

AAMCS

How to govern personalized,
self-directed citizen services
on a business platform
model?

Yves Vanderbeken

External PhD Candidate OU.NL

06Nov2024



In collaboration with Antwerp
Management School





Opening Question:

You get the same **digital self-service, convenience** and **personalization** to citizen services from government as other services offered on commercial digital platforms

Would you engage?

Government as digital Platform Provider

Same self-service convenience as Uber, Airbnb, etc.,

Open to (approved) **commercial and non-profit providers**

Digital Marketplace to search and find (matching)

Allowing **digital self-service**

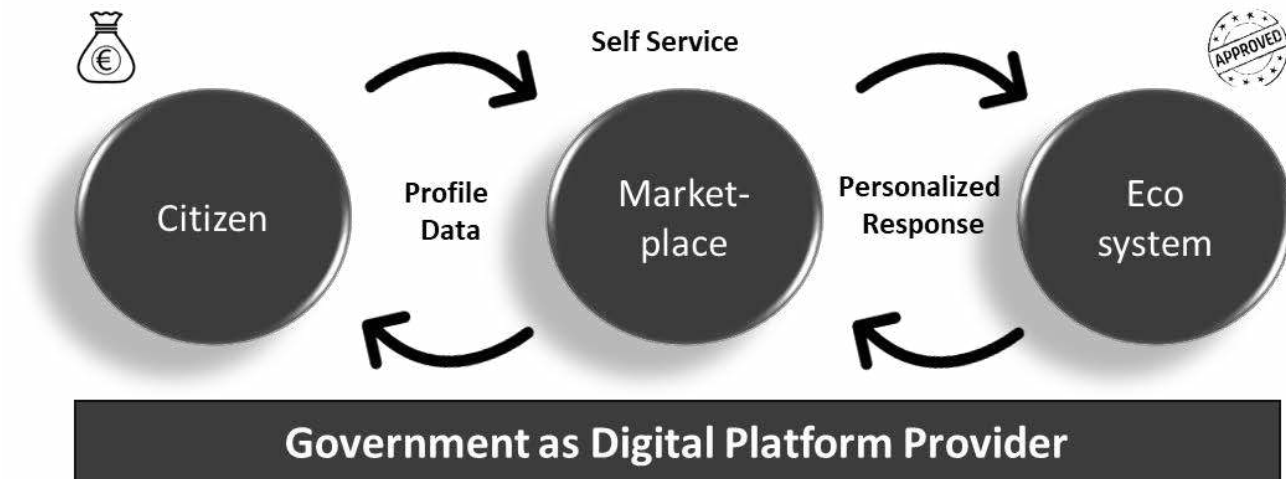
Personalized Services

Proactive Services

Personal budgets

Ecosystem Governed

Not for profit





Question:

You have a **disability**.

Government gives you a personal budget of 1.000€ per month and a digital marketplace to order selected services from authorized ecosystem partners.

Would you engage?

Example from Flanders (Belgium) – Care for handicaps

The screenshot displays the website for the Flemish Agency for Persons with a Disability (Vlaams Agentschap voor Personen met een Handicap). The main navigation bar includes 'Hulpmiddelen', 'Persoonlijke budgetten', 'Organisaties', 'Professionelen', and 'Over het VAPH'. The current page is titled 'Persoonsvolgend budget (PVB)' and features a sub-menu with 'Algemeen', 'Ondersteuning', 'Aanvragen', 'Besteden', and 'Bedragen'. The main content area is titled 'Zorg en ondersteuning op maat inkopen' and explains that a PVB is a budget for purchasing care and support. Below this, there is a section for 'Aanvragen en besteden' with three links: 'Woon- en dagondersteuning en individuele ondersteuning', 'Ondersteuningsplan persoonsvolgend budget opmaken', and 'Minder, meer of juist ondersteuning nodig?'. The website also features a search bar and a 'Zoeken' button.

