

Foreword

The central theme of the book is electronic public procurement. The book pulls together a number of major issues facing the public sector, dealing with e-procurement and related areas. It is both an introduction to public procurement issues and a comprehensive guide to more detailed processes of development, transformation, and redefining matters associated with changes of the public sector's institutions and principles of authority. In particular, the following key areas are addressed with specific reference to public sector. The underlying conceptual issues are associated with running a public procurement and transformation of government policy. Further, it covers the underlying technology challenges and systems supporting the e-business. The action items for management concepts in an electronically-enabled world such as decision-making, e-governance, e-commerce, e-procurement, privatization, etc., are explained. The editor's purpose is to provide advanced research findings from the most significant experts and authors in public procurement domain.

This book begins with basic issues that arise at the front end of public procurement engagement. Next, the basic theory is discussed, and then insight into the specific applications of those established theories in various public procurements and under various contexts is observed. There are thirteen chapters—each addressing key concepts and assuming subject knowledge of subject matter to start with and subsequently progressing quickly into more detailed research findings. Each chapter is illustrated with qualitative and quantitative results and also contains a few core ideas with more detailed description. Finally, concluding remarks and future research directions are provided in each chapter. A references part and useful additional readings section along with key terms and definitions are enclosed.

As background, the transformation framework is mainly improving service quality delivery, reducing costs, and renewing administrative processes, or gained from the needs of government as re-examining the functioning of democratic practices and processes. In this regard, transformation is regarded as the cornerstone of theoretical concepts and innovative milieu. Moreover, there are close links between transformation on one hand and change on the other. Naturally, it is supposed that a change is beneficial for development. Changes are accomplished by projects and programs for redesigning the organization and strengthening core competencies during identity change of any organization, but transformation is a very complex process; therefore, there exists a high rate of failures related to changes. This state is based on lack of experience, hence, knowledge or incompetence, but tolerance to failures has a positive effect on the knowledge culture of the organization. Transformational change is driven by a combination of opportunities caused by new transformation policy, strategy, technology, ICT, etc. The change approach for transformation as combination of radical and incremental changes is based on moving from one stage to another.

Making use of e-Government, the public administration may achieve:

- **Financial Terms:** Cost reduction and better management of public budgets as required by the principles of cost-effectiveness and efficiency when administering task-related public resources.
- **Business Terms:** Concentration of public administration capabilities on objectives stipulated by the legislation.
- **Organizational Terms:** Trimming down of the organizational structure of the public administration and its more effective functioning actually mean better controllability, transparency, and subsequently, also better public administration management. Effective employment of personnel enables the public administration to maintain the optimal amount of employees.
- **Terms of Cooperation:** Links to other entities of the public sector when implementing the e-Government and acquiring new experience.

The e-Government implementation is usually brought into practice by the means of a project. An e-Government project depends on the public administration functional area and on the existing arrangement of a given area. Its progress is always very specific because of particular terms and conditions. A general structure is composed of the following activities:

- Strategic analysis of public administration functional areas.
- Specification of functional areas that will be subject to e-Government.
- Specification of e-Government implementation providers for different public administration areas.
- Specification of work share of different public administration areas when implementing e-Government.
- Transformation of the public administration for the purpose of e-Government implementation.
- Management of relations during e-Government implementation.

Individual activities are mutually interconnected, and therefore, it is difficult to exclude any particular activity. Everything must proceed in line with a project plan, which has been clearly defined in advance.

However, the formation of the e-Government accepts the characteristic of the establishment of this new face of governments, which together with new forms of technology and the growing interest and involvement of citizens and companies in what and how e-Public procurement is realized establish the future direction of the e-Public procurement in the e-government.

Their influence not only shapes the essence of an e-Government environment while limiting ways to reorganize the internal resources so that the pressure changes caused by these forces respond effectively and the possibility to compete successfully in a wide range of newly forming government is excluded, but creates conditions for sustainable development of entire public procurement.

E-Public procurement is serviced by a number of companies supplying products and services, including application of new knowledge of science and technology and information technology. The entirely new principles are beginning to build relationships with private suppliers of goods and services.

Changes in demographic structure in the administrative procedures fundamentally transform the nature of public procurement. There is also a further shift in the assessment of the role of e-Public procurement in their understanding as a prerequisite for effectiveness, transparency, and overall support for public sector. In the public sector, there are significant changes in increasing demand on product quality, production technology, the origin and safety of goods and services. This transformation is significantly

subjected by economy in given country. There is a structural change at the national economies, and multinational power.

Overall, the governmental environment determined by the rules and principles conduct of e-Public procurement and other operating ongoing processes of e-Government and e-Public procurement, which is reflected generally in strengthening the position of subjects related to e-Public procurement, to find other ways to increase efficiency, including acquisitions, to reducing transaction costs, application of scientific and technological approaches in practice, which fundamentally change processing, competition, decision-making, and contracting in the new conditions. Another significant factor influencing e-Public procurement is the previously mentioned effect of cultural and economic development. Not only in the aforementioned aspects of these changes, but also in terms of current knowledge based e-Public procurement formation, it is clear that changes in e-Public procurement are influenced by the conditions of transmission of information, financial flows, and forming e-market structures. The process of choosing a governance structure is dynamic and the ability to understand these trends, in context with transformation across the whole society, becomes a crucial issue to find opportunity for the e-Public procurement.

What emerges is that to work effectively in public procurement in the 21st century we not only need to understand and be familiar with our own specialty in the public sector, but we also need to be aware of interdependencies between the public and private sector, the technologies that have evolved to facilitate doing business, innovative strategies and processes, cross-cultural and socio-economic challenges, and the law associated with the electronic environment. This book offers us excellence in all these fields.

Mojmír Sabolovič
Mendel University in Brno, Czech Republic

Mojmír Sabolovič is Vice Dean of the Faculty of Regional Development and International Studies at Mendel University in Brno, Czech Republic. He was a Research Assistant in the Department of Regional and Business Economics, an Organization Worker in the Department of Languages, a Coordinator of the FRRMS project in the Dean's Office of the Faculty of Regional Development and International Studies, and Deputy Head of the Department of Languages. He has taught courses in Business Validation, English for Genetics, Financial Management, Investment Decision, and Valuation of Intangible Assets.