosystem	Government-Centric	Service Co-creation	Aware						
Leadership	Technology	Data	Business						
Technology Focus	SOA	API Management	Open Any Data						
Key Metrics	% Services Online	No. of Open Datasets	% Improvement in Outcomes, KPIs						

## Changing Direction:

- Focus on internal use of open data
- Re-engage departments and make them lead
- Inside-out and outside-in rather than outside-in
- Start acting bimodally:
  - Mode 1: Data provider
  - Mode 2: Data user

# Setting the Course: Data and Analytics Drive Transformation

	Open	Data-Centric	Fully Digital	Smart
Maturity Level		03 Defined	04 Managed	05 Optimizing
Value Focus		Constituent Value	Insight-Driven Transformation	Sustainability
Service Model		Proactive	Embedded	Predictive
Platform		Data-Centric	Thing-Centric	Ecosystem-Centric
Ecosystem		Aware	Engaged	Evolving
Leadership		Business	Information	Innovation
Technology Focus		Open Any Data	Modularity	Intelligence
Key Metrics		% Improvement in Outcomes, KPIs	% New and Retired Services	No. of New Service Delivery Models

**Setting the Course:**

- Transformation is business as usual
- Centralize best practices and principles
- Decentralize innovation
- Explore IoT and smart machine impact (by domain)
- Reskill:
  - Leadership
  - Sourcing
  - AI/Machine learning

# Continuous Change: Constant Optimization With Algorithms

	E-Government	01 Initial	02 Data-Centric	03 Fully Digital	04 Managed	05 Optimizing	Smart
Maturity Level		01 Initial			04 Managed	05 Optimizing	
Value Focus		Compliance			Insight-Driven Transformation	Sustainability	
Service Model		Reactive			Embedded	Predictive	
Platform		IT-Centric			Thing-Centric	Ecosystem-Centric	
Ecosystem		Government-Centric			Engaged	Evolving	
Leadership		Technology			Information	Innovation	
Technology Focus		SOA			Modularity	Intelligence	
Key Metrics		% Services Online			% New and Retired Services	No. of New Service Delivery Models	

**Anticipating Continuous Change:**

- Constant and incremental data-driven innovation
- Profound changes in workforce
- Death of traditional portals
- New role for CIO:
  - Information
  - Integration
  - Innovation



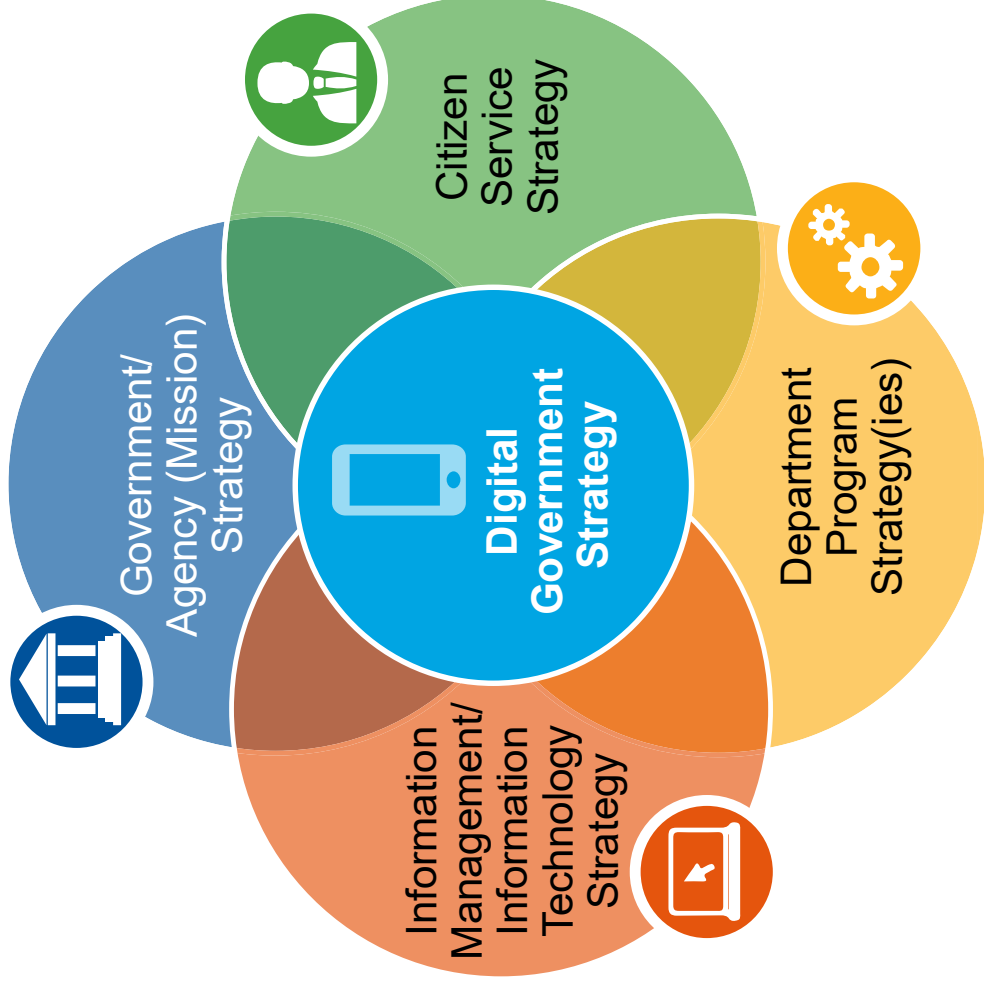
## Key Issues

1. What common challenges can stall a digital government strategy?
2. What can government leaders do to advance "digital maturity"?



# Getting Started and Advancing

# Digital Strategy Emerges From Many Strategies ...



# Multifaceted Approach to Digital Government Strategy

- 01 Removing barriers
- 02 Providing enabling tools/capabilities
- 03 Adopting common services/platforms
- 04 Elevating all ... or focusing on a select few
- 05 Changing culture
- 06 Changing mindset
- 07 Cultivating digital skills

**All of the Above? Or Some of Each?**

# Approaches to Digital Vary by Government or Entity ...

**Platform provider**

- U.K. Government Digital Service
- Estonia X-Road

**Enabler/Accelerator**

- Infocomm Development Authority of Singapore (IDA)
- U.S. General Services Administration

**"Mode 2" builder**

- U.S. General Services Administration 18F

**Firefighter**

- U.S. Digital Service

**API provider**

- Transport for London (TfL)
- Natural Resources Canada (NRCan)
- Statistical Office of Cantabria, Spain

**Transformation leader**

- ServiceOntario
- Digital Transformation Agency

## ... Which One(s) Fit Your Organization, Role and Culture?