Self-Service, Personalized, Own budget, Choice of Provider, Gov. provides platform

Australia – National Scheme for people with disabilities



1800 800 110

Webchat

Languages

Understanding the NDIS Applying For participants Community

Home > For participants > Working with providers

Find a registered provider

The NDIA will account for compensation payment a participant receives for personal injury, if the NDIS has or may, provide supports for the same injury

Provider finder

Suburb/Postcode

Type here... Search

State/Territory

Registration Group

Provider ABN/Name

Provider Status

RESET

Showing 1 to 9 of 48,672 results

Sort by Default

Kaleidoscope Speech Pathology Pty Ltd

Kaleidoscope Therapy

11 Jennings Street, Kyneton, VIC 3444

03 5403 2440

admin@kaleidoscopetherapy.com...

www.kaleidoscopetherapy.com.au

ABN: 39656112917

Monday: 9AM-5PM
Tuesday: 9AM-5PM
Wednesday: 9AM-5PM
Thursday: 9AM-5PM
Friday: 9AM-5PM

Profession: Occupational Therapist, Physiotherapist, Speech Pathologist

Registration Group:

Aruma Services

Aruma 5 Birch Avenue Horsham VIC 3400

5 Birch Avenue, Horsham, VIC 3400

0407 659 054

billy.carpinieri@aruma.com.au

www.aruma.com.au

ABN: 31001813403

Profession: Disability Support Worker (includes Mental Health or Peer Worker)

Outlet / Active

Advanced Personnel Management

APM - Launceston

8 Boland Street, Launceston, TAS 7250

1300 276 757

futures@apm.net.au

www.apm.net.au

ABN: 64062160614

Profession: Disability Support Worker (includes Mental Health or Peer Worker)

Registration Group: Assistance to access an... show all
Outlet / Active

Self-Service, Personalized, Own budget, Choice of Provider, Gov. provides platform

