



Smart Cities

Karlstad municipality and Karlstad university

- A goal analysis - The Use of and benefits from - a tool for structured and result-oriented work
- The work to design “a common process model”

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Goal analysis

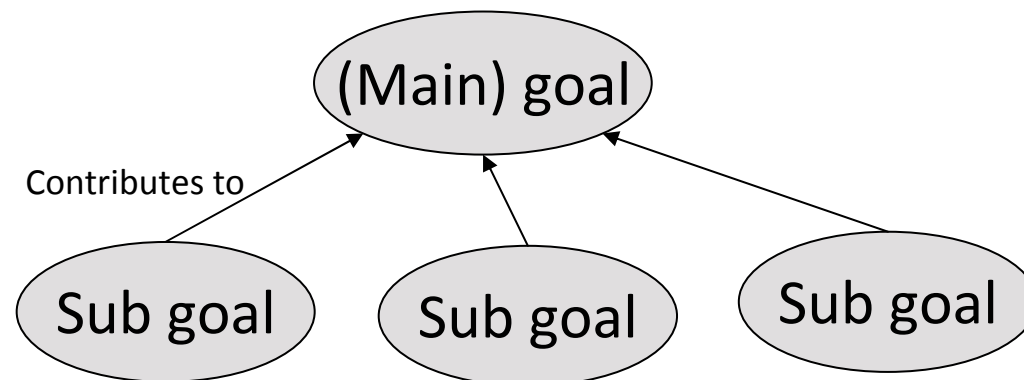
- A systematic way of identifying, structuring, evaluating, developing, and determining the goals of an organization
- The purpose is to clarify what the organization want to achieve, which goals that are most important (main goals) and which goals that are only means (sub goals)
- Goals are value-statements from documents, interviews, web sites etc
- Goals have different forms: main-sub, present-future (new/changed goal), official-unofficial, documented – not documented, accepted-unaccepted...





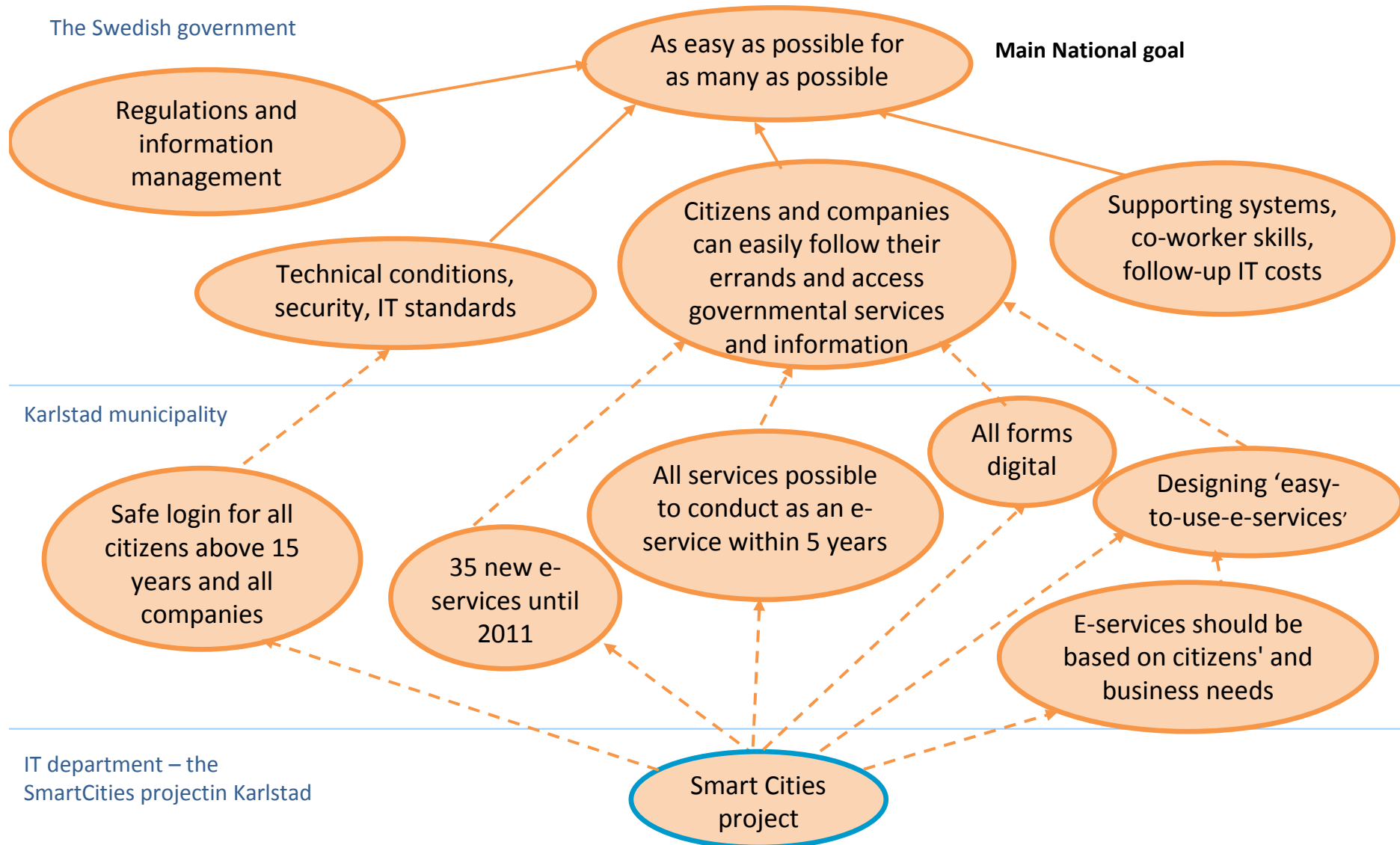
Goal structures

- ...can be described in graphical models that facilitate an overview of goals and their relationships

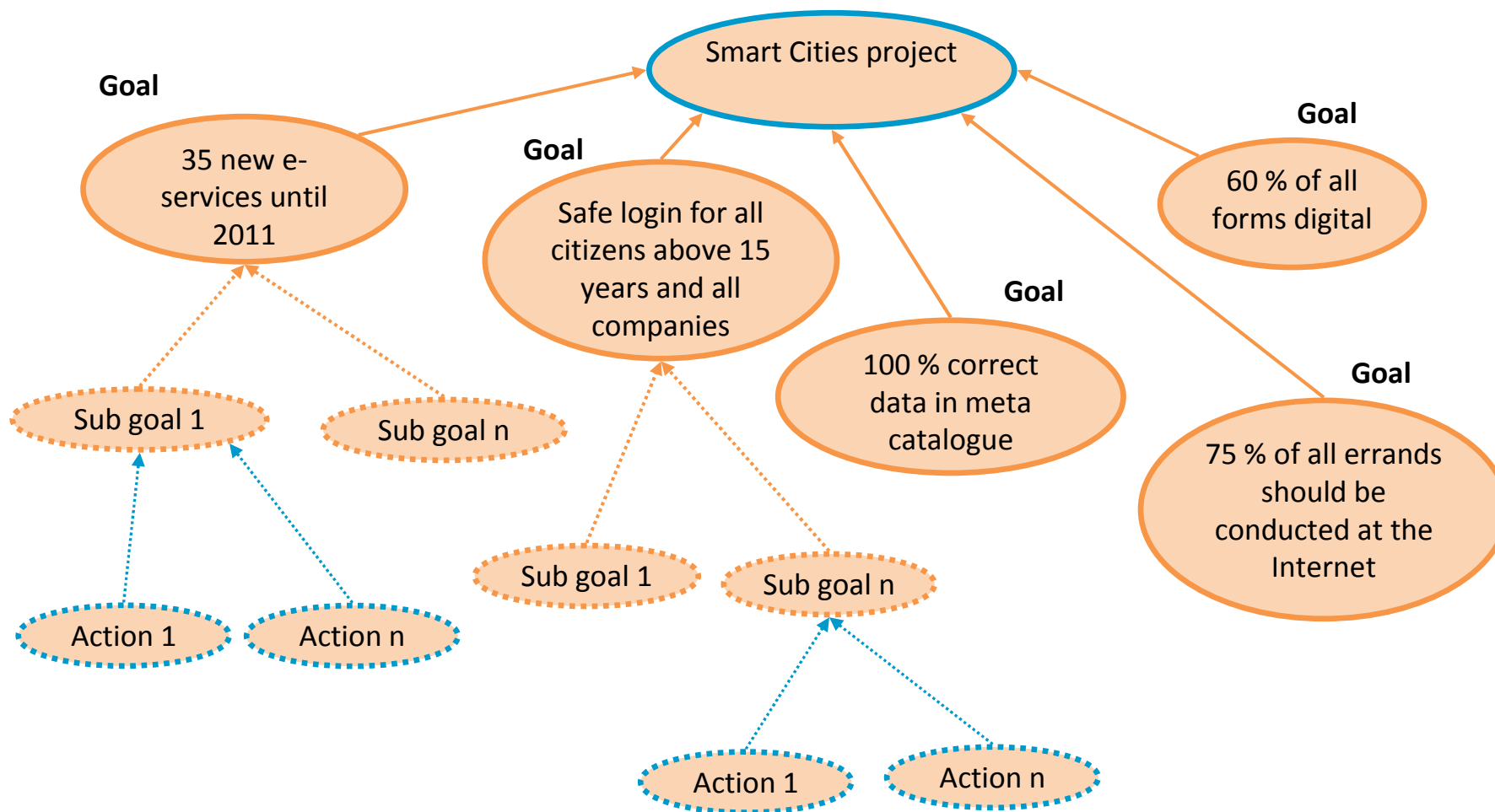




Goal graphs – an extended example



Continued goal graph





Potential gains of a goal analysis

- Goals that are vigorous, documented, accepted, known and non-conflicting
- An overview of the most important local and national goals for e-services and how local actions (such as an 'e-office') are related to these goals
- A foundation for evaluating, measuring, and prioritizing between services
- Decreased complexity by decomposing goals into sub goals
- Basis for legitimating and communicating (coherent) goals, concepts and action to different actors and in diverse channels
- Detecting goals without planned actions ("black holes") or actions without apparent meaning by relating goals to actions at different levels
- A foundation for evaluating local e-government efforts
- An overview of fulfilled goals and work that remains

