Chapter 65
Trends in e–Strategic Management: How do Governments Transform their Policies?

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ABSTRACT
More than a decade has passed since the conception of major Government e-strategies and significant outcomes have been delivered worldwide concerning information technology infrastructure and e-service deployment. Already, major e-Strategies have closed their lifecycles and have been reviewed. British “t-Government” and Obama’s “Open Government Initiative” are only some of the transformation results, where citizens have been placed in the center of the strategic planning and e-Government priorities have been reconsidered. This paper addresses an important issue: the identification of international e-strategic transformation and the recognition of patterns for e-strategic transformation. A methodological analysis of major e-strategies is performed according to strategic lifecycle management tool and patterns for e-strategic evolution are structured.

1. INTRODUCTION
Strategy is used to lead an organization to a visionary statement, to enhance company’s competitiveness or to define a corporate behavior against change (Lysons & Farrington, 2006). Government strategies are mainly tactic documents, with which countries evolve or align to common supranational visions. Central Government strategies define a global political vision (i.e., national and supranational strategies), while domain strategies align to central and focus on specific market or social segments (i.e., transportation, health, employment, economy etc.). E-Strategies concern the Information and Communication Technology (ICT) domain and aim to control ICT evolution,
to define legislation for the ICT market and for
digital transactions and to formulate a national
or supranational information society. Their sig-
nificance is crucial since they refer to a steadily
emerging market (i.e., only in Europe (European
Commission, 2010b) the ICT market accounts
the 5 percent of the European Gross Domestic
Product (GDP)), while they attempt to envision
in time the dramatic social change that the ICT
cause. E-Strategies define relevant to the ICT
political slogans and estimate their feasibility
with specific objectives. E-Strategies are usually
cumulative, meaning that an updated version fol-
lows previous ones.

Various e-strategies have emerged since late
90’s around the world, which deliver Government
strategic objectives and priorities regarding the
contribution of the Information and Communi-
cation Technologies (ICT) to social life and economy
at national and supranational levels. Terms such
as the European “Information Society”, the U.S.
“Information Highways”, the Korean and Chinese
“Informatization” have been defined to describe
the social transformation that occurs due to the
ICT and the capitalization of this transformation
for life improvement and for economic growth.
Since their conception, e-Strategies have closed
even more than a single life-cycle and they have
evolved to similar or different directions. These
strategic updates lead both the ICT and the e-
Government evolution and describe desirable
future national and supranational conditions.

This paper aims to answer the following ques-
tions: “how have e-strategies been determined and
transformed?” and “does e-strategic transfor-
mation suggest patterns for e-strategic evolution”.
These two questions are crucial for e-Government
scholars and for e-strategic managers: the answer to
the first question will illustrate whether e-strategic
evolution is rational, continuous and dependant
on its own past or its rather based on political slo-
gans. On the other hand, the answer to the second
question will return potential evolution patterns,
which depict whether trends and directions for
e-strategic evolution exist.

The remaining of this paper is structured as
follows: in the next section of this paper the context
of strategy and strategic management is described
shortly. In section 3 the analysis of the selected
e-strategies with their updates is performed and
the extracted findings are summarized. Roadmaps
for e-strategic evolution are formed in section
4, while the final section 5 contains results and
future thoughts.

2. E-STRATEGIC MANAGEMENT:
THE CASE OF GREECE

The term strategy comes from the ancient Greek
word “Stratighia” and describes military tactics
and army organization (Lysons & Farrington,
2006). After the Second World War the sciences
of business and economics adopted strategy in
order to present a plan, a technique, an element, a
position or a perspective of an enterprise against
market’s competition. A business strategy is
analyzed in its vision, which presents a desirable
future position and its mission, which defines the
route towards the achievement of this position. The
Critical Success Factors (CSFs) are elements that
are necessary for the establishment of the strategic
mission (Boynlon & Zmud, 1984).

An e-Strategy defines Government vision for
public sector’s transformation, social change and
market growth regarding the ICT and controls
public ICT investments. E-Strategic progress
has been monitored with the association of ICT
spending with national growth (i.e., in terms of
market liberation, ICT industrial investments and
corruption’s limitation). Moreover, e-Strategies
determine the strategic mission, that explains how
the strategic vision will be established. Strategic
mission describes the supervisors, the objectives,
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