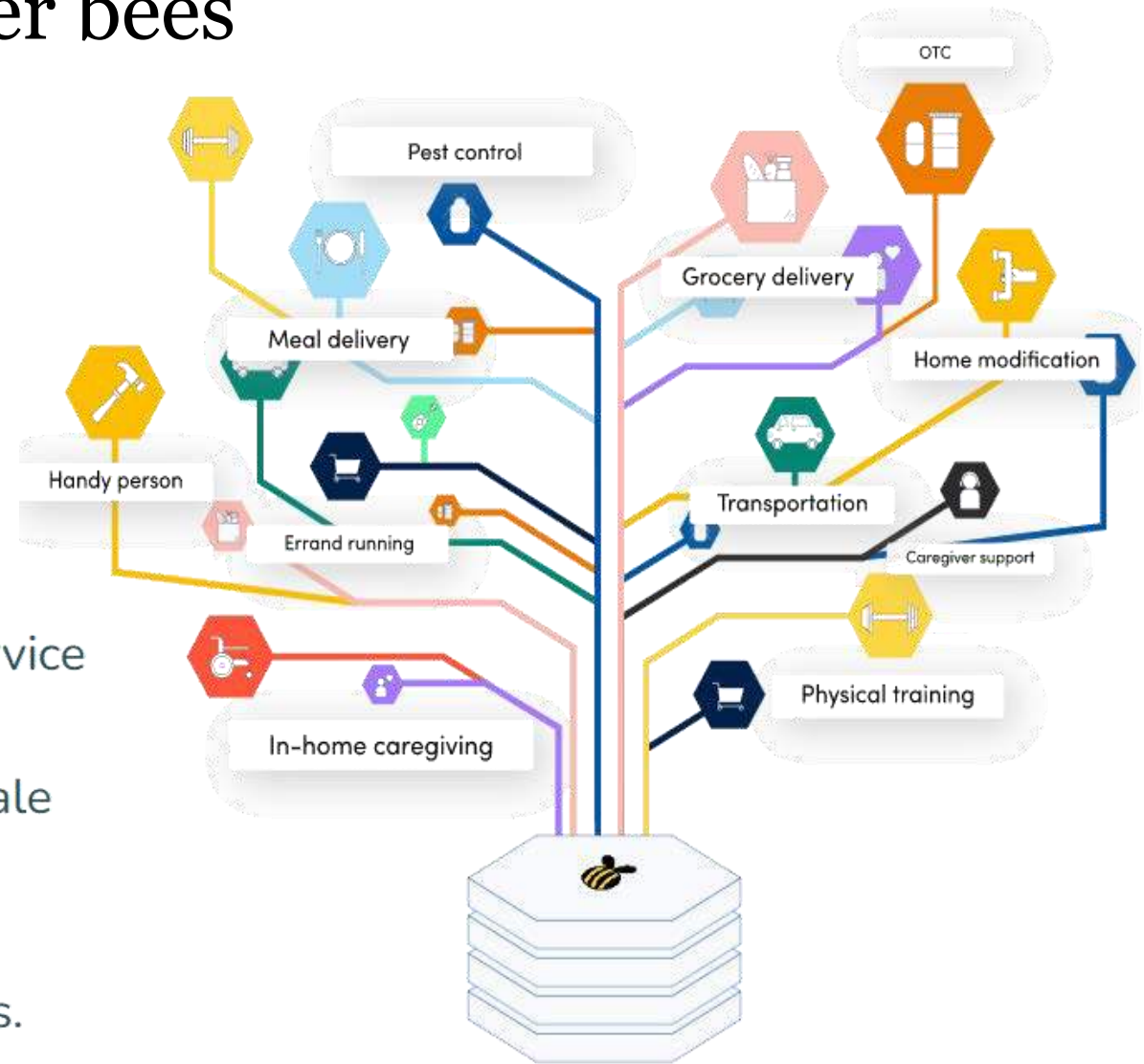


Example from USA – The helper bees



America's Aging-in-Place Platform

The Helper Bees' unique combination of service and technology provides the infrastructure needed for payers to access, deploy, and scale quality non-medical services into the home. With this innovation, we are transforming independent aging for millions of Americans.





Question:

You are **unemployed**.

Government gives you a personal budget of 1.000€ to follow a training with authorized ecosystem partners.

Would you engage?

Example from Ireland – Digital Skillnet

Technology Ireland DIGITAL Skillnet

HOME TRANSFORM TECHLEARN ACCREDITED PROGRAMMES WOMEN RETURNERS COMPANIES

Software Skillnet has rebranded - we are now Technology Ireland DIGITAL Skillnet

The National Training Network for the Software and Digital Technology Sector

Join us on LinkedIn

- Funding for training for software and technology staff
- Technical, commercial and executive programmes
- Free membership open to all private or commercial semi-state companies based in the Republic of Ireland
- Flexible training solutions delivered by leading sector providers
- 100% funded training and workplacement for job-seekers matched to company roles
- Technology seminars from top national and international experts

How we can help your company
We work with companies in the digital technology sector to deliver programmes for your staff which meet company needs.

The DIGITAL Skillnet receives government funding. This allow us to provide support on...

Postgraduate Programmes
Join Irelands leading companies enhancing product management professionalism The...

Events
We host free seminars and nevents for management and topics of relevance to the sec

Self-Service, Personalized, Own budget, Choice of Provider, Gov. provides platform

Overview



Canada HomeShare
About Canada HomeShare™





Research question:

How to strategize, design and govern a digital platform for citizen services?

