



Project work IT Strategy, spring 2018

Creating public value is the most important topic for public sector, but it is not always that easy to know what citizens need and prefer. Internal organizational changes towards more LEAN-oriented value flows as well as new digital services, are examples of public sector transformations based on new needs and demands from different stakeholders in society. But, still the public sector in many ways struggle to find means that help them figure out what citizens actually want.

The last century we have also witnessed a shift of perspective from the traditional public administration characterized by Herbert Simon's "administrative man", with a rather passive view of the citizen as a voter and a client. This perspective changed when the New Public Management movement entered the arena as a response to public sector's problems with efficiency and effectiveness. The focus shifted towards the "economic man", which, among other things, resulted in outsourcing of governmental processes to private companies. Within this perspective the citizen is regarded as a customer. (Denhardt and Denhardt, 2011; Bryson, et al 2014)

With the arise of globalization and digitalization new perspectives on public administration have emerged such as New Public Service (Denhardt and Denhardt, 2000, 2011, 2015), Public Value Management (Stoker, 2006), New Public Governance (Osborne, 2010) and Digital Era Governance (Margetts and Dunleavy, 2013 & Margetts, et al 2012). These perspectives have a mutual starting-point, the "reasonable man", which is based on dialogue and deliberation. In this view, the citizen often is regarded as a problem-solver and co-creator engaged in creating what is valuable and good for the public together with the public sector. Other consequences of the new perspectives concern the shift from an inside-out approach of offering service to focusing on service or citizen journeys, from plan-driven projects towards more agile ways of working, and realization of a do it yourself strategy with self-service opportunities (Danneels and Viaene, 2015).

Several of these perspectives seem to have the concept of co-production in common (Linders, 2012), or co-creation as it sometimes is called, meaning that the public sector engages citizens not only to provide opinions on the services it delivers, but also to take part in the design of new services, the redesign of existing services and the actual execution of services, partly or fully. A quite recent way of establishing co-production in the public sector has been to apply information technologies into active or passive settings. One example of an active setting is crowdsourcing (Loukis, et al 2017), and one example of a passive setting is social media monitoring (Fensel, et al 2012).

However, the way crowdsourcing has been implemented in public sector is often associated with difficulties, and some of them are also associated with social media monitoring. Perhaps the most important issue is related to the nature of the crowd. The question of who forms the group, how it is organized and what task the crowd is involved in effects the outcome of the crowd's performance. Challenges that needs to be managed include for instance; the existence of a sufficient diverse and knowledgeable active crowd, the task, and the crowdsourcing process that the crowd is supposed to participate in, and the channel, or the media, in which the crowdsourcing occurs.

To overcome some of the difficulties associated with crowdsourcing and social media monitoring an alternative or complement to crowdsourcing and social media monitoring may be to use



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Internet of Things technology to gather data regarding citizens' everyday behavior and the actions they perform in the real-world. You might say that this is an Internet of Things approach to citizen sourcing that hopefully will create improved conditions for data-driven business development, and innovative citizen sourcing. Janssen, et al (2017) presents similar ideas of data-driven innovation in the public sector but in a big and open linked data view that is more comprehensive than the Internet of Things approach. The Internet of Things approach is currently tested in Norsjö kommun, where we have implemented a *Low Power Wide Area Network* specifically designed for wireless battery-operated sensors. However, although this is a promising approach it needs to be complemented with other ways of collecting data regarding citizens' needs and preferences.

Your mission

Your assignment in this project work is to develop a strategy for Norsjö kommun that describes:

1. The methods you believe that they should use in order to gather data about citizens' needs and preferences.
2. How they are supposed to use the methods, e.g. in certain situations, during certain times, how the data they provide should be analyzed, etc., and how they are related to each other.
3. How they can visualise sensor data and use those visualisations to create value-added information and services to the citizens, but also to create a platform for discussing business development and improvements of public service. That is, using visualisations to engage citizens in developing the future Norsjö.

Each group is responsible for organizing their project. It is critical that you manage the project in such a way that all team members have tasks throughout the project and that activities are spread out over time. Avoid getting into a situation where one part of the group does analysis and brainstorming during the first weeks, then handing it over to the second part of the group to finish the project. This task requires you to have regular group meetings and perform various tasks in parallel.

Tutoring will be available throughout the project, mainly through three sessions led by Micke and Hosea. These sessions are found in the course schedule.

Outcomes and assessments

The formal outcomes of the project work are a presentation and a written report.

Written report

Writing the project work report is a group effort. Except for being one of the formal assessments, copies will be handed to the involved representatives from Norsjö kommun. The report must illustrate clearly how you have incorporated relevant concepts from the course literature in your work, and you should regard your work as a scientific report. In other words, you must be careful when using different kinds of sources. It must be clear which work that is your own original work, and which material produced by others that you use. And, of course, you must provide references to all material produced by others that you use, e.g. literature, websites, etc. Your report should contain background, problem description, purpose, a thorough description of how you have gathered the data you use and a reference list. All the data used should be both presented and analysed. The cover page of the report must state the title of the work, the names of all the persons in the group, the name of the course and the semester, and the date of issue. The report must be



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well structured and formatted following the template provided in Cambro. Twenty pages is the allowed maximum length of the report. Each group uploads their report in Cambro no later than 5 pm May 25.

Presentation

The verbal presentation of your work will be done Thursday May 24, 13-15. This session is compulsory, and all students must attend it and participate actively by discussing the other groups' presentations and posing questions. The purpose of the seminar is to create a constructive discussion regarding each group's work. During the seminar each group will get 15 minutes to pitch their work, followed by 5-10 minutes for questions. All group members must participate actively by answering questions and comments from the audience.

Grading criteria

The examination will be graded with Pass or Fail. To receive Pass, the student must:

- Participate in, and contribute to, the group project in such a way that the results clearly respond to the assigned task.
- Based on relevant literature on IT Strategy suggest a solution to the task outlined above.
- Deliver a written project report with a coherent structure that describes the project work and its results.
- Present the project work orally in a clear manner using appropriate techniques and tools.
- Be able to answer questions from the audience.

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