

National and federal governments around the world are discovering the power of the Internet to streamline processes, improve services and dramatically reduce costs. Web communication has changed citizens' perception of government services placing increased demands on governments everywhere to sharpen response times and meet "anytime, anywhere' service expectations. It's all about e-business – and it's forever changing how governments and other institutions operate, communicate and serve.

e-business is about combining the reach of the Internet with the resources of traditional information technology. It's about using Web-based technologies to connect to citizens, businesses, suppliers, employees or other government agencies.

Applying e-business to government

National and federal governments have a unique opportunity for seizing leadership in the information economy. Many countries have national "information society" initiatives, with key elements applying to modernization of government processes and the promotion of information technology innovation in the broader economy.

Governments today can lead by example, using e-business technologies to allow convenient online access to services for citizens and businesses. Moving government-related inquiries and transactions to the Web also creates an opportunity to assess and streamline the supporting processes.

Providing an environment that fosters growth and prepares citizens for the information economy requires a cooperative effort at all levels of government. Equipped with the collaborative capabilities of e-business tools, national governments can build intergovernmental processes and activities that meet the demands of the new century.



The advantages

Streamline services and reduce costs

You operate under intense scrutiny because your operations are funded by taxpayers and the fees they pay for government services. When you consider the financial implications, e-business becomes a strong win/win proposition for both you and your constituents.

The Internet not only offers more convenience to citizens, but also the opportunity to redesign government services. Innovative e-business solutions for government can improve access to information, support collaboration across departments and agencies, and transform relationships with suppliers.

Deliver online services to citizens

Around the globe, people are connecting to the Internet in astounding numbers – from 110 million in 1998 to 140 million in 1999 to an estimated 320 million by 2002.

Governments worldwide are responding to exploit this trend. Canada Online and Online Australia are examples of government initiatives that encourage citizens to use the Internet. Many other governments have programs in place to streamline procedures and deliver services electronically. Japan, the United Kingdom and the United States have all set specific timeframes by which their governments should interact electronically with citizens and businesses. Hong Kong and Singapore are moving forward with the implementation of an integrated "e-citizen" approach to ensure a citizen-centered model for delivering government services.

Enhance governing processes

Add to the growing Internet vocabulary the term "digital democracy" – defined as any electronic exchange of value in the democratic process. The spectrum covers political campaigns and elections; voting and public-opinion polling; instant communication among elected representatives and their constituents; plus wired legislative bodies and processes that encourage greater citizen participation.

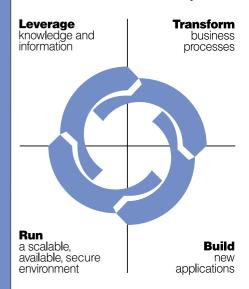
In our survey of digital democracy in Europe conducted by the IBM Center for Electronic Communities, 74 percent of the responding legislators from 14 countries said they believe information technology can enhance democracy through the promise of a more informed and participative electorate.

Fuel economic growth

Creating an interchange on the Web can pave the way for you to operate beyond your own organization – cooperating effectively with regional and local governments alike. e-business enables consumers to shop electronically at Internet storefronts outside the cities and countries in which they live...companies to move production to the most efficient facilities...and governments to compete globally to attract businesses to their regions. Creating an interchange on the Web can pave the way for you to compete and operate far beyond your traditional borders.

Putting e-business to work

The e-business cycle



Phases of the cycle

Transform core business processes

Capitalizing on e-business is about making a commitment to fundamentally change the way many government programs are run-changing the way things get done. For many users, including government institutions, the fastest and safest way to begin the transformation is by extending and modernizing existing applications. But with citizens and businesses just a keystroke away, the rules of doing business will change dramatically. You must be prepared to transform your business processes to be responsive and efficient in this new environment.

Start simple. Start anywhere. Then grow fast. IBM has completed thousands of e-business projects around the world, including many for national, regional and local governments. We know what works and what doesn't. We've learned that success comes from viewing e-business not just as a technology transformation, but as a revolution in service delivery strategy.

We've built a blueprint to help unite government and technology into a single, over-arching strategy for success. Called the e-business cycle, this model can help you think about how to use e-business to make government work better. Our team of government experts can help you move through this cycle so that, at each stage, you can maximize the results from your investments in technology and resources.

Build new applications

At the heart of e-business transformation is an integrated application environment that supports open access to resources. As applications are developed, you should keep three key principles in mind: 1) Embrace an approach that lets you build on what you have - you're not starting over, and you don't want to; 2) Utilize technology that reduces the time it takes to build and deploy applications; 3) Use an open, standards-based, secure approach. Thorough planning is essential to protect individual privacy in this connected environment. For government agencies, early applications could place all outside procurement on a secure extranet, for example, or provide business access to valuable census data.

Run a scalable, available, secure environment

Increasingly, citizen satisfaction with government will depend on whether you are open for business when citizens and organizations want to "visit" their virtual government office and access services. The most effective e-governments will run on an environment of scalable servers and proven middleware that is highly secure. The online e-business systems must be able to handle the very large workloads that are typical in government, including peak demands for periodic events, such as tax time.

Leverage knowledge and information

A successful e-business capitalizes on its data assets, learning from every customer interaction. Individual activity on the Web can be analyzed to understand what citizens really expect from government, allowing you to improve processes and respond with the right level of support. The networked world provides governments with new ways to gather information about service delivery and program effectiveness. This knowledge can then be used as a source of insight, leading to more effective policy development and efficient program implementation.

Are you ready for e-business?