- Theoretical Underpinning
- Revelatory Case Research

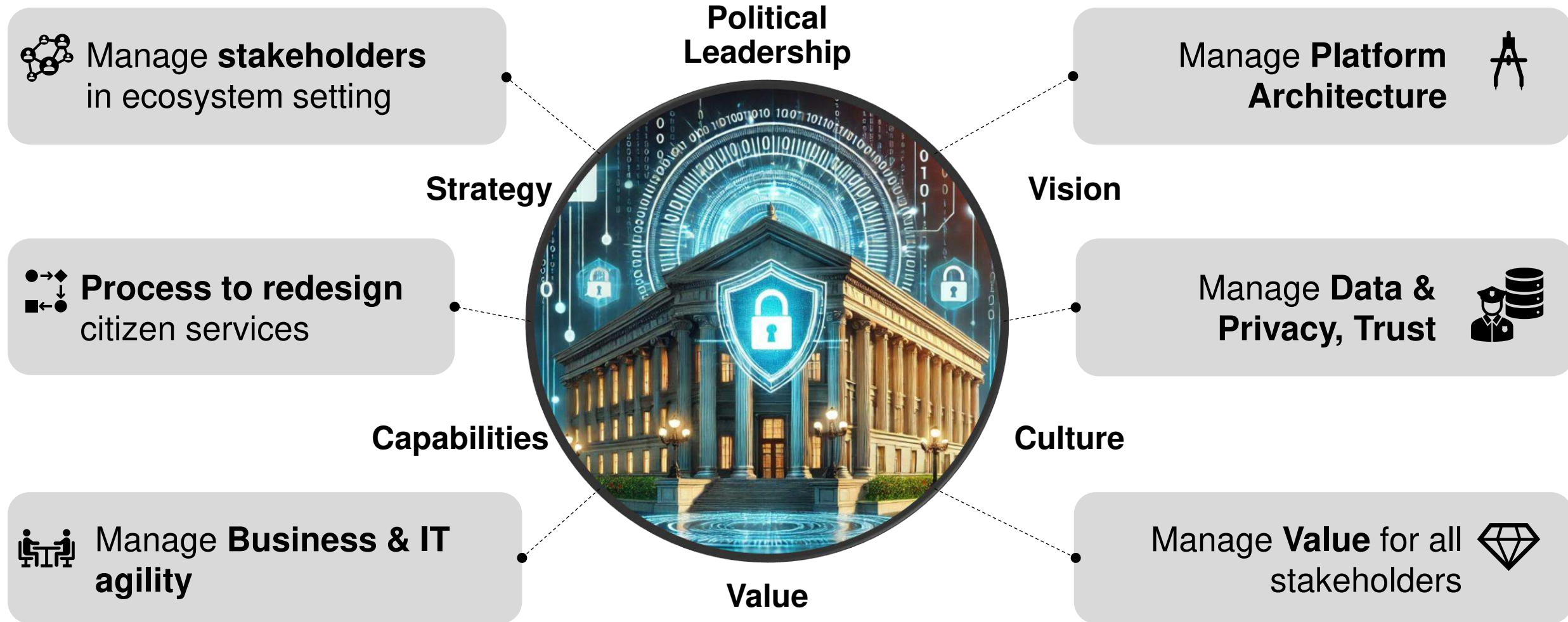
Research

- Government Digital Platforms spring up like “mushrooms in a field” (1)
- Initiatives are bottom-up agency driven
- Many initiatives fail
- Different operating model for governments

Design a **Business – IT - Ecosystem governance framework** that is specific to government digital platforms:


- **Processes** to strategize, design and manage a platform model
- **Mechanisms** to manage stakeholder value
- **Controls** to ensure trust and transparency


New governance approach needed




New collaboration roles for governments


€ Establish a (digital) **personal budget**

Define **common value** propositions 

 **Extending Public - Private partnerships** to citizen services

Invest in **attracting partners (ecosystem)** 

 Industry partners **agree to the terms** and leadership role of the government

Set and often enforce **platform governance** rules 



Government as platform provider

Government as trusted data guardian



Transparent algorithms for AI / ML processing



Detect anomalies and **monitor data usage**



Define new **audit processes & Security Controls**



Government as platform provider

Use **standard data models** (Interoperability)



