

A Report for **DIGIT - ISA**



IMM: Recommendations for Business Registration in Greece

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1.0 Overview of results

The overall results for the benchmarked organization are shown herewith.

The benchmarked organization has obtained the following scores:

- Service Choreography: 3.85
- Service Consumption: 4.27
- Service Provisioning: 1.00
- Service Delivery: 3.75

This leads to an overall maturity of 3.10.

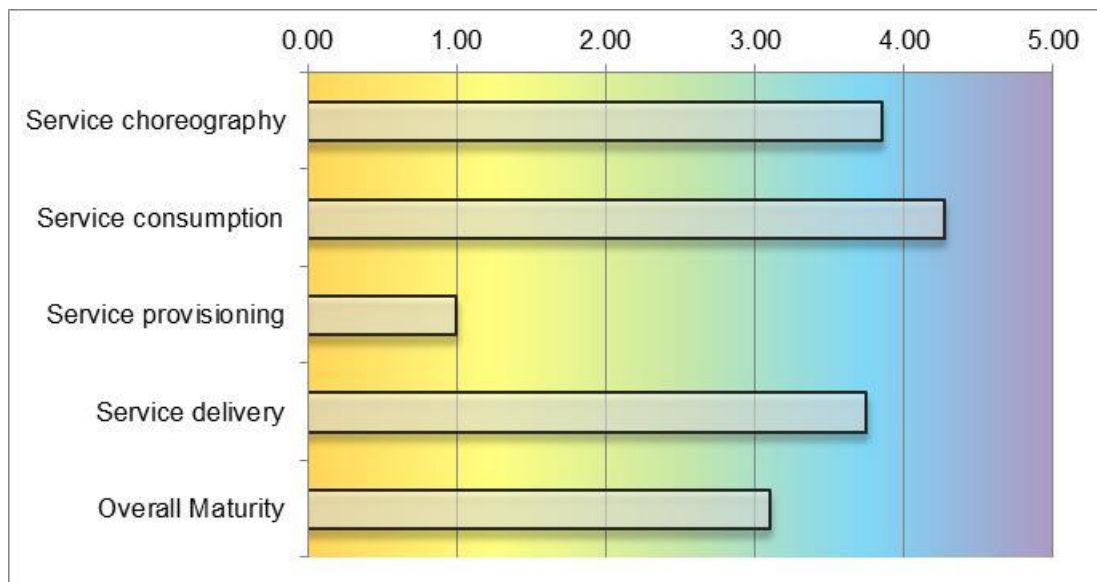


Figure 1 Maturity scores for the assessed organization

For completeness' sake, the IMM's maturity scoring is depicted in the next table, with the desired level being at 4- Sustainable.

Maturity level	Maturity stage	Interpretation
1	Ad Hoc	Poor interoperability – the service has almost no interoperability in place
2	Opportunistic	Fair interoperability – the service implements some elements of interoperability best practices
3	Essential	Essential interoperability – the service implements the essential best practices for interoperability
4	Sustainable	Good interoperability – all relevant interoperability best practices are implemented by the public service
5	Seamless	Interoperability leading practice – the service is a leading example for others

Table 2 Five maturity stages of IMM

From an overall perspective, the benchmarked organization's maturity needs to in particular mature its Service Provisioning in order to reach maturity level 4. Currently, two services could be but are not yet provided electronically: Open Data provisioning and Update of business registration information (automatic updates which could be provided electronically to other authorities).

2.0 Recommendations

This section presents the improvement steps that the IMM has identified for the benchmarked organization.

For each improvement step, the recommendation tables in this chapter show:

- The question the recommendation relates to;
- The assessed maturity level;
- The next maturity level to be achieved through improvement (where the maximum maturity level has not yet been reached);
- The recommendation as to how to achieve the next maturity level.

Where multiple services have been assessed (in the Service Consumption and Provisioning areas), multiple recommendations are provided to reflect the possibly different maturity stages of the various services.

