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

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Presented by: György Drőtos
Associate Professor, Director of Institute
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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- Focus of the research
- Some theoretical models on (public service) innovation, networks, and effect of digitalization on co-production

Járókelő (jarokelo.hu) case study:
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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
- Idea → Development → Production
- Idea
  - Development
  - Production

Rapid application model
- Idea → Production → Development

Practice-based (bricolage) model
- Production → Idea → Development

Ad hoc model
- Production
  - Idea
  - Development
  - Further Development

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

Sources:
- Kenis and Provan (2009)
- Rethemeyer and Hatmaker (2008)
Network effectiveness

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

Network contextual characteristics
- System stability
- Resource munificence
- Cohesion and support from the community

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

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

Source: Turrini et al. (2009)
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)*
Content

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Case of Járókelő Association (jarokelo.hu)

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<tr>
<th>SHORT DESCRIPTION</th>
<th>ORIGIN</th>
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| Jarokelo.hu ([www.jarokelo.hu](http://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. | Lanched in 2012
The local „clone” of [FixMyStreet.com](http://www.fixmystreet.com) Inspired also by the Slovakian „Letters to the Mayor” website run by an NGO |

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<tr>
<th>KEY ACTIVITIES</th>
<th>EXPECTED SOCIAL IMPACT</th>
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<td><strong>Report:</strong> citizens upload photos of a “street problem” and add a short text description about the issue they came across <strong>Review and sending:</strong> the submitted report is reviewed by the administrators of the website and is sent to the responsible local government or other service provider <strong>Publish on website:</strong> the report, the reaction of the responsible service organization, the status of the case („Reported”, „Solved”, and „In progress”</td>
<td>Creating a fully citizen centric and community driven internet-based service to strengthen active citizenship, democratic participation, and improve urban management.</td>
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<tr>
<th>SOCIAL BUSINESS</th>
<th>INDICATORS</th>
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<td><strong>Service offer for municipalities:</strong> 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.</td>
<td>15.000-20.000 visitors per month 24.908 cases solved (as of 17/04/19) 40 volunteers</td>
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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**

- **Initiators 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**
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

14.
1. Digital technologies can only indirectly affect co-production practices (e.g. electronic signature, access to databases)

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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)

By its digital solution Járókelő partly substituted prior co-production practices as well as some of the functions of the public organizations.
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?

gyorgy.drotos@uni-corvinus.hu