

The First European Conference on Mobile Government  
12 July 2005, Brighton UK

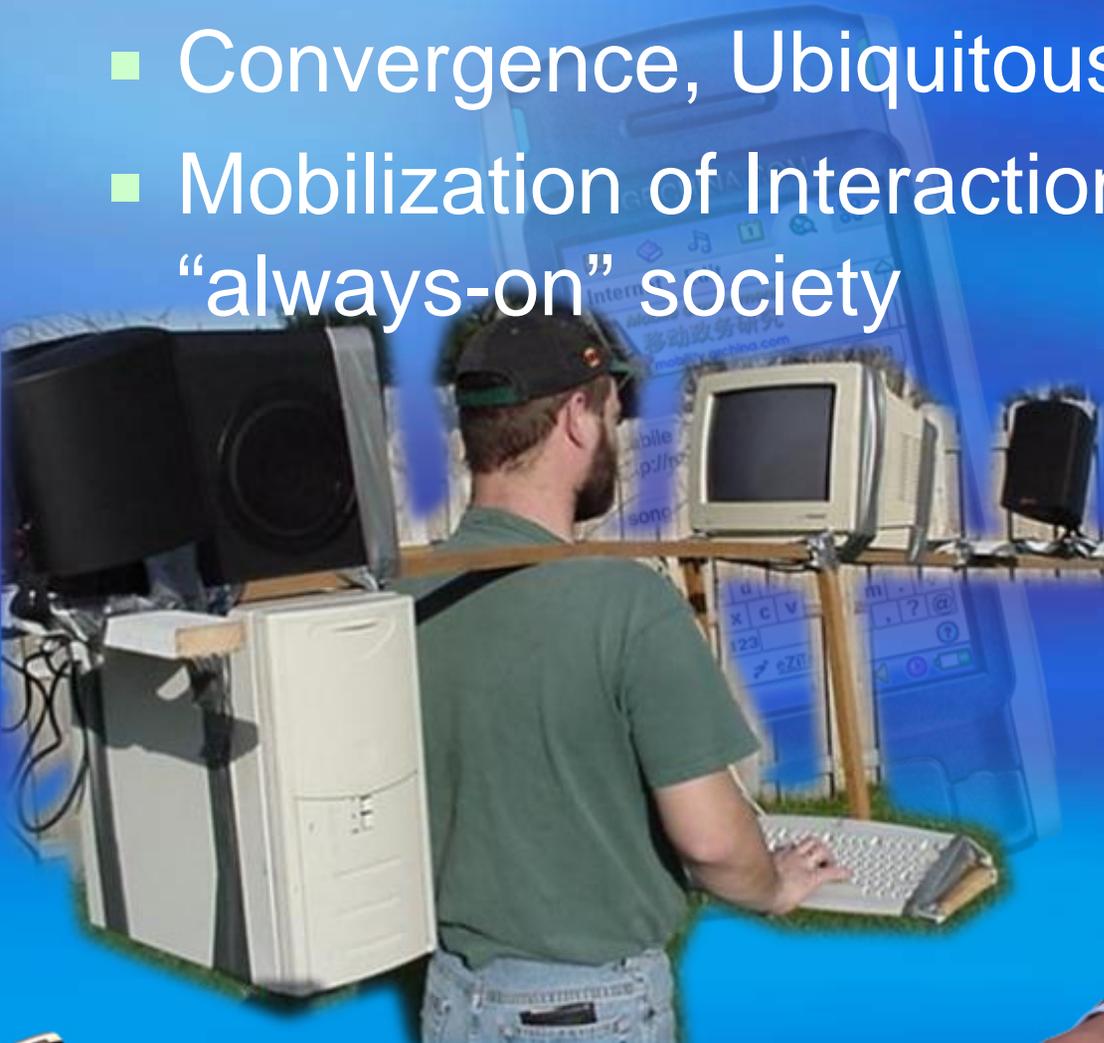
# Transcending e-Government: a Case of Mobile Government in Beijing

SONG Gang

Department of Information Systems  
London School of Economics and Political Science

# Towards a Mobile Society

- Convergence, Ubiquitous Computing
- Mobilization of Interaction, challenge of an “always-on” society



