**Drótos, Gy. – Katona, M. – Kiss, N. – Le, M. – Révész, É. – Rosta, M. – Takács, P.**

# The role of case managers in an IT-based co-production service for public space improvement (jarokelo.hu)

**23th Annual International Research Society for Public Management (IRSPM) Conference, Victoria University of Wellington, New Zealand, 17 April, 2019**

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Department of Management Control**

# Content

- Focus of the research
- Some theoretical models on (public service) innovation, networks, and effect of digitalization on co-production
- The Járókelő (jarokelo.hu) case study:
    - General description
    - Innovation, network, and digitalization characteristics
    - Network effectiveness on client, community, and network levels
    - The role of case managers

# The focus of the research

1. (Public service) innovation, network characteristics, the effect of digitalization on co-production

2. Network effectiveness and how network administrators influence it

3. Further topics stemming out from the first research results

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# Types of innovations by their complexity

- **Simple innovation** = reduced to only one type of innovation: a product, a process, an organizational innovation etc.
- **Complex or architectural innovation** = combines several forms of technological and non-technological innovations.
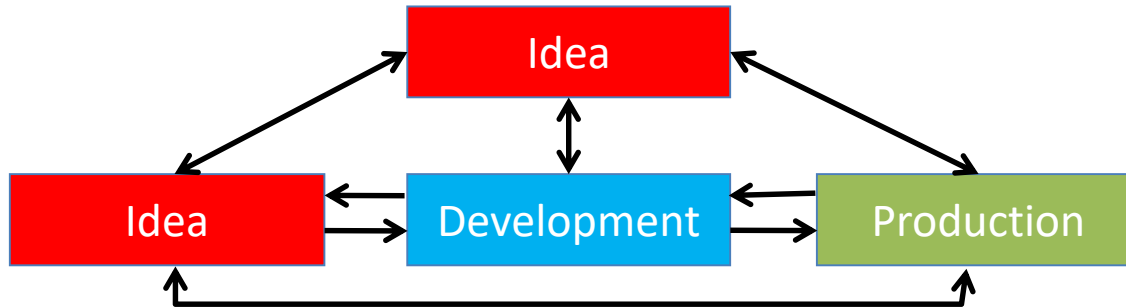
*Source: Faïz, G. (2018)*

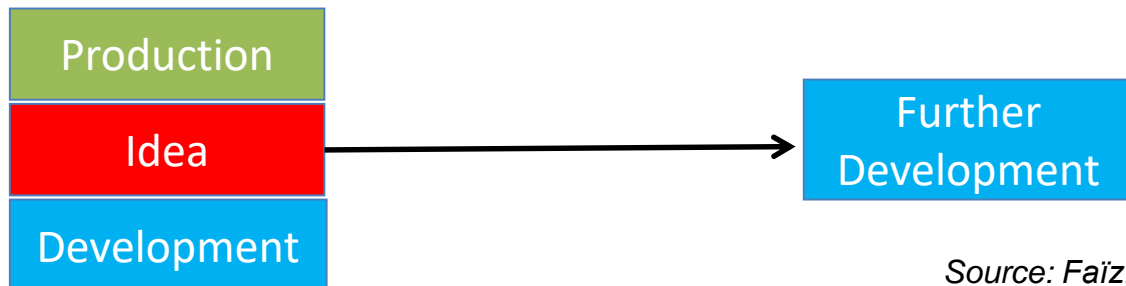# Types of innovations by process logic

Traditional linear model

Idea → Development → Production

Interactive model

Rapid application model

Idea → Production ⇄ Development

Practice-based (bricolage) model

Production → Idea → Development

Ad hoc model

Production / Idea / Development → Further Development

Formal, programmed

Informal, emergent

*Source: Faïz, G. (2018)*

6.