Are you prepared to rethink relationships with all your constituents –taxpayers, associations, businesses –even other governments?	□Yes	□No
Are you ready to change government processes to achieve a top-to-bottom focus on citizens and businesses?	□Yes	□No
Are you prepared to support online users 24 hours a day, 7 days a week?	□Yes	□No
Can your employees connect and collaborate in an online environment that promotes learning and sharing of information and resources?	□Yes	□No
Are you ready to negotiate with suppliers and conduct procurements and contracting online, around the world?	□Yes	□No
Do you have an e-business environment that is robust, secure and scalable?	□Yes	□No
If you answered No to any of the above, read on to find examples of IBM solutions that can address your e-business implementation needs.	•	

Could this be you?

IBM is working with the Social Security organization in Turkey to redesign its system for collecting premiums and paying health expenses (about \$450 million annually) for 2 million pensioners and dependents. A Web site links 17,000 pharmacies. The \$8 million

cost of the new program will be reduced by eliminating the 10 percent turnover lost each year as a result of payment errors.

In another case, IBM e-business technology is helping the U.S.

Census Bureau establish The American

FactFinder Web site
-making it easy
to search a large and
growing repository
of demographic and
economic data covering more than 100
million US households
and more than 20
million businesses.

IBM solutions for e-business

IBM e-business solutions for government

The shift towards a global, digital economy is driving dramatic change in government operations. IBM can provide your government with the skills and technology it needs to grow, succeed and serve in the new Internet-driven age. We can help you find new and innovative ways of delivering government services electronically... develop a new vision to move you swiftly, safely and successfully into the future...and execute your operational strategies – no matter where you are in the e-business cycle.

To learn more about how you can leverage the power of e-business to deliver second-to-none government services, contact your IBM representative or IBM Business Partner today. For more information about IBM e-business solutions, visit our IBM Government Solutions Web site at www.ibm.com/solutions/government or the IBM e-business Web site at www.ibm.com/e-business.

IBM Intellectual Property Server for DB2

In today's global markets, where commercial success is increasingly defined by technological advantage, intellectual property (patent) information has become both an international language and an international currency for every size business. The ability to license technology to others, and in turn license theirs, hinges on having rapid access to up-to-date patent information.

One of the primary tasks of national patent offices is to make intellectual property information accessible—yet traditional channels of patent information delivery are inadequate to handle current volumes of requests efficiently. IBM has developed an affordable solution for disseminating intellectual property information via the Internet (www.ibm.com/patents)—providing an easy way for novice users to find patent information on an ad hoc basis using this Web site.

National patent offices can use this solution, the Intellectual Property Server for DB2,* to implement such a service tailored for their particular requirements. Current implementations are operational in the Netherlands Industrial Property Office and the United Kingdom Patent Office.

Tax filing

IBM designed, developed and delivered an e-business application called Tax-Filing for Sogei, the firm that handles information technology for the Italian Ministry of Finance. Tax-Filing allows secure submission of tax declarations over the Internet, and supports data control and management by interfacing with existing applications. End users are professional tax preparers, Italian Government Tax Centres, and large enterprises that check their own declarations and retrieve information on regulations.

Buying U.S. Savings Bonds online

Using IBM technology, The U.S. Treasury is making U.S. Savings Bonds available for sale to the public for the first time over the Internet. The new Web application is designed to make the purchase of savings bonds more convenient for the American public. Visitors to www.savingsbonds.gov can now buy popular Series EE and Series I bonds in denominations from \$50 to \$1000 via a secure credit card transaction – a convenient alternative to banks, post offices and payroll savings plans.

Accessing benefits

In the U.S., people who receive Social Security can now use the government's Web site to request certain official statements and receive them via e-mail. One statement is used by seniors and other Social Security beneficiaries to prepare individual Federal income tax returns. A second statement, an official letter verifying the amount of individuals' monthly benefits, can be accessed by aged or disabled beneficiaries to establish eligibility for state and local assistance programs.

Make it happen

When it comes to transforming your government into an e-business, your own vision and ingenuity are your greatest assets. You also need the right technology partner. IBM offers proven, end-to-end solutions that can bring your vision to life.

IBM Global Services: The e-business strategy and planning people

Successful e-business implementation starts with a solid plan. Government consultants from IBM Global Services can help you assess, plan, design, implement and run your e-business. And we'll apply our years of experience in integrating multiple architectures, software and hardware to your best advantage.

IBM Servers: The engines of e-commerce

On the Web, everything depends on the server. Everything. In the e-business world, a server that goes down affects your public image and the satisfaction of your constituents. At IBM, we build a range of scalable servers to meet all your government's needs—including Windows NT,* Linux,* UNIX,* midrange and enterprise servers.

IBM Security: Beyond the firewall

How do you take core processes to the Web without creating an open turnstile to your data? IBM security specialists have years of experience addressing network and e-business security vulnerabilities. We'll assess your current security strengths and weaknesses, then help you build a secure environment for your e-business applications.

IBM Software: A solid foundation for e-business

IBM field-tested software lets you connect in all the ways necessary for e-business – while leveraging your existing information technology investments. This extensive inventory includes:

- IBM SecureWay™ FirstSecure: Advanced, integrated facilities for locating resources and securing all communications, data and transactions
- WebSphere[™]: Increases Web site throughput, availability and performance
- Lotus Domino[™]: The fastest, most secure way to support Web-based messaging, workflow and collaboration
- IBM DB2 Universal Database™: The truly scalable, multimedia-capable, e-business-ready database
- IBM MQSeries*: The information backbone for connecting applications; compatible across 35 operating systems
- Tivoli®: Advanced application and network management that delivers the high availability demanded by e-business



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