

Cisco Helps Government of Catalonia, Spain, Improve Citizen Satisfaction Through Shared Services Portal

Executive Summary

CUSTOMER NAME

Government of Catalonia, Spain

INDUSTRY

Public Sector

BUSINESS CHALLENGES

- Replace multiple public networks with a Shared Services Center, giving access to all departments through a single telephone number or URL
- Foster innovation, knowledge sharing, and improved citizen satisfaction

SOLUTIONS

Cisco IBSG played a central role as trusted adviser in developing the overall SSC business case, providing expert guidance on technology options, and helping individual departments with their innovation paths.

BUSINESS RESULTS

Citizen satisfaction regarding the speed of migrated services doubled in six months, with projected cost savings over three years of €15.5 million.

Catalonia and its vibrant capital, Barcelona, make up Spain's wealthiest region. In 2004, its government embarked on an ambitious project to transform service delivery. The first step was to build a Shared Services Center (SSC) enabling citizens to access all services through a single portal. The Cisco® Internet Business Solutions Group (IBSG) played a key role in building a convincing business case that is yielding notable early successes.

BUSINESS CHALLENGES

In 2004, Catalonia launched an ambitious e-government project to transform the delivery of services to its citizens. The government's aims are summed up in the phrase "Ubiquitous Services," and entail a major shift from traditional information provision to citizen empowerment. Services from all 16 government departments, scattered across a patchwork of 270 separate networks—often hard to locate—were to be grouped according to user needs.

Forward-thinking governments today aspire to become more agile, integrated public sector organizations in order to serve their communities more effectively and deliver maximum value from public money. This requires a total transformation, which can be achieved only by dissolving barriers between numerous, separate departmental stores, or "silos," of information. Such barriers—a legacy of traditional organizational structures and technology—prevent governments from becoming truly connected. In Catalonia, the key concept was to evolve from explaining and informing to solving citizens' problems.



Prepared by Cisco Systems, Inc.
Internet Business Solutions Group

For the Government of Catalonia ([Generalitat de Catalunya](#)), technology is central to these objectives. The project will unfold across two four-year terms, building on the foundation of the SSC implementation. The next major phase will be to upgrade the government's internal network to all-IP, and the third envisages a widespread broadband deployment, with competing service providers operating over public fiber networks.

In addition to cost savings, the SSC project is intended to achieve easier access for citizens, increased user satisfaction, more transparency, better branding, collaborative knowledge building, service innovation, and economic development. The priority was not to migrate citizen services from the telephone to the Internet, but to lay the foundation for a multichannel access model. This would embrace a flexible range of contact options while reducing the need for face-to-face contact in physical offices.

“IT’S BEEN A VERY COLLABORATIVE RELATIONSHIP WITH CISCO IBSG. THEY HAVE ADVISED US ON VARIOUS INITIATIVES, AND IT’S BEEN VERY USEFUL TO COMPARE THESE WITH INITIATIVES DEVELOPED IN OTHER COUNTRIES.”

**Marta Contiente, director general of citizen attention
Presidential Secretariat, Generalitat de Catalunya**

SOLUTIONS

Cisco® [IBSG](#) entered the project as a consultative partner early on, thanks to an established relationship with Marta Contiente, Catalonia's director general of citizen attention. In 2003, she worked with IBSG on a project for an employee intranet in the City of Barcelona. As the project unfolded, IBSG became a trusted adviser to the Catalanian government.

The Office of the Catalanian Presidency needed first to define technology options for the SSC platform and build a strong business case. Next, it had to evangelize the idea among the 16 departments—an essential prerequisite for success, as each department was given the opportunity to join the platform. Only when all departments were fully on board could the complex migration begin.

Cisco ran a series of workshops, discussion groups, and presentations, exploring e-government initiatives elsewhere in the world, as well as technology requirements for the SSC platform. Working closely with the Catalanian government's technology group in the Presidential Department, IBSG played a vital role in drawing up the blueprint for the portal. It advised on platform architecture, tools, software, and the content management system. Cisco also provided a direct demonstration of best practices in the use of an integrated Google search engine via a videoconferencing link with the United States. Catalanian government technical experts were able to discuss issues with Cisco executives, and Cisco's internal corporate search engine became a model for Catalonia to follow.

No less vital was the construction of a persuasive business case for the SSC. Here, too, Cisco played a pivotal role, setting out the objectives, quantifying savings on publishing and hosting costs, and identifying improvements to productivity and service delivery. Head of Innovation Oriol Lloret says the articulation of these arguments was critical to winning the support of

other departments. “Our strategy couldn’t be fulfilled without involving the other departments. Each department was investing its own money and buying its own technology, and we could show economies of scale.”