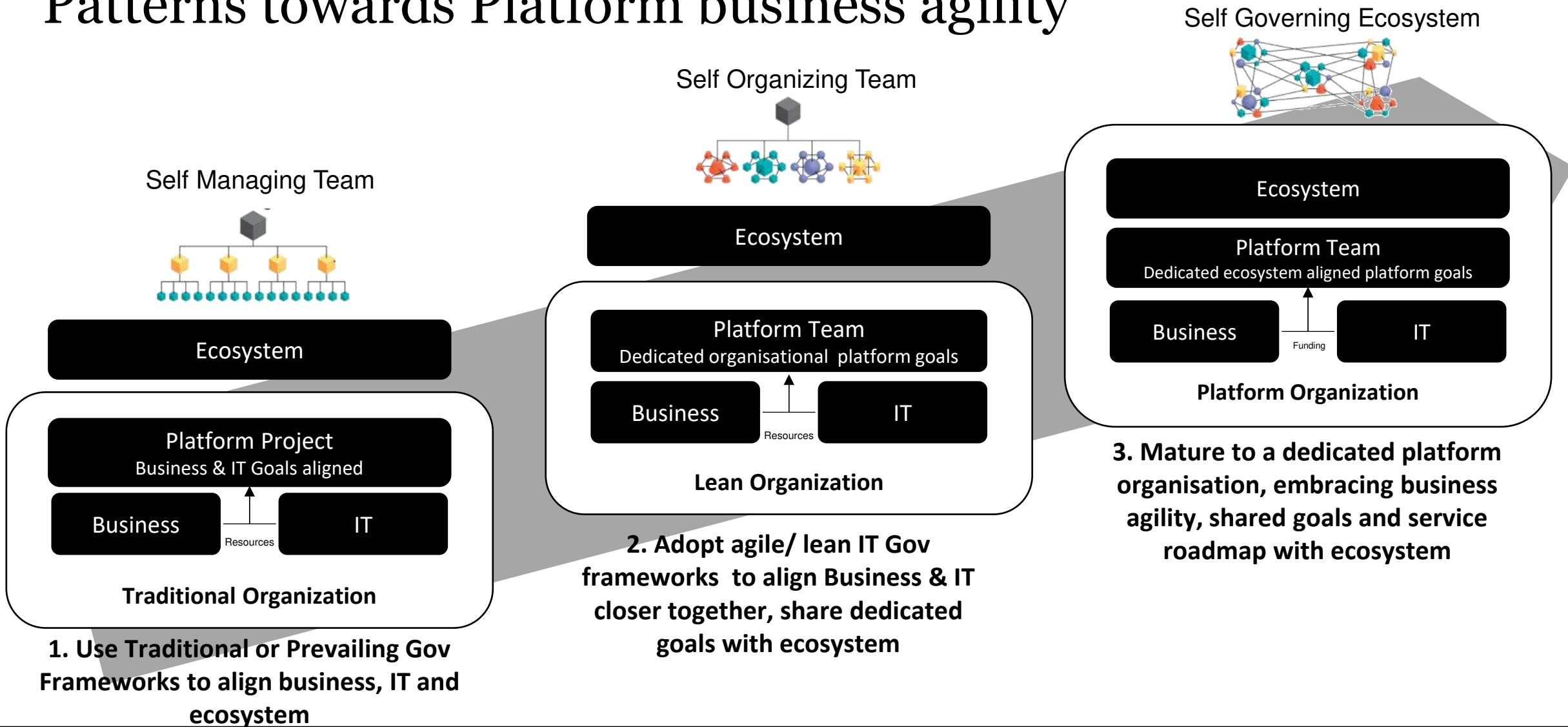
Citizen consensus on what data to share



Define how data can be enriched (AI)



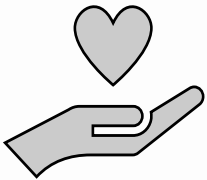
Patterns towards Platform business agility



Case research

Care Services

Platform Up and Running



Flanders

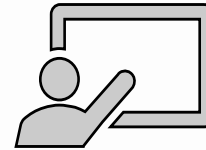
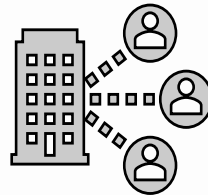
- Provides platform facilities to **caretaker** that are close to patient or person in need

Flanders

- Platform model for **people with disabilities**, providing personalized budget and matching facilities

Public Employment Services

Platform Up and Running



Flanders (*)

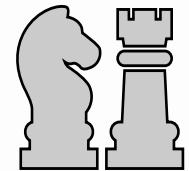
- Evolving towards connected platform for the **unemployed**

The Netherlands

- Platform model for educating the **unemployed**

Citizen Integration

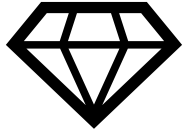
Strategizing



Agency for Integration

- Studying feasibility of certain services to platform model for **newcomers** in Flanders

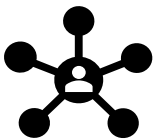
What did we learn? Need for...