2.1 Service Delivery (B)

Question	Assessed level	Next level	Recommendation
B.1 Delivery channels	Not applicable	Not applicable	Not applicable
B.2 Device, platform and/or browser dependency		Seamless (5)	Maximum level attained
B.3 Form pre-filling	Essential (3)	Sustainable (4)	Your service pre-fills selected, but not all data fields which would be electronically available. Pre-filling is one of the strongest manifestations of interoperability as it adds significant value to users in terms of reducing burden and speeding up the service request process. Within your administration, pre-filling minimizes the risk of erroneous data entries. Map all information that would be electronically available and design your service to consume it electronically. Start with authentic sources first, but also consider using sources of information which do not have this legal status, but possibly offer similar added value.
B.4 Multilingualism	Opportunistic (2)	Essential (3)	Your service is not multilingual. Consider at a minimum offering a multi-lingual interface. Offer it in one or several languages which best reflect the composition of your user community. You may start with offering multilingual basic information first, and then expand the scope of the translation.

Table 3 Recommendations ‘Service Delivery’

2.2 Service Consumption (C)

Question	Assessed level	Next level	Recommendation
C.2 Internal or external consumption of services	Not applicable	Not applicable	Not applicable
C.2 Internal or external consumption of services	Opportunistic (2)	Essential (3)	You are currently consuming your own, custom-built internal service for the reason that there is no external equivalent available (Identity and Access Management). Whilst this is understandable, you could question with peers why this is the case. Are knowledge sharing and shared services among organisations not being promoted sufficiently in your context? Where do the major constraints to interoperable and open public services lie? Are barriers due to siloed budget lines, legal barriers, lack of a collaboration culture, lack of clarity on the joint business case, others? Investigate these reasons and try to overcome them together with your peers.
C.3 Manually or electronically consumption of services	Not applicable	Not applicable	Not applicable
C.4 Processing mode	Sustainable (4)	Seamless (5)	You are currently only supporting batch or real-time processing of transactions whilst the alternative processing mode could be added. This limits the choice of organisations with whom you can transact to those with a similar processing mode. Map organisations which still rely on alternative processing modes. Consider the value add they could deliver to your service.
		Seamless (5)	Maximum level attained
C.5 Push-pull mechanisms	Sustainable (4)	Seamless (5)	Your service is currently interacting with the other service via a pull mechanism whilst the push mechanism could be added. Review the frequency with which the information is being pulled. Assess the extent to which this frequency is sufficient or whether you risk losing out on key events between two updates. Verify whether the service's provider would be capable of sending automatic and real time updates and request them accordingly. Map your constituent landscape and assess who relies on push or pull mechanisms respectively. Ensure you can consume both.
C.6 Common protocol usage		Seamless (5)	Maximum level attained
C.7 Reuse of network infrastructure		Seamless (5)	Maximum level attained
C.8 Semantic	Essential (3)	Seamless (5)	At this stage, you are exchanging information based

alignment			on ad hoc, proprietary semantics. Consider the benefits of moving to a common semantic standard such as XML. The benefits are multiple: no need to convert the semantics; reduced risk that information is lost or distorted. Define a road map to achieve better semantic alignment with other, external organisations.
C.9 Exception handling	Sustainable (4)	Seamless (5)	At this moment, a part of the exceptions occurring during the consumption of the service is handled electronically. Assess which additional exceptions offer potential for automation. Make sure you classify exceptions according to accurate criteria such as frequency, commonalities, cost of managing the exception and potential for automated exception handling. Ensure that automated procedures are rolled out to as many additional types of exceptions as possible.
C.10 Certification	Sustainable (4)	Seamless (5)	You are consuming the service without certification as no certification procedure has been put into place by the providing organisation. This creates the risk of interconnections not working properly. Multiple aspects such as security, governance, technological and semantic interoperability and availability may be overlooked. Clarify the need for proper certification with the service provider. Encourage certification, both of your services with other services and vice versa. Reflect on peers' certification policy and best practices.
C.11 Specification process	Sustainable (4)	Seamless (5)	You are currently not participating in the service's specification process since this is not possible. Proactively push for participation and make sure the providing organisation remains aware of your service's needs and requirements.
C.12 Payment mode		Seamless (5)	Maximum level attained
C.13 Usage widely accepted identity store	Sustainable (3)	Seamless (5)	There is currently no recognised and widely accepted standard for user identity authentication within the domain of your public service. Review why this is the case, including through looking at peer organisation's examples. Consider how you could encourage the elaboration of such a single standard. Illustrate-based on the case of your service- what the benefits of such a common identity and access management solution would be.
C.14 Requirements for identification		Sustainable (4)	Maximum level attained
C.15 eSignature acceptance	Not applicable	Not applicable	Not applicable