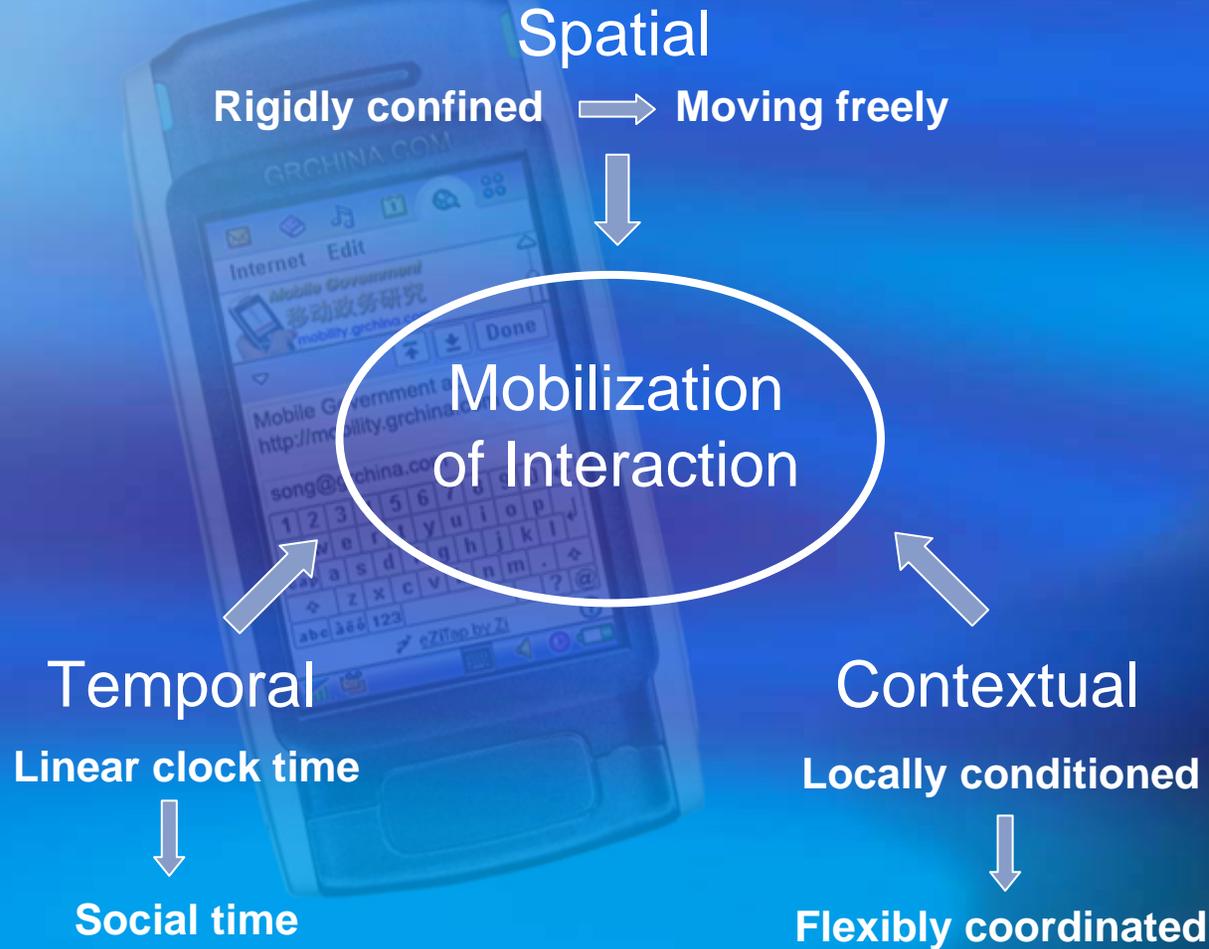
# Understanding Mobility

- Micro, Remote and Local Mobility
- Local, Regional and Global Mobility
- Wandering, Traveling and visiting



