Digital & SMART Government Standards

Rethink and transform the SMART Government

Concepts that help rethink and transform governments by the way they are organised, deliver services as well as how they handle data and technology in a new way.

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The Changing Landscape Of Governments

Governments around the world are transforming the way they are organised, how they optimise their operations deliver their services as well as how they handle data. To this end, smart information and communication technologies are finding their way into public administration (see examples in figure 1).

Today, there are numerous initiatives in the public sector, promising a new model for delivering public services; **The SMART Government!**

The digital transformation towards the SMART Government now has more traction around the world compared to previous digital initiatives in governments. Technologists see SMART as the intersection of various technologies to optimise and enable new services. The big technology drivers are social technologies, mobile, analytics, cloud, and the Internet of Things (IoT). SMART Government is about:

- **Citizen-centric:** the reform of processes and silos to provide an effective user experience that improves the efficiency of government to citizen interactions.
- **Data-driven:** the ability to take data from all sources to make data-driven rather than dogma-driven decisions.
- Performance-focused: the focus on outcomes rather than inputs as a more effective set of key
 performance indicators.
- Long-term: the need to consider that payback benefits for SMART Government tends to be long term, where improved planning and financial scenario management is required beyond election cycles.



Time

Figure 1: The SMART Government combined with the digital, virtual cyber and real physical world and the many new technologies that not only produce great opportunities, but also many not-before-seen challenges from a both societal as well as a technological perspective.

Speed of Change

Why We Developed The SMART Government Standards

Simply put, because of the current lack of SMART Government Standards in the areas of Digital Portfolio Management, SMART Government Modelling, SMART Government Process & Workflow, SMART Engineering, Digital Architecture, Information & Technology and Digital Transformation has created the demand for such a community.

The analysis and research done within the Global University Alliance - a non-profit organisation consisting of 450+ universities, academics and researchers - has identified that the lack of repeatable standards has high costs, severe lack of innovation as well as many city process inefficiencies. The need to develop reusable and replicable patterns that can be implemented by any government, both large and small, regardless of its policies, programs, projects, services and activities, is therefore apparent.

The SMART Government Standards are the result of international experts and academic consensus. The standards are both agnostic and vendor neutral, and all together describing the set of procedures an organisation needs to follow in order to replicate the ability to identify, create and realise value across any policy, program, project or initiative.

Today, over 5100 people in the above mentioned 7 areas have developed and worked with the currently 108 different SMART Government Standards that has been packaged as reusable and fully customisable reference content (see examples in figure 2).



Figure 2: SMART Governments benefit from cross-ministry coordination and collaboration, and also from shared digital transformation and innovation initiatives by using SMART Government reference content.

The SMART Government Research Team

The SMART Government research and analysis contacts are:

Research Coordinator:

Elizabeth Uruchurtu Sheffield Hallam University Head of SMART Government Research at the Global University Alliance

The team involved with this work are among others the following academics, researchers and analysts:

- The SMART Government Concepts, Prof. Elizabeth Uruchurtu, Mexico
- Comparing SMART Government Patterns & Initiatives, Prof. Mark von Rosing, France
- Industry 4.0 & IoT Solutions applied to Digital & SMART Cities, Georg Etzel, United States
- SMART Government Ontology (meta objects), Prof. Wim Laurier, Belgium
- Digital Government Semantics (relations), Pascal Négros, France
- SMART Government Training & Education Development Needs, Claude Luttgen, France
- Most Common Digital Strategies & Portfolio applied, Jamie Caine, Jamaica
- SMART Government Urban Planning, Barry Goodchild, Ireland
- Digital Government Architecture (relations and rules), Prof. Simon Polovina, UK
- Typical Modelling Concepts Applied, Prof. Hans Scheruhn, Germany
- Ontology-Centric Software Development, Michel Vanden Bossche, France
- Most Common SMART Government Roles, Maxim Arzumanyan, Russia
- SMART Government Data Models, Jimmy Doan, China/France
- SMART Government Data Ontologies & Data Intelligence, Prof. Mourad Ouziri, France
- Culture Changes in the Digital Government, Geert Rasmussen, Denmark
- The Digital Government Lifecycle & Maturity benchmarks, Ulrik Foldager, Denmark
- Most Common SMART Government Engineering Concepts, Bruno Bachimont
- Most Common Process Stakeholder & Concerns, Maria Hove
- Sustainable City, Prof. David Coloma Guerrero, Spain
- City Performance Measurements & Reporting, Karin Gräslund, Germany
- Most Common SMART Government Forces Identified