# Inter-organizational networks and network management

**Inter-organizational network:** a set of organizations which interdependently produce a collective output/outcome.

**Network types:**

| Bottom up | ⟷ | Top down |

| Voluntary | ⟷ | Mandated |

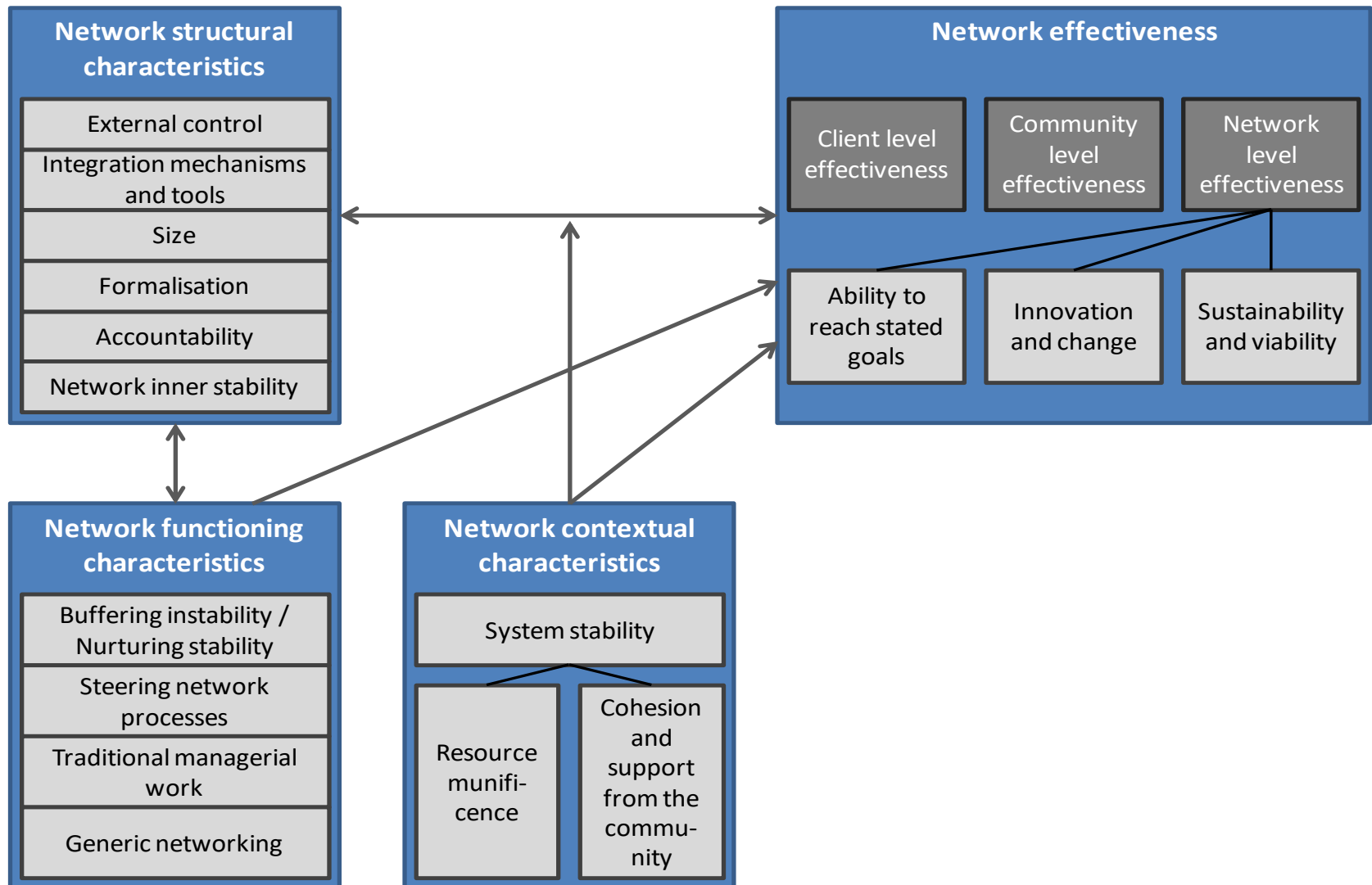| Informal | ⟷ | Formal |

**Network management:**

Shared governance networks

Lead organization network

Network administration organization network

**Network management:** the use of social „tools" to steer social processes toward some set of goals or away from stagnation and „blockage" through joint problem solving.