Kristofferson and Ljungberg, 2000

# Mobility Beyond the Obvious



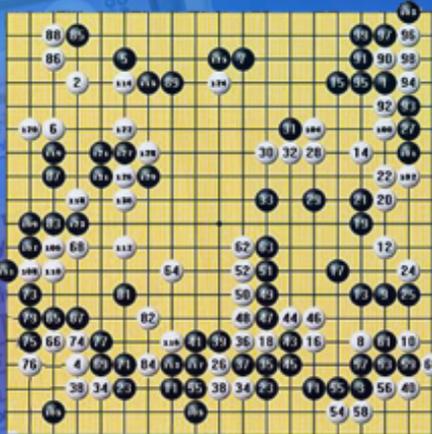
Kakihara and Sørensen, 2002

# Fluid Work Practice

Region

Network

Fluid



Boundary

Relation

Variation and Transformation

Adopted from Social Topology (Mol and Law, 1994 )

# Duality of Mobility



- An interactional view:  
mobility as stability:
- An organizational view:  
mobility as fluidity:
- Mobility does not mean independence from place but rather an optimal dialectic between real and virtual environment, between stability and fluidity

Pica and Kakiyama, 2003

# E-Government and Mobile Government



- E-Government as online Internet portal?
- Government Response to address the mobility of government itself, and the mobile society at large.

# China: a Dynamic Country



# Beijing: the Capital City

- Population: 13.819 million  
Area: 16800 km<sup>2</sup>
- Dongcheng district: one of the central district in Beijing  
Population: 625,000  
Area: 25.38 km<sup>2</sup>



# ICT in China at a Glance



China (mainland only), till Dec. 2004:  
94 millions Internet users with penetration 7.16%;  
335 million mobile users with penetration: 25.5%.

Beijing, till Dec. 2004:  
4.02 million Internet users with penetration 27.6%;  
13.359 million mobile users with penetration 90.6%.

# Mobile Life



# Local Governance



- Local Government Structure:  
Municipal level > District level >  
Neighborhood level >  
(residents committees)
- Challenges to municipal  
management of a fast changing  
city



# Mobile Government Initiative in Dongcheng District of Beijing

## Challenges

- Fragmented functions
- Highly bureaucratic
- Inaccurate information
- Poor performance evaluation
- Inefficient municipal management



# Initiative to Action

- Determination from the top management of the district to take advantage of ICT (mobile technology, GPS, GIS) to reinvent the municipal management.
- Staffs with mobile device support were send to the street to report problem and interact with citizens.



# Setting Up Two Centers: Supervision Center

- Supervision center: newly established independent entity, with 400 recruited mobile supervisors, also operate a call center.

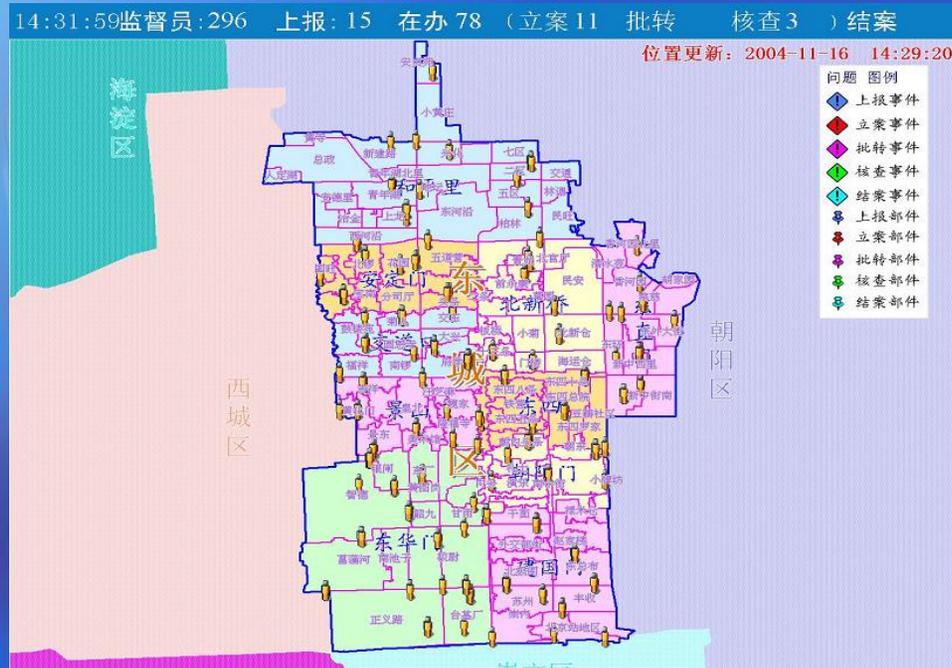


# Setting Up Two Centers: Command Center

- Command Center: based in District Integrated Municipal Administration Commission, its function of coordination is reinforced.