All levels: VALUE



Strategic level: (Political)
Leadership, Vision, Strategy



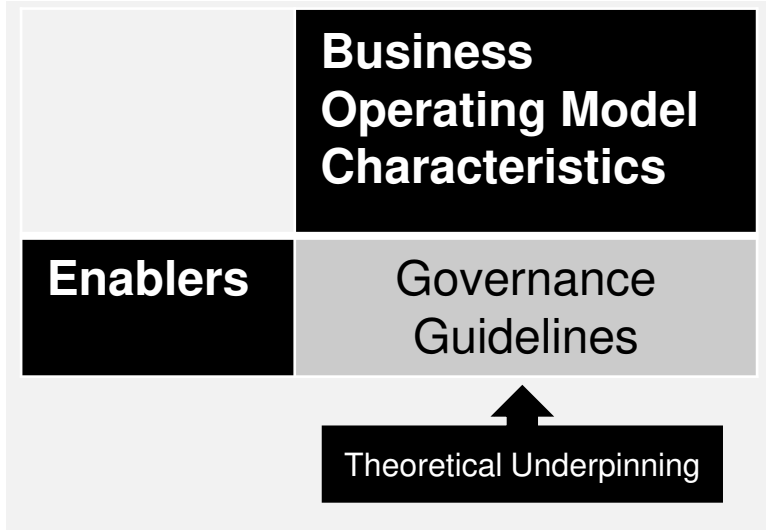
Tactical level: Business Agility,
Innovation Culture, Data



Operational level: Skills,
Capabilities, Ecosystem, IT



Descriptive Governance Framework

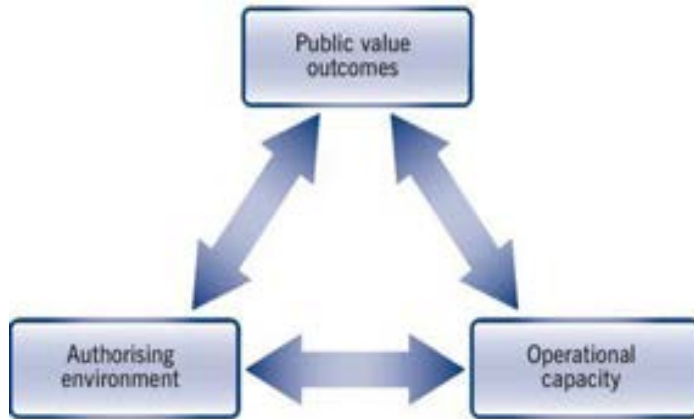


Enablers	Key question & goal	Business Operating Model Characteristics
Vision & Strategy	How is the platform vision and strategy established and maintained? Goal: Enable (assisted) self-directed services through a digital marketplace and platform, giving a personal budget.	<ul style="list-style-type: none"> • Self-Directed Citizen Services • Business Agility Operating Model • Value first • Ecosystem Driven
(Political) Leadership	Who is responsible for setting the platform vision and committing to the strategy?	
Value	How do we determine the value of a platform model, from anticipated benefits to realized value – per stakeholder?	
...

Enablers & Goals vs Business Operating Model Characteristics

Guidance to organizations how to strategize, design, operate and govern a business platform mode

What is value?



Source: Moore, 1995

- **For Governments: Public Value** – how to get person out of unemployment, how to help sick people get better, ...
- **For Citizens: Personal Value** – Convenience, choice, personalized self-service
- **For Ecosystem Industry Partners: Economical Value** – extra channel to offer services and get a profit
- **For Ecosystem non-profit Partner: Social Value** – increase reach of services to needed, e.g., homeless