*Source: Rethemeyer and Hatmaker (2008)*

VEZETÉSTUDOMÁNYI INTÉZET

7.

# Network effectiveness

**Network structural characteristics**

- External control
- Integration mechanisms and tools
- Size
- Formalisation
- Accountability
- Network inner stability

**Network effectiveness**

- Client level effectiveness
- Community level effectiveness
- Network level effectiveness
- Ability to reach stated goals
- Innovation and change
- Sustainability and viability

**Network functioning characteristics**

- Buffering instability / Nurturing stability
- Steering network processes
- Traditional managerial work
- Generic networking

**Network contextual characteristics**

- System stability
- Resource munifi-cence
- Cohesion and support from the commu-nity

*Source: Turrini et al. (2009)*

8.

# The possible impacts of digitalization on co-production

1. Digital technologies can only **indirectly affect co-production** practices (e.g. electronic signature, access to databases)

2. Digital technologies can **transform co-production** by providing **a new (virtual) layer to it** or creating **an entirely new service** (e.g. crowdfunding of public initiatives)

3. Digital technologies can **substitute traditional co-production practices** (e.g. remote monitoring or predictive algorithms)

4. Digital technologies can **eliminate public sector organizations from co-production** (self-serving communities)

*Source: Lember, V. (2018)*

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# Case of Járókelő Association (jarokelo.hu)

## SHORT DESCRIPTION

Jarokelo.hu ([www.jarokelo.hu](www.jarokelo.hu)) is a **"street-fixing" website**, which enables passers-by to **report street infrastructure problems** and subsequently **inform the relevant department within local authorities.**

## ORIGIN

**Lanched**  in 2012
The local „clone" of **FixMyStreet.com**
**Inspired** also by the Slovakian „Letters to the Mayor" website run by an NGO

## KEY ACTIVITES

**Report:**  citizens upload photos of a "street problem" and add a short text description about the issue they came across
**Review and sending:** the submitted report is reviewed by the administrators of the website and is  sent to the responsible local government or other service provider
**Publish on website:** the report, the reaction of the responsible service organization, the satus of the case ( „Reported", „Solved", and „In progress"

## EXPECTED SOCIAL IMPACT

Creating a **fully citizen centric and community driven internet-based service** to strenghten active citizenship, democratic participation, and improve urban management.

## SOCIAL BUSINESS

**Service offer for municipalities**: it includes a customized version of the existing layout of jarokelo.hu, completed with an evaluation function and a reporting page which could support urban management and customer services.

## INDICATORS

15.000-20.000 visitors per month
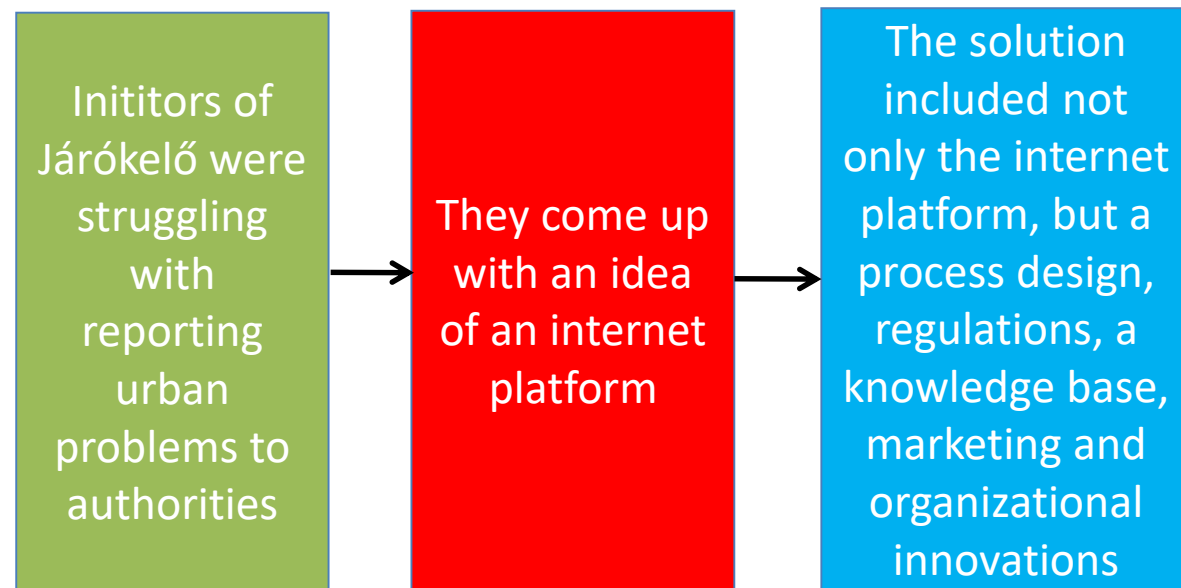24.908 cases solved (as of 17/04/19)
40 volunteers