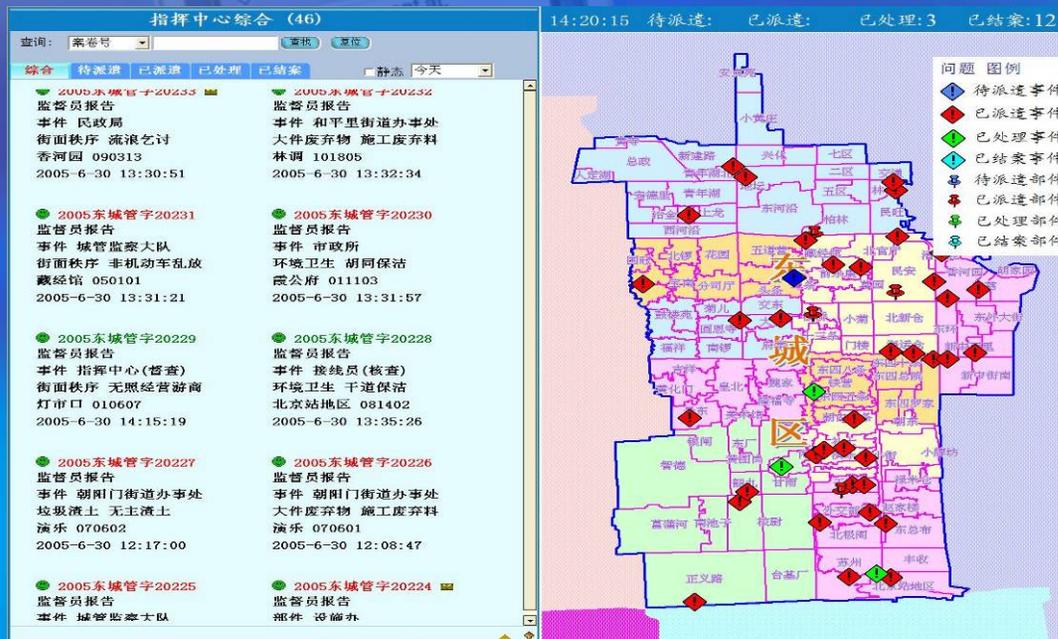
# Grid Management



- 25.38 km<sup>2</sup> is divided into 1625 cells.
- Survey and Map of all public facilities in a relevant cell in the GIS system.

# Clarify Accountability

- Identify 4 layers of responsible entities: the district government, 10 neighborhood committees, 137 residents committees, institutions in the relevant 1625 cells.



# Mobile Supervisors

- Report to and receive orders from the supervision center
- Responsible to inspect and confirm problems in relevant cells



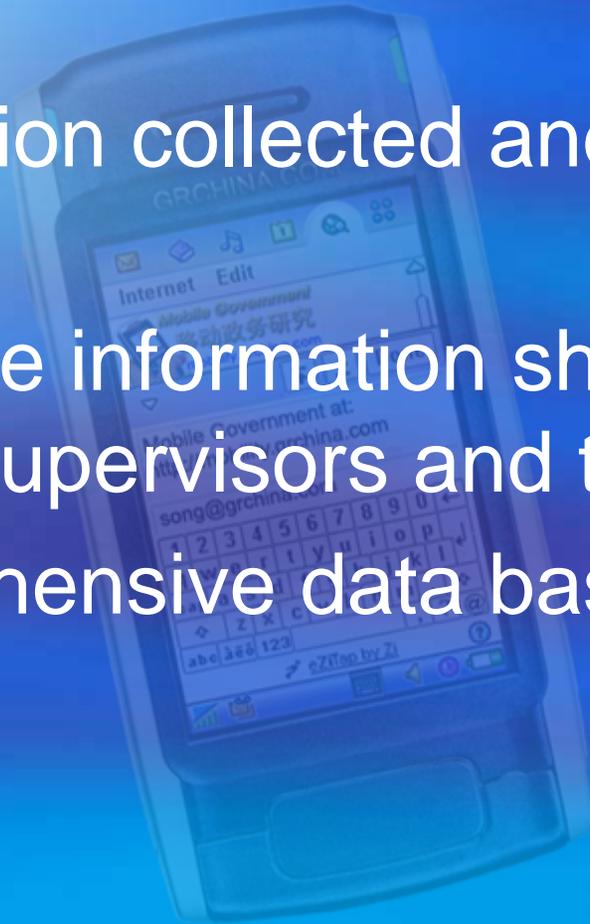
# Mobile Supervisors

- Constant connection to the supervision center through the mobile handset
- Position and working status monitored by the supervision center