“AROUND 80 SERVICES HAVE NOW BEEN INTEGRATED TO THE SHARED SERVICES CENTER AND, DURING 2006, WE ANTICIPATE THAT ANOTHER 200 WILL BE ADDED.”

**Oriol Lloret, head of innovation
President’s office, Generalitat de Catalunya**

Once consent of the departments was secured, the project leaders had to construct a realistic roadmap for migration, beginning with smaller administrative units in order to produce early evidence of success. More complex governmental organizations, such as the departments of Health and Education, required roadmaps of their own that could be developed in parallel and slotted smoothly into the overall project schedule.

IBSG played an important part in helping individual departments deal with the challenges of migrating their services. “Cisco IBSG has helped a lot in the way they worked with other departments, evangelizing our message and helping us keep abreast of what the other departments were doing,” says Lloret.

Marta Continente sums up the impact of working with Cisco IBSG. “It’s been a very collaborative relationship,” she says. “They advised us on various initiatives, and it’s been very useful to compare these with initiatives developed in other countries. Now Cisco is helping the other departments to innovate, using advanced technology, just as we are.”

BUSINESS RESULTS

In October 2005, the Corporate Portal of Generalitat de Catalunya was launched in the new Shared Services platform. The first group of Departments have been incorporated during the second quarter of 2006, including Presidency, Culture, Economy and Finance, Justice, and Labor. Others will be following during the fourth quarter of 2006, including Health and Education (both are engaged in extensive internal restructuring programs). “Around 80 services have now been integrated to the Shared Services Center and, during 2006, we anticipate that another 200 will be added,” says Lloret.

Savings to the departments on the costs of publishing and hosting are expected to reach €15.5 million by mid-2008, although actual figures are not yet available. Big improvements in customer satisfaction, covering speed of access and the ease of finding services, however, were recorded in the six months from October 2005 to March 2006. “In a year’s time, we have increased customer satisfaction 100%, doubled the number of visits up to 6.5M per month, and achieved a 75% improvement in the ‘hit rate’ among citizens seeking services with a 30% reduction of the time to find them,” says Continente.

Through a new Commission for Interdepartmental Cooperation in IT and Data, set up in 2005, work has begun on rationalizing all government databases—a massive undertaking, as there are more than 300 databases on which to work. About 1 million official documents from various departments have been indexed electronically, which in time will bring major improvements in productivity through enhanced collaboration.

In keeping with Catalonia's desire to foster citizen networks for collaborative knowledge creation, two small pilot projects have been launched. The first was a network for doctors in Catalonia's health service; the second brings together family mediators working for the Justice Department.

Another key objective in Catalonia's strategy is to extend the availability of selected services to mobile platforms such as mobile phones or PDAs. On top of making weather and traffic information available on mobile devices, a new project aimed at students is currently in development and is expected to launch later this year. Catalonia's integration of mobile platforms into its Shared Services program will also form the subject of an academic study titled "Ubiquitous Cities" by the Massachusetts Institute of Technology.

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**Marta Contiente, director general of citizen attention
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NEXT STEPS

Work is set to begin in 2007 on the Catalonian government's planned upgrade of its internal communications to all-IP. This will provide integrated voice, data, and video in all departments and offices. Once the regional broadband network rollout begins, it is expected that Catalonian departments will start developing innovative services to take full advantage of the faster connection speeds available in homes and businesses.

MORE INFORMATION

The Cisco Internet Business Solutions Group (IBSG) is a global consulting team that helps customers transform their organizations by strategically applying business process innovation and advanced technologies. A unique combination of industry experience and business and technical knowledge enables IBSG consultants to serve as trusted advisers to many of the world's top organizations.

For further information about IBSG, visit <http://www.cisco.com/go/ibsg>



Corporate Headquarters

Cisco Systems, Inc.
170 West Tasman Drive
San Jose, CA 95134-1706
USA
www.cisco.com

Tel: 408 526-4000
800 553-NETS (6387)
Fax: 408 526-4100

European Headquarters

Cisco Systems International BV
Haarlerbergpark
Haarlerbergweg 13-19
1101 CH Amsterdam
The Netherlands
www-europe.cisco.com

Tel: 31 0 20 357 1000
Fax: 31 0 20 357 1100

Americas Headquarters

Cisco Systems, Inc.
170 West Tasman Drive
San Jose, CA 95134-1706
USA
www.cisco.com

Tel: 408 526-7660
Fax: 408 527-0883

Asia Pacific Headquarters

Cisco Systems, Inc.
168 Robinson Road
#28-01 Capital Tower
Singapore 068912
www.cisco.com

Tel: +65 6317 7777
Fax: +65 6317 7799

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