Table 4 Recommendations 'Service Consumption'

2.3 Service Provisioning (D)

Question	Assessed level	Next level	Recommendation
D.1 Landscape Service Provisioning – current situation	Ad hoc (1)	Essential (3)	<p><i>For Open Data provisioning:</i></p> <p>You are currently not providing any open data. Open data is a key vehicle to achieve greater organisational transparency and effectiveness. It demonstrates your service’s willingness to share information and allows other interested parties to reuse and add value to your data. Consider which types of data would be best suited to share in terms of value add for the user community, data quality and privacy concerns. Design a roadmap for gradually opening up your data bases.</p>
D.2 Manually or electronically provisioning of services	Not applicable	Not applicable	Not applicable
D.3 Landscape Service Provisioning – to-be situation	Ad hoc (1)	Essential (3)	<p>You are currently not providing the service to other external organisations whilst this could be possible. Hence, you do not offer other organisations the opportunity to benefit from the advantages consuming your service would offer. Other organisations remain bound to create their own services. At the same time your service is taking place (and evolving) in isolation. Consider achieving at least the basic premise of interoperability which is to break organisational boundaries to operate and share benefits across organisational borders.</p>
D.4 Processing mode	Not applicable	Not applicable	Not applicable
D.5 Push-pull mechanisms	Not applicable	Not applicable	Not applicable
D.6 Common protocol usage	Not applicable	Not applicable	Not applicable
D.7 Reuse of network infrastructure	Not applicable	Not applicable	Not applicable
D.8 Semantic alignment	Not applicable	Not applicable	Not applicable
D.9 Exception handling	Not applicable	Not applicable	Not applicable
D.10 Certification	Not applicable	Not applicable	Not applicable
D.11 Specification process	Not applicable	Not applicable	Not applicable

D.12 Availability of documentation	Not applicable	Not applicable	Not applicable
D.13 Availability of reference implementation	Not applicable	Not applicable	Not applicable
D.14 Awareness creation	Not applicable	Not applicable	Not applicable
D.15 Service strategy roadmap	Not applicable	Not applicable	Not applicable
D.16 Service level agreements	Not applicable	Not applicable	Not applicable
D.17 Open Data provisioning	Not applicable	Not applicable	Not applicable

Table 5 Recommendations ‘Service Provisioning’

2.4 Service Choreography (E)

Question	Assessed level	Next level	Recommendation
E.1 Central point of control		Sustainable (4)	Maximum level attained
E.2 Level of automation of the choreography	Essential (3)	Seamless (5)	Service choreography is currently semi-automated. Automate choreography in full to further increase speed and seamlessness of interaction between your public service and the services you consume and provide. Consider the benefits of automation of choreography as an investment which will enable you to handle a wider range of incoming and outgoing workflows and participants in future.
E.3 Status information	Essential (3)	Sustainable (4)	You are currently not sharing status information with the services you are orchestrating. This leaves the other services’ owners without any information and insight on the cases handled (similar to a “black box”). Procedures to obtain status information from your service may be burdensome and time-consuming, discouraging such requests. Consider with which services the sharing of status information would be the most beneficial, using criteria such as the frequency and type of interaction.
E.4 Business process definitions and	Sustainable (4)	Seamless (5)	Business processes and rules are increasingly streamlined but not yet systematic. Identify which workflows and communication lines require further

rules			alignment such as procedures to identify responsibility and liability, monitor usage or resolve any technical issues which may arise.
E.5 Business Process Management standards		Seamless (5)	Maximum level attained
E.6 Architectural flexibility	Sustainable (4)	Seamless (5)	Your current architecture can be considered semi-flexible. Consider implementing best practices in architectural flexibility such as Service-Oriented-Architecture (SOA) and web-service based solutions to optimize your architecture further.
E.7 Specification process	Sustainable (4)	Seamless (5)	The specification process of your service is “upon invitation only”. This is selective and you risk excluding organisations which would well be willing to participate. You should consider opening up the specifications process to a wider public. To do so, carefully outweigh the benefits of doing so (creating an environment of continuous knowledge sharing; ensuring the widest possible interoperability) against possible disadvantages such as increasing the specification process’ complexity. Think of innovative collaborative tools (Web 2.0) to at least partly web-enable the specification process.

Table 6 Recommendations ‘Service Choreography’

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