# Research method

- Semi-structured interviews with 5 coordinators / case managers (approx. 60 minutes each)
- First the origin and the structural set-up of the organization have been explored
- Further questions related to client, community and network level effectiveness
- So far the focus has been put onto the role of case managers

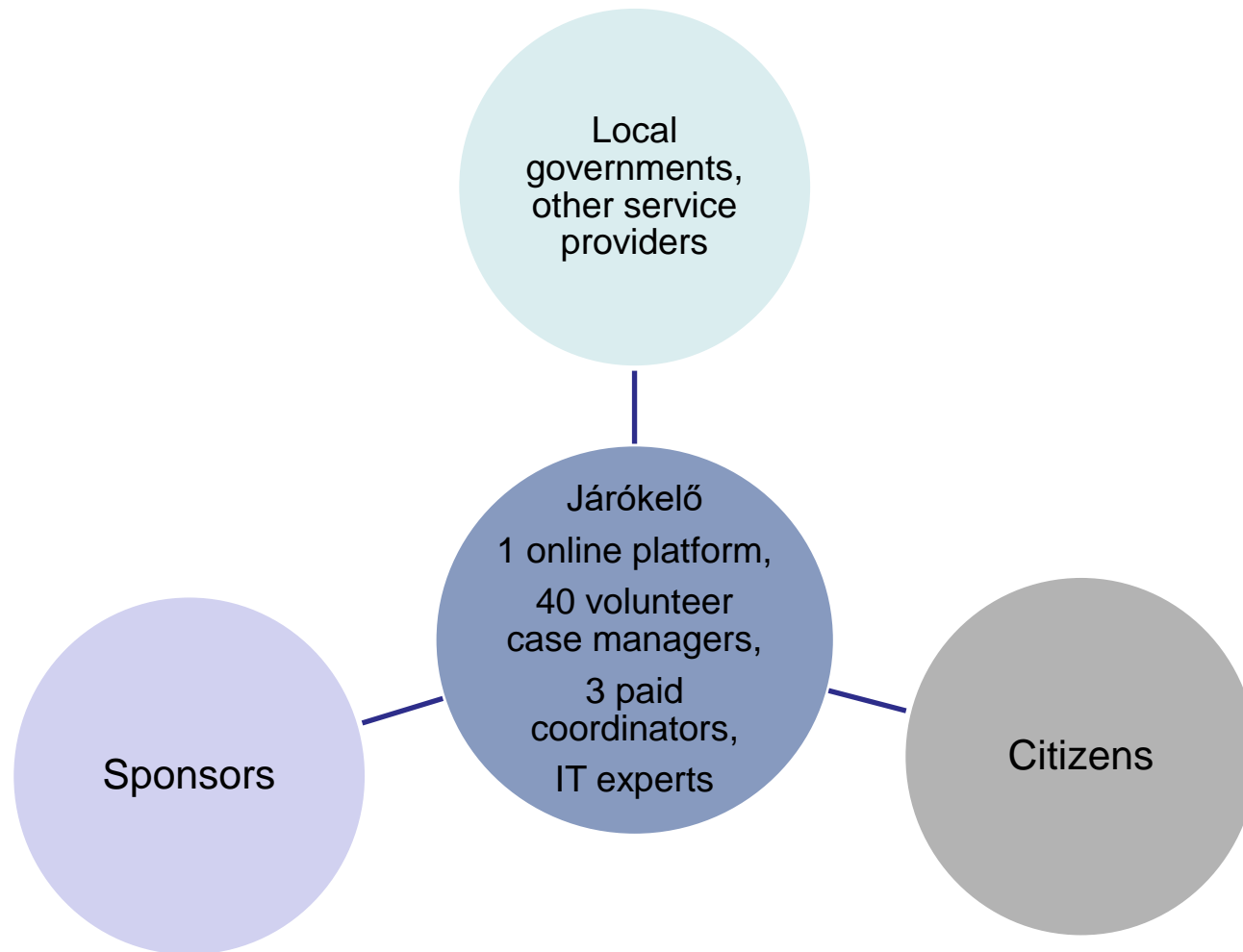# The innovation Járókelő realized is complex and practice-based (bricolage)

