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NOTES

1- Web 2.0 is the popular term for advanced Internet technology and applications including: social networks, forums, blogs, wikis, RSS and social bookmarking.

2- The National E-algérie Plan, an ambitious initiative of Algeria was initially designed to begin in 2013 but unfortunately the deadline will probably not be met. According to Cherif Ben Mahrez (Responsible of the e-algérie 2013 plan at the Ministry of Post and Information Technology and Communications), the major hurdles in its progress and implementations are lack of readiness because of the environement which is unsuitable for the ICT .

6- Conclusion

Traditionally, we used to think that private sector and public sector were antagonist notions, but the emerging of the new public management led to the adoption of some concepts which were previously limited to the private sector such as the marketing.

Experiences have shown that the marketing approach can be very successful in the public sector ; indeed some countries have opted for this approach to broaden awareness, acceptance and usage of e-government services.

Embracing a marketing approach means moving towards citizen centricity where the focus is on the citizen who becomes the customer rather than on the tools themselves.

In order to succeed its National plan e-Algérie, Algeria needs to learn from the experiences of other countries that have succeeded in popularizing the e-government services by adopting a marketing approach. Therefore, we tried through the present research to review briefly the concept of e-government, its shift to citizen centricity ; and to analyze also the marketing approach to be adopted in order to achieve the success of e-government project. Finally, we presented the South Korean case as an example of a government which has succeeded in raising awareness, user take up and service satisfaction thanks to this approach.

as e-government services ; the application “integrated ID management system (G-PIN)” was developed further to strengthen ICT security.

● **Phase III (2010) :** once, the e-governments were customized, the government decided to implement a quality management system to raise user satisfaction levels ; and to create professional service quality assessment agencies for quality assessment of e-government services.

● **Phase IV (2011) :** in 2011, the South Korean government continued to follow the same citizen centered approach and focused on achieving the targeted rates for public awareness (90%), user take-up (60%), and service satisfaction (80%).

5- South Korea : Awareness spreading – a priority in its national plan (2008-11) :

From the analysis of more than 40 reports on e-government cases of developing and transitional countries, submitted for academic assessment at the University of Manchester Richard Heeks (2003) concluded that the success rate of e-government project implementation in developing countries is as low as 15%. These failures cause various tangible and intangible costs to the countries.

In order to avoid the same scenario and to succeed its National plan e-Algérie[2], Algeria needs to learn from the experience of other countries and know about the problems faced in popularizing the e-government services and replicate the successful models after suitable adaptations. For this reason, we chose to devote this part of the ongoing research to the description and analysis of South Korean case (OCDE, 2009) where a marketing approach has been adopted to deal with the lagging user take-up of e-government services.

The South Korean government has proposed a national plan which extends over four years (2008-11) to raise citizens' use of e-government services in South Korea. The action plan was divided into four (04) phases to increase the usage rate of e-government services, through the increase of public awareness, user take-up, and public satisfaction level.

● **Phase I (2008) :** from the beginning, the South Korean government aimed to reach 86 % of user awareness of e-government. Therefore, it focused its efforts during the first phase on increasing the public awareness of e-government services and on establishing a legislative framework for promoting e-government services. In addition to this, the South Korean government cooperated with private Internet portals to promote its e-government services and to increase public awareness.

● **Phase II (2009) :** in the logic of one-to-one marketing, and in order to best satisfy the e-government services users, the focus was, during the second phase, on the personalization of e-government services. Consequently, there was the provision of "My e-gov" services and the identification of administrative services that could be useful to the public

the e-government portal site, the ways in which potential users can find it are increased (Australian government Information management office, 2004).

- **Internal Promotion**

While emphasis on external promotion of e-government is crucial to enhance the awareness, acceptance and usage rates, marketing e-government services should involve also internal stakeholders. The internal promotion involves informing the employees about the latest e-government service being offered and encouraging them to use the services for their personal needs. This will help government in getting not only feedback from its own user employees but also help the staff, in a direct contact with the citizens, to be well informed about these services , and then provide them with the necessary information.

- **Distribution**

According to (Lehu, 2012) the distribution consists of all the commercial activities which organize the transfer of a product from its producer to the final consumer, the circuit of distribution corresponds to all the used channels.