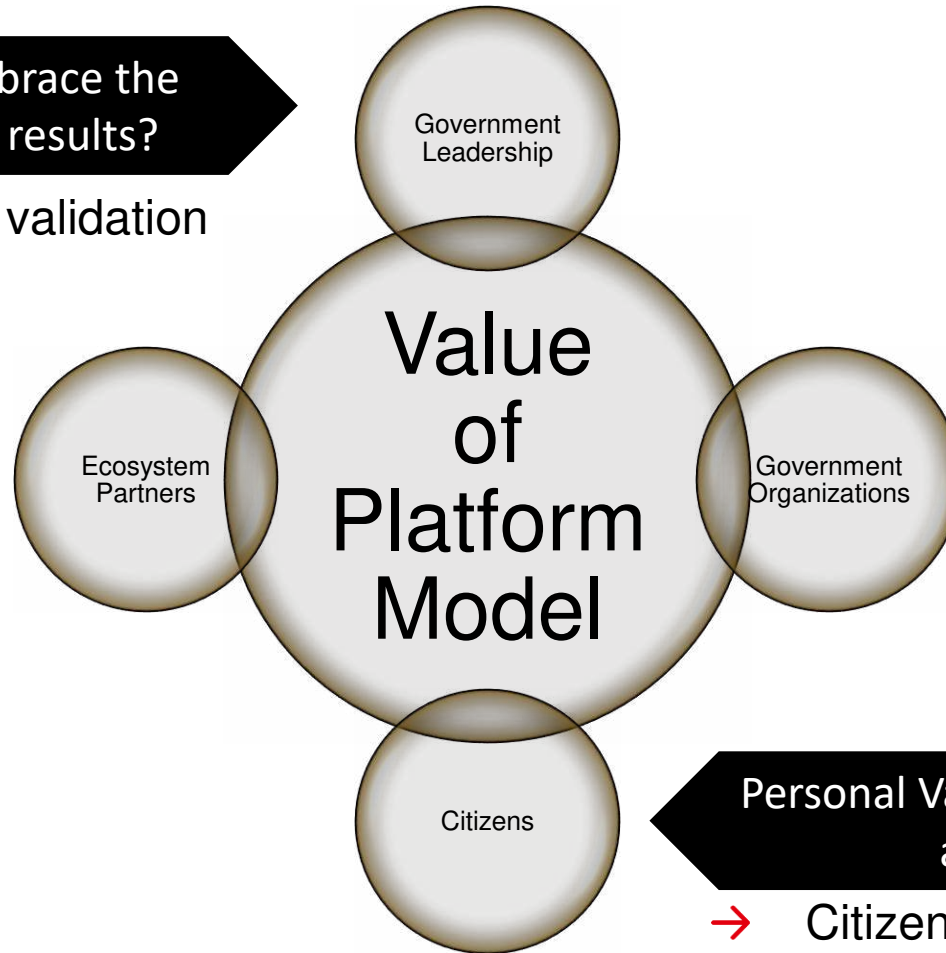
Ongoing research

Public Value: How can politicians embrace the platform model for achieving policy results?

- Preparing executive leadership validation

Economical Value: What is the value for ecosystem partners in joining the platform?

- Interviews with industry and non-profit organizations



Public Value: What is the value for a government organization in embracing the platform?

- MsC students working on case research

Personal Value: What is the value for a citizen and are they digitally ready for it?

- Citizen questionnaire launched
- MsC students working on digital readiness



Wrap Up Questions:

What did we learn today?

What action can we take?

Government Digital Platform Models do make a difference, **when designed and governed properly**



There is value (*) for government



There are benefits for

- Citizens
- Government
- Ecosystem



Political leadership is present

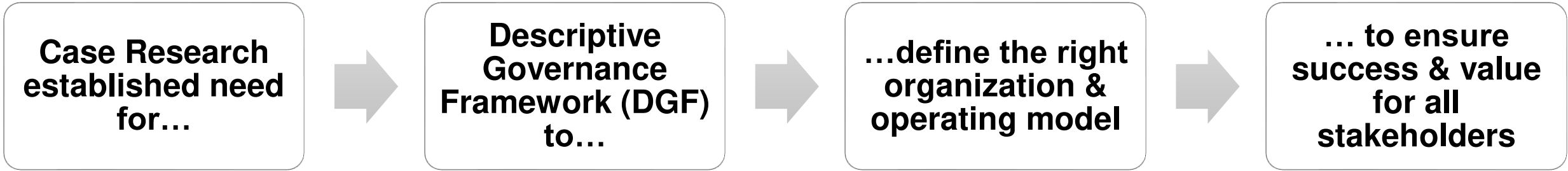
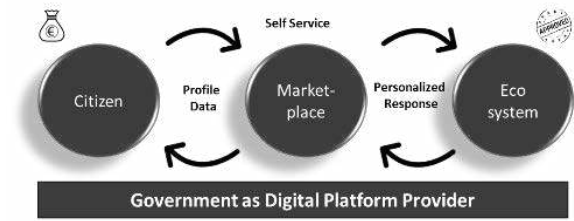
- Vision
- Strategy



Using an ecosystem is possible

- Partnering

From research to governance



Care Services

Platform Up and Running

- Flanders: Provides platform facilities to caretaker that are close to client or person in need
- Flanders: Platform model for people with disabilities, providing personalized budget and matching facilities

Public Employment Services

Platform Up and Running

- Flanders (*): Evolving towards connected platform for the unemployed
- The Netherlands: Platform model for educating the unemployed

Citizen Integration

Strategizing

- Agency for Integration: Studying feasibility of certain services to platform model for newcomers in Flanders

Enablers

Business Operating Model Characteristics

Governance Guidelines

Ecosystem

Platform Team
Dedicated ecosystem aligned platform goals

Business

IT

Funding

Platform Organization

Next steps

Learn from your experiences or other organizations

- What best practices did you see?
- How did you guide organizations towards platform design?
- How did you strategize, design, build the platform model?
- How did you determine value?
- How effective was your current Governance approach in designing and managing the platform model?
- How did you establish the ecosystem?

...

Help broadcast the message: “*Platforms are here to stay*”

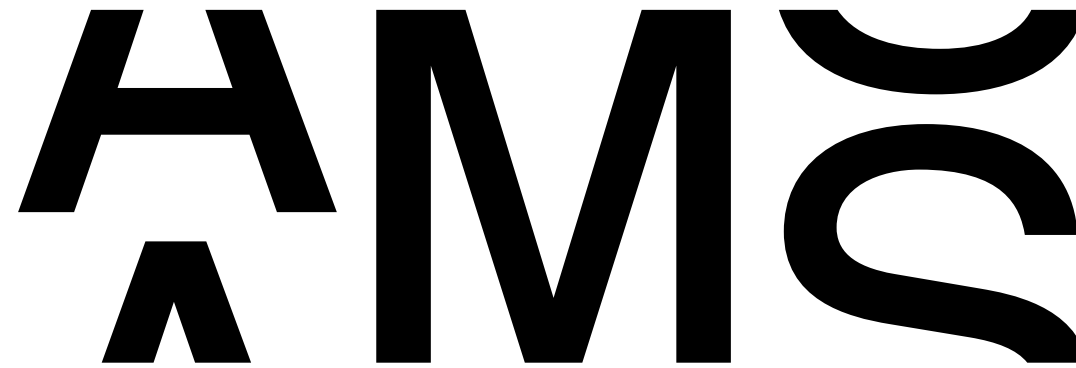
Learn at Antwerp Management School (AMS)!

- 1 Portfolio – 4 Master Degrees – 10 Master Classes

<p>Executive Master in Enterprise IT Architecture</p> <p>Executive master</p> <p>This master aims for the development of skills to innovate the digital enterprise. The participants acquire knowledge to master complexity, engineer agility & evolvability and become the architect of a successful organization.</p> <p>Start date 25.09.2025 Duration 1.5 years Language English</p>	<p>Executive Master in IT Governance & Assurance</p> <p>Executive master</p> <p>This master is about embedding processes, structures and relational mechanisms throughout the enterprise, maximizing the value creation from IT-enabled investments and minimizing IT-related risks.</p> <p>Start date 25.09.2025 Duration 1.5 years Language English</p>
<p>Executive Master in IT Management</p> <p>Executive master</p> <p>This master aims for IT leadership of a successful enterprise in a digital environment. Boost your IT-knowledge with the necessary management, process and communication skills in order to align the business & IT strategy.</p> <p>Start date 25.08.2025 Duration 1.5 years Language English</p>	<p>Executive Master in IT Risk & Cyber Security Management</p> <p>Executive master</p> <p>This program delivers up-to-date knowledge for information security professionals in order to excel in the governance and management of their ICT risk, security and compliance responsibilities. It represents cyber security as an enterprise-wide risk management challenge, impacting technical, organizational and governance responsibilities.</p> <p>Start date 25.09.2025 Duration 1.5 years Language English</p>



<https://www.igi-global.com/book/strategic-approaches-digital-platform-security/262921>



<https://www.antwerpmanagementschool.be>



AMSC



Thank you !

yvesvanderbeken@hotmail.com

Antwerp Management School
Opening minds to impact the world