**Practice-based (bricolage) model**

| Production | → | Idea | → | Development |
|---|---|---|---|---|

**The innovation process of Járókelő**

| Inititors of Járókelő were struggling with reporting urban problems to authorities | → | They come up with an idea of an internet platform | → | The solution included not only the internet platform, but a process design, regulations, a knowledge base, marketing and organizational innovations |
|---|---|---|---|---|

VEZETÉSTUDOMÁNYI INTÉZET

# The network of Járókelő: bottom-up, voluntary, formal/informal, led by a network administrator org.



Local governments, other service providers

Járókelő

1 online platform,

40 volunteer case managers,

3 paid coordinators,

IT experts

Sponsors

Citizens

# By its digital solution Járókelő <u>partly</u> substituted prior co-production practices as well as some of the functions of the public organizations

1. Digital technologies can only **indirectly affect co-production** practices (e.g. electronic signature, access to databases)
2. Digital technologies can **transform co-production** by providing **a new (virtual) layer to it** or creating **an entirely new service** (e.g. crowdfunding of public initiatives)
3. Digital technologies can **substitute traditional co-production practices** (e.g. remote monitoring or predictive algorithms)
4. Digital technologies can **eliminate public sector organizations from co-production** (self-serving communities)

# Client, community and network level effectiveness

**Client level**:
- Much easier to make a report and you can track on the problem solving process
- Approx. 2/3 of the reported cases are sold
- Járókelő is often a „speeding lane", so problem reporters experience quicker response
- Positive experience encourages citizens to make further reports

**Community level:**
- Awareness of the service is growing, also thanks to the innovative marketing
- In cities where Járókelő is present 10+% of the reports are already made through it

**Network level:**
- Járókelő is more and more accepted as a trusted partner by public service providers
- Among telco firms Járókelő is a new competitive field: want to be ahead of their rivals
- Service providers experience cost savings so they dedicate resource to Járókelő reports
- Some formal agreements and sponsor contracts are made
- For tough, returning problems the staff of Járókelő offers innovative solutions
- Dashboard reports to service providers is another value added service they provide

# The tasks and profile of case managers

- Receive, correct, and publish problems sent by citizens
- Find the responsible service organization and forward the report with a cover letter
- Receive and publish feedback form the responsible service organization
- Monitor and close cases
- They have a knowledge base (in cloud) & internal standards (e.g. response within 24 hours)

- 40 people (19 of them in the capital), age between 16 and 43 years (average: 33 years)
- More than 50% of them are for less than 1 year
- Many students, free-lancers, jobs with flexible schedule, and all of them with an urban management/development interest
- Some of them with public sector background (education, work experience)
- In Budapest, they work in 3 (at the weekends: 2) member teams
- Some serve both Budapest + a countryside city (based on local knowledge)
- Often recruited from among the most active external problem reporters
- The Case Manager of the Month and of the Year are selected based on the automatic scoring mechanism build in the IT system

**Findings: no significant performance differences among case managers (except for the embarking phase)**

# THANK YOU FOR YOUR ATTENTION!

# QUESTIONS AND REMARKS?

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