Traditionally, we esteem that the distribution of public services are facilitated by the phenomenon of decentralization. The latter consists of the transfer of authority to the elected people and other local actors who make account to the population (Regulska, 1997). This decentralization aims to promote the democracy of proximity and to adapt the public policies to the needs of citizens.

The presence of many local and regional public institutions contributes to the improvement of the citizens' satisfaction. However, the e-government appears as a way to rethink the distribution of the existing services. In fact the trend today is to encompass different services and information from different public institutions and local authorities in the same support such as portals. Thus, the distribution of public services may be deeply modified thanks to the e-government. In fact, the internet and its technologies are increasingly leading the government to adopt a logic of communication in network (Lesage, 2013).

➢ **Promotion :**

Promotion consists of informing potential users of the availability of the service and encouraging them to use it (Australian government Information management office, 2004).

The advertisement and other communication campaigns should highlight a popular and high profile application of any e-government portal. This will increase awareness, acceptance and usage of e-government services through different means (Neeraj Pandey and Geetika, 2008) :

▪ **Advertisement of e-government services**

In order to reach the educated and non IT users, the literates and non IT users and the illiterates categories , the government has a wide range of means such as : The media advertisements through newspapers, brochures, TV, messages on public transport, banner in public places, …etc. In addition to the advertisement space in bus and railway tickets, electricity bills...etc which contributes to the development of awareness of e-government services. However, the messages of the campaigns should be clear and succinct to avoid any confusion.

▪ **Web 2.0 applications**

The governments should take advantage of the web 2.0 [1] and its different tools like the blogs and social networks to advertise. Nowadays, internet and particularly web 2.0 applications become essential means of promotion since they allow a viral marketing, in addition to their costs which are less important than the traditional media ones. These means of promotion are supposed to be targeted at the first segment i.e. IT heavy users who are more attached to ICT than the others.

▪ **Encouraging other websites to link to the website**

Users find websites in a variety of ways. They may enter a website address or URL (Uniform Resource Locator) into their browser manually. They may find the website through a search engine or through a link provided by another website. By encouraging other relevant sites to link to

prefer separate websites. This finding is fundamental to build a website that best meets customers' needs. (It should be noted, however, that the trend is currently for fewer, rather than more, websites). Market research could also indicate the types of navigation or other features favored by the target audience.

- According to Neeraj Pandey and Geetika (2008) Test Marketing of the web portal with potential users and stakeholder representatives will help to find any preliminary weakness or missing window that surface during test marketing. This step is so important before launching the web portal since it allows to avoid errors which may erode the confidence and trust of the users.
- Also, the e-government services should follow the changes of the new technologies and the tastes of the citizens. This will help in conserving the present users besides attracting new ones. So, the citizens should be aware of the contemporary changes that are incorporated.

➢ **Price and Delivery to People : a policy to construct**

According to Lehu (2012) the price is the value of a good or a service often expressed in a monetary unit. However, the public services are either free or their price is inferior than their cost (Lesage, 2013). Indeed, according to Norris (2001) the initial e-government service price should be low to attract more and more citizens. Therefore, he suggests that the government revenue model in e-government plans and programs should aim to recover only the variable cost and not the fixed one. The fixed cost would be the subsidy by the government and it may be recovered after two years, by which time the e-government services use will be popularized.

Among the e-government services, we can find what we call Open-Data "a platform which allows an open access to data created by the state, public institutions and local authorities". According to Olivier Schrameck, state advisor and a member of the commission of renovation and deontology of the public life in France, the information has a price and if we want to encourage administrations to participate in the movement of data liberalization, there should be counterparties (Lesage, 2013).

should change or slightly adapt the promotional campaign to this new target of citizens. Finally the last segment "illiterates and non IT users remains the most difficult to reach and to convince of the utility of e-governments services. However, once the use of e-government services is popularized among the other segments, the last group may also convert into e-governments users even if they may need the help of the IT users. The final objective of this promotional campaign is to get citizens acquainted with e-government services utilities.

