

Government Transformation and Digitalization: Governance, Organization, and Management Minitrack Introduction

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Extent literature highlights the importance of approaching e-Government as a multidisciplinary and multidimensional phenomenon to understand and articulate the potential for ICT-enabled government transformation. Research has also identified strategic, political, institutional, managerial, organizational, legal, and economic factors as key aspects in the study of government transformation and digitalization.

This mini-track explores the complexity of effectively governing, organizing, and managing the transformational potential of e-Government. Increasingly, this process involves inter-organizational collaboration and co-creation of value, multi-sector and cross-jurisdictional networks, and the management of a large variety of relationships with both internal and external stakeholders. Moreover, many governments in developing countries perceive ICT-enabled government transformation as an opportunity to establish 'good governance' in their countries, which involves improved accountability and transparency as well as fighting corruption.

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 and society, are being discussed from a multidisciplinary perspective. It welcomes papers with an empirical, theoretical, or conceptual contribution that show the importance of institutional, organizational, managerial, and democratic aspects of ICT-enabled government transformation. This year's mini-track attracted eight paper submissions from which four were selected for presentation at the conference. All four papers provide interesting contributions on different aspects of government transformation and digitalization.

In the paper *Responding to Enterprise Architecture Initiatives: Loyalty, Voice and Exit*, Lena Ylving and Bendik Bygstad investigate enterprise architecture initiatives in large organizations. The authors studied how different stakeholders connected to three ongoing projects responded to the call for EA. With a qualitative approach, they identified three options of response to EA initiatives: (i) compliance with the EA strategy, (ii) loyal but isolated response, and (iii) rebel solutions.

The paper *Open co-creation coming of age: The case of an open services experiment* by Liselot Danneels and Stijn Viane explore the capabilities that help public services and their partners to be successful at open IT-based co-creation and share preliminary results from a case of a public employment service.

In the paper *Understanding the Success of Government Portals: The Role of Political Leadership, Standards, and a Powerful Centralized IT Agency*, J. Ramon Gil-Garcia, Evelyn Vargas-Marin and Mila Gascó show how leadership, the establishment of government-wide rules and standards, and a powerful centralized IT agency collectively affect the process of enacting a state government website and its potential results. They also identified other variables and discuss some of their interactions and mechanisms of influence.

Finally, in their contribution *Identifying Challenges in Business Rules Management Implementations Regarding the Governance Capability at Governmental Institutions*, Koen Smit and Martijn Zoet identify eight main implementation challenges of Business Rules Management in the Dutch governmental context. Their findings are based on focus group interviews and a Delphi study.