



## **CitizenFIRST: Demand oriented product and service delivery**

Citizen oriented steering is defined as ‘the third way steering model’ between self steering model(s) and public steering models. Demands of citizens, consumers or clients are accommodated under public conditions or requirements. The public conditions are decided by territorial authorities (local, regional, national, European and international authorities). Demand oriented steering is empowered – with variations per service and per area- by three components. Those components are the following:

1. Implementation of new policy instruments.

For example the implementation of Personal Care Budgets (Persoonsgebonden Budget) in the Netherlands give the care demanding citizen the authority to choose a ‘care package’ in accordance to it’s demand profile (his personal needs). The introduction of vouchers (for instance sports vouchers or knowledge vouchers) is also an example of an instrument that leads to more freedom of choice for citizens to get the service-on-demand. Implementation of new technology (smartcards for instance) can operate as catalysis. Professional standards and professional codes guarantee the quality of the delivered services.

2. Management innovations concerning relationships between citizens and service deliverers.

We distinguish two categories of management innovations. One management innovation concerns changes in customer relationships initiated by suppliers of products and services (B2C, G2C innovations). Management innovations are initiated by suppliers and based on supplier criteria. The second category of

management innovation is a consequence of system innovations (see next point). Suppliers adapt their management in order to cope with the (fundamentally) changed structures and processes in the society. Management innovations can result in new or other citizen oriented cluster concepts, for instance clustering of the information desks or front office activities of the commercial services in one building. Changes in the back offices are almost always necessary when the management innovation is demand steering or Citizen steered. That may not be necessary when the management innovation is initiated by service suppliers. Examples of management innovations initiated by suppliers of services are E-government one-stop-shops (in the Netherlands OverheidsLoketten 2000, a.o. Loket W in Eindhoven) and clustering of commercial services in small rural villages (in the Netherlands: Servicewinkels: commercial one-stop-shops). In general front office services are oriented on the demanders (citizens, clients, consumers) and back office activities are organised in order to deliver just-in-time contributions to integrated services for the citizens. This may be a complex in house innovation.

In this way the citizen, client or consumer is not sent from one desk to the other and gets a complete answer on his or her demand at once.

### 3. System innovations

System innovations are complex innovations including new stakeholders, changing roles and positions of participants, relationships between participants and new processes (of service delivery). The most extreme form of system innovation is a full reverse of chains from B2C or G2C organized chains to C2B or C2G-organised chains. An example in the Netherlands concerns the forthcoming implementation of innovation in the Dutch health care system. Health care in the Netherlands is to be more citizen oriented, concerted by competing and risk taking health insurance companies under conditions that access and risk solidarity is guaranteed. Dutch experiments concerning citizen steered health care (for instance the Skewiel Trynwâlden experiment) show the development of new cluster concepts and the impacts in terms of changes in the division of costs and benefits among service deliverers and service demanders, quality of health care services and impacts for inhabitants of the villages.

#### Summary:

(New) cluster concepts are dependent of changing instruments, management innovations and or system innovations. Those dependencies may differ in time and space. The expectation is that transnational differences in underlying factors lead to other cluster concepts and or time bounded cluster concepts. Or in other words: there are different solutions for social inclusion related to citizen oriented cluster concepts. The way in which parties can really learn from each other will be on a minimum of 3 different bases.