# Process Re-engineering

- Information collected and checked in the field
- Real-time information sharing among the mobile supervisors and the two centers
- Comprehensive data base established in the district



# Implication of Implementation

- Mobile technology together with GIS, GPS technology and grid management, enabled the district to better manage its mobile work with both efficiency and effectiveness.
- In mobile government implementation, the most important issue is the alignment of organizational change with organizational strategic goals, followed by information flow integration and then technology issues.
- Mobile technology goes together with organizational change and process reengineering,
- And is implemented through empowered, motivated and trained people.

# Before and After

- Before mobile government  
Fragmented, highly bureaucratic, inefficient
- After mobile government  
Problem identified and confirmed by mobile supervisor real-time, better information sharing, better coordination, more efficient problem solving, better performance evaluation, fluid work practice, build up trust

# Transcending e-Government

- Move from tethered, PC-centric model to mobile, people-centric techniques and strategies, transcending the old government service delivery model.



# Service Delivery Paradigm Shift

## Government Service Delivery Model in Mainframe or Pre-ICT Era



## Internet-based e-Government Service Delivery Model



## Mobile Government Service Delivery Model



# Distinct “Managed” Fluidity

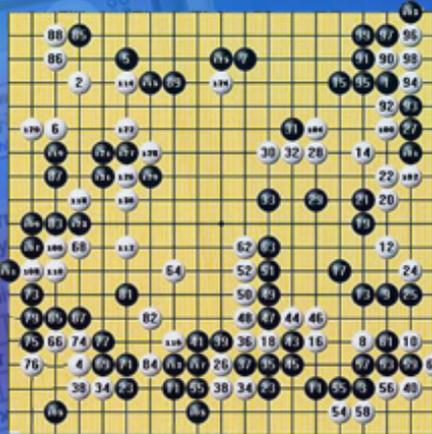
- A managed fluidity which is distinct from those of “post modern professionals”
- Flatter but enhanced hierarchy
- “managed” fluid organization
- Strong potential to eradicate complicated bureaucratic procedures and to interact with people in their own context
- Potential of more horizontal and vertical integration.

# Social Topology

Region

Network

Fluid



Boundary

Relation

Variation and Transformation

Adopted from Mol and Law (1994)

# Social Topology, ICT and Government Service Delivery Model

Social Topology	Region	Network	Fluid
Characteristics	Boundary	Relation	Variation & transformation
Typical ICT Application	Mainframe (and Pre-ICT)	Telephone, Internet, e-mail, end user computing	Mobile phone, PDA, Other convergence technology, Mobile computing or Ubiquitous computing
Interaction	Physical and co-located	Virtual	Virtual+ Physical
Service Delivery	Bureaucratic, office based	Standard “transactions”, informational	Action oriented, coordinated, real time
Government Model	Hierarchy	Internet Based E-Government	Mobile Government



Thanks!

Welcome to Mobile Government at:  
<http://mobility.grchina.com>



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@ GRCHINA.COM

移动政务研究  
MOBILITY.GRCHINA.COM

# Contact

- Dr. Tony CORNFORD

Senior Lecturer at Department of Information Systems,  
London School of Economics and Political Science

[t.cornford@lse.ac.uk](mailto:t.cornford@lse.ac.uk)

Houghton Street, London WC2A 2AE, United Kingdom

- SONG Gang

Chevening Scholar at Department of Information Systems,  
London School of Economics and Political Science

[song@grchina.com](mailto:song@grchina.com)      <http://mobility.grchina.com>

[http://uk.geocities.com/songang\\_china/mobility/](http://uk.geocities.com/songang_china/mobility/)

Address in China:

Beijing Municipal Administration Commission

No. 80, Xidan Beidajie, Beijing 100032, P. R. China