B- Marketing Mix

Marketing is often considered to be based on the **'Four P's'** : product, position, price and promotion. In terms of e-government service delivery, it means (Neeraj Pandey and Geetika, 2008) :

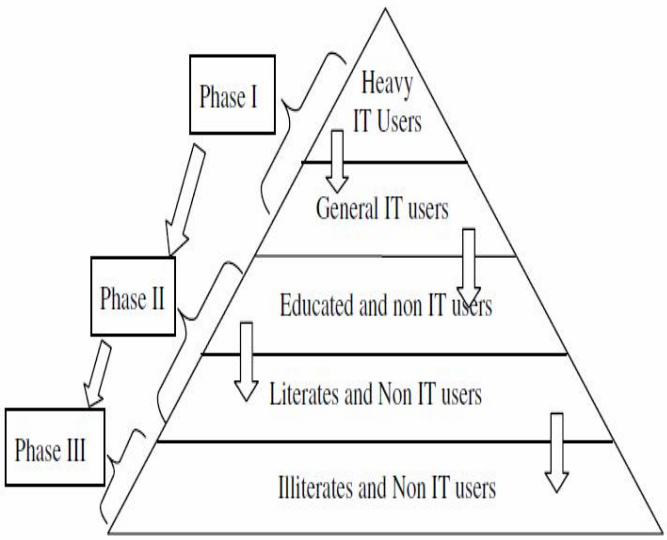
➢ **Product and Services :**

The product is an offer presented on a market whether it is a good or a service and whether it is sold or not and whose the goal is to satisfy a need (Lendrevie, 2012). Hence, the services of e-government can be considered as a product since they exist to satisfy the needs of the citizens. Thus which features, we should find in e-government services ?

▪ First of all, the delivery of e-government services should be hassle-free and trust worthy. Given the fact that, generally, citizens can get e-government services through a portal client, the latter's interface should be plain with a simple language and graphical icons that facilitate the access to the services. The security of websites should be also a priority concern to build trust of citizens (Norris, 2001)

▪ As for any other product, a market research should precede the development of e-government services to better know the citizens needs. Indeed, involving citizens in an early planning and during the e-government services development will help achieve a more customer-centric approach which is considered as a cornerstone of e-government (Australian government Information management office , 2004). For example, market research may indicate that different customer segments

Figure n° 01 : Progressive Segmentation for Marketing E-Government



Source : Neeraj Pandey and Geetika, 2008.

The figure above shows the five major segments of citizens, targeted by e-government services. Indeed, the marketing efforts are different from a category to another. According to Neeraj Pandey and Geetika (2008), as a first step of a progressive segmentation, 'IT nerds' category and 'General IT users' category should be targeted. Being compared to other segments, this category is more susceptible to be attracted by e-government services since they are ready to use IT. Unlike the others, they do not need to make any additional efforts on hardware or software learning. Consequently, security issues, psychological uncertainties are minimal with this category.

Widespread promotional efforts should be made to popularize e-government services among these two segments. As a result of this promotion, the others segments may start also using e-government services and this will be a welcome development. As a second step, the next two categories, namely educated but non IT users and Literates but non computer users are targeted. During this phase, the governments

2000 ; Tapscott, 1996 cited in turner, 2002) Each of these groups, will adopt and use e-government services differently, and for different reasons. So, is this segmentation really enough ?

Identifying market segments for e-government is expected to reveal groups of users for whom adoption and use of e-government services is high, and other groups where it is low (Barker, 1985 ; Changchien, Leeb, &Hsu, 2004 ; Engel, Fiorillo, &Cayley, 1972 ; Forsyth, Lavoie, & McGuire, 2000 ; Kim, Nam, & Stimpert, 2005 ; Peltier & Schribrowsky, 1997 ; Pires & Aisbet, 2003 ; Ryan, 1991 ; Spratlen, 1981 ; Wedel, 2001 cited in turner, 2007).

In this sense, and given the citizen centered government approach that considers the citizen as the main focus in the conception of government service delivery, the segmentation presented in this paper is adopted from Neeraj Pandey and Geetika work (2008). The authors refined the "citizen segment" of the classical segments of e-government recipients into narrower market segments. Through a study that they have realized, on the population in India, they revealed that the target users of e-government may be divided into five major segments in a progressive manner :

- The IT (Information Technology) Nerds or Heavy users;
- General IT users;
- Educated and non IT users;
- Literates and non IT users;
- Illiterate and non IT users.

Such user-based segmentation which takes into consideration the citizen's education and use of IT is a more focused approach which allows governments to tailor marketing mix (product, pricing, promotion, placement) for specific target markets in order to create awareness and acceptance in that particular citizen segment.

Just as a reminder, marketing is not the same as "selling" or "advertising". Marketing (Burnett and Sandra Morierty, 1998) has been defined as the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods, and services to create exchanges that satisfy individual (customer) and organizational objectives.

However, before developing a marketing strategy which may result in changes in product, promotion, pricing or placement, it is necessary to identify market segments rather than offer the same marketing mix to vastly different customers

A- Segmentation of e-government users

The principle of market segmentation is attributed to Wendell Smith (1972 cited in Turner, 2007). It actively classifies buyers by characteristics related to how and why they buy (Bloom & Novelli, 1981 ; Claycamp & Massy, 1972 ; Dubow, 1992 ; Engel et al., 1972 ; Haley, 1981 ; Rossiter, 1985 ; Smith, 1972 ; Wedel, 2001 cited in Turner, 2007).

Generally, segmentation refers to the process of identifying groups of users (segments) which share specific needs, characteristics or behaviour. The aim of user segmentation is to know more about users in order to satisfy their needs, and to build customized relationships with them. Segmentation approaches can be divided into two main types, namely user-based segmentation and product/service-based segmentation. Based on the first approach, segments are derived by taking into consideration user characteristics involving demographic, geographic and psychographic/lifestyle variables. In the second approach, segments are derived by considering specific characteristics of the products/services that have to be delivered such as their properties, expected benefits and usage motives.

It is widely accepted that e-government services are targeted at one of four broad constituencies : businesses, citizens, other governments, and employees (Australian Government Information Management Office, 2006 ; Central IT Unit, 2000 ; Deloitte Research, 2000b ; Government of Canada, 2002 ; Jackson & Curthoys, 2001 ; Jupp & Shine, 2001 ; McClure,

By shifting towards citizen centricity, governments should strike the balance between achieving internal organizational goals (e.g. efficiency and effectiveness) and external outcome goals (e.g. user focus, take-up, satisfaction, quality of services, and openness and transparency). In fact, experiences have shown that there is no contradiction between becoming user-centric in service development and delivery and improving efficiency and effectiveness in the public sector as such. In general, adopting a user-centric approach leading to higher user take- up of e-government services also leads to improved performance and more efficient usage of public sector resources (OECD, 2009)

4- The marketing approach to e-government

Moving towards citizen centricity and aiming at higher user take-up of e-government services leads to embracing a marketing approach where a citizen becomes a customer. According to Heeks (2003), adopting a marketing approach to e-government may increase its awareness, acceptance and usage among the masses.

The question which is repeatedly asked : why do e-government projects often bound to fail although they improve service delivery, reduce corruption, spread transparency, contribute to cost reduction… to answer this question, another question arises : How are people supposed to use the services if they are not even aware that they exist ? While some people really prefer traditional ways of accessing to government services, others are simply unaware of online services existence. Hence, one major challenge in advancing the success of e-government is marketing the services that are available to citizens online. So, Just like any other product, e-government also requires a complete marketing strategy, where product, price, promotion, placement need to be taken into consideration.

The effective marketing of e-government services and products not only contributes to their successful development, but also helps optimize customers' and stakeholders' level of awareness, acceptance and usage of e-government products and services (Neeraj and Geetika, 2008).

Governments are turning their attention to this broader view rather than focusing on the tools themselves. They are shifting from a government-centric paradigm to a citizen-centric paradigm, putting more attention on the context (e.g. social, organizational, and institutional factors) in which e-government is developing and on the outcomes for users (OECD, 2009 cited in Arfeen and khan, 2010)

Hence, the "citizen-centered e-government" aims to find responses to the following key questions : Is the citizen aware of the importance of e-government services ? Does he use them ? What do the local citizens need, want and expect ? How do they feel about the city's services, what do they think about them, and do they accept them ? " (Weidinger, 2010).

Table n° 01 : E-government paradigms

	Government-centric (transformational orientation with an emphasis on organizational coherence)	User-centric (contextual orientation with an emphasis on external coherence)
Focus	▪ Processes and procedures ▪ Efficiency and effectiveness leading to cost-reductions ▪ Increased productivity ▪ Coherency in front and back office enabling service integration ▪ Collaboration and co-operation within and across levels of government	▪ Context-oriented ▪ **Social factors** : social and economic prerequisites and determinants, human behaviour and habits, cultural issues, etc. ▪ **Organizational factors** : information and data sharing, integrated service, organization allowing for customization and individualization of services , "one-entry-only", personalization to individual needs , etc. ▪ **Institutional factors** : collaboration and co-operation between public sector institutions , "whole-of-public-sector" approach to service delivery, adaptive rules and regulations supporting "whole-of-public-sector" service delivery, etc.

Source : OCDE, 2009

clear during the G-20 Washington Summit of 2008 and it was again re-affirmed as a key public policy in the G-20 London Summit of 2009 (Nanopoulos, 2009).

These three key areas, service provision, digital democracy, and economic development, represent a broad definition of e-government and includes a variety of interactions : between government and the public (G2P), government and businesses (G2B), government and other government agencies (G2G), and between government and its own employees (G2E). While many current efforts focus on G2P, a definition of e-government is not complete unless it identifies and considers all of its customers.

As we noticed, various definitions of e-government exist, a very general explanation is, "using information and communication technology (ICT), and especially the Internet, to improve the delivery of government services to citizens, businesses, and other government agencies" (Shailendra and Sushil, 2007). However, the definition of e-government remains problematic in the information systems (Gronlund, 2005 cited in Turner, 2007) and the public administration literature (Brown, 2005 cited in Turner, 2007).

3- E-government : from government centricity to citizen centricity

According to Osborne and Gaebler (1992) who proposed the "reinventing government" movement, the public services should be citizen –centric and the public administrators are viewed as public servants rather than bureaucrats. Thus, citizens are regarded as "customers" who become the main focus in the conception of government service delivery. Known as a "citizen-centered", "results-oriented", and "market-based", e-government employs today ICT to provide a better service for citizens"(White House, Office Management and Budget, 2002)

Many developed countries like OECD countries invested substantially in e-government since the 1990s, where attention was given to how governments' use ICT and how it could lead to greater efficiency and effectiveness. However, in the mid-2000s the shift of focus and approach towards citizen centricity took place.

implications of e-government ; otherwise they will not really take profit and will be ill prepared to serve the emerging digital citizenry.

Public Technology, Incorporated, a non-profit technology research and development organization for local government, has identified three key areas they believe should be addressed by e-government (Lowery, 2007). These areas are service provision, digital democracy, and economic development.

The first area, service provision, includes public access to all services and information, as appropriate or legally allowable, twenty-four hours a day, seven days a week. In the early stages, we should accept to some extent that traditional methods of doing business with government will not be completely substituted by e-service provision. Many people would prefer to continue using these traditional methods including face to face transactions and over telephone.

The second key area included in a broad definition of e-government is the concept of digital democracy. Although the meaning and the impact of this concept are still not well defined, it begins to spread, nowadays in some developed countries like USA, through some initiatives (the use of e-mail to correspond with elected officials is rising in the US, voting via the Internet, electronic government forums, and participation in government meetings through the use of teleconferencing technology). These initiatives represent more advanced forms of digital democracy.

From a knowledge economy perspective, the third key Area is the use of technology to support economic development. Being aware that economic viability is becoming more dependent upon access to information and the use of technology to improve service delivery, the G7 group of countries (Canada, France, Germany, Japan, Italy, the United Kingdom, and the United States) invested strongly in high tech during the 1990s. Consequently, their business sector experienced a steady increase in the growth rate of capital accumulation between 1.5 and 1.7 percent per year. The urgent survivability of economic systems through aggressive neo-Keynesian interventions, including strategic investment in Information and Communication Technologies (ICT) was made

government centricity prioritizing outcomes for governments, to user centricity prioritizing outcomes for users of public services.

The present paper is an attempt to review briefly the concept of e-government and its evolution to "citizen-centred e-government" and to analyze the marketing approach to be adopted in order to increase citizens' use of e-government services, and finally we will present the case of South Korea which followed a marketing approach to address the challenge of lagging user take-up of e-government services.

2- Limitation of the concept of e-government

Establishing a definition of e-government for the organization is the first step in developing an overall strategy.

According to Greenberg (2006) the Electronic government, or e-government, is the use of information technology (IT) to integrate government and its services for citizen, business, government, and other institutional uses.

The world bank defines the e-government as "the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends : better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, transparency, greater convenience, revenue growth, and/or cost reductions.

By extension, E-government refers to the electronic enhancement of interactions between governments and their constituents (Jackson & Curthoys, 2001 ; Mellor et al., 2001 cited in Turner, 2007).

In fact, it is essential to highlight the fact that e-government is much more than a simple website, an electronic mail (e-mail), or even processing transactions via the Internet. Thus, the governments should overlook the broad

1- Introduction

Over the last 10-15 years, governments have seen the adoption and use of information and communication technology (ICT) as the solution that could improve public service delivery and at the same time save resources through efficiency and effectiveness gains. Evolving over one decade, e-government services have continued to expand around the world. According to "United Nations e-government survey 2008", 98% of its member states were online with government websites or other forms. In a bid to make the government more effective and reduce costs, governments are choosing to provide an increasing number of public services online (Shang-Ching and Pin-Yu, 2009).

However, according to OCDE (2009) the adoption and use of e-government services (also known as user take-up of e-government services) have been low. In fact, despite the advantages of the Internet, citizens prefer other channels (front desk and telephone) to the newer digital channels for many service interactions. In various countries, the use of the traditional service channels did not decline in spite of the arrival of the digital channels. It also seems as though people add digital channels to their set of service channels rather than substituting traditional channels with digital channels (Marije and Willem, 2011).

One major challenge in advancing the success of e-government is actually promoting the services that are available to citizens online. The challenge before government is how to broaden awareness, acceptance and usage of e-government services. How are people supposed to use the e-services if they are not even aware of their existence ? While some people prefer traditional methods of receiving government services, it is probable that some are simply unaware that they could get these services online.

Richard Heeks (2003) argued that marketing of e-government may be the solution to increase its awareness, acceptance and usage among the masses thereby increasing success rate of e-government projects. This led to a significant change of focus and approach in the mid-2000s, from

الملخص

لقد عرفت العشرية الأخيرة استثمار العديد من الدول في تطوير خدمات الحكومة الإلكترونية للتحسين من الخدمات العمومية.وقد تم القيام بذلك على أساس أن تجهيز الإدارات العمومية بتكنولوجيا المعلومات والاتصالات سيجعل العمليات الإدارية وإجراءاتها أكثر كفاءة وفعالية، وسيعود بالفائدة على المستعملين والحكومة على حد سواء. إلا أن التجارب بينت أن ذلك ليس بالضرورة، خاصة أن بعض المواطنين لا يزالون يفضلون الطرق التقليدية في التواصل مع الجهات الحكومية مثل الاستقبال في المكتب. هذا ما يدل على وجود معضلة بين تطلعات الحكومة الإلكترونية، الاستخدام المحدود لخدماتها وعدم الرضا عنها، لذلك ينبغي على الدول أن تسعى إلى تغيير ميولات المواطنين للقنوات التقليدية وذلك عن طريق مقاربة تسويقية.

من خلال هذه الورقة البحثية سنحاول استعراض بإيجاز مفهوم الحكومة الإلكترونية وتحولها إلى التركيز على المواطن مع تحليل المقاربة التسويقية التي ينبغي تبنيها بهدف إنجاح مشروع الحكومة الإلكترونية، كما أننا سنتطرق إلى دراسة حالة كوريا التي اتبعت هذه المقاربة للتحسين من استعمال خدمات الحكومة الإلكترونية.

الكلمات المفتاحية : الحكومة الإلكترونية، القطاع العمومي، تكنولوجيا المعلومات والاتصال، المقاربة التسويقية

Citizen-centered e-government : a marketing approach

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Abstract

Many countries have already, over the last 10 years, invested heavily in the development of e-government services as a means to improve public services. They have done so assuming that by equipping public sector administrations with information and communication technology (ICT) and making procedures more efficient and effective, they could generate considerable benefits to both users and governments. However, experiences show that this is not always the case. Citizens still prefer the traditional channels like the front desk to interact with government agencies. So, there is a dilemma between the promises of e-government, lagging user take-up and lack of satisfaction with e-government services and governments should strive to change citizens' enduring preference for the traditional channels. These preferences can be altered through a marketing approach.

The present research reviews briefly the concept of e-government and its shift to citizen centricity ; it analyzes also the marketing approach to be adopted in order to achieve the success of e-government project, and finally, it presents the South Korean case as an example of a country that has opted for such approach.

Key words : e-government, public sector, ICT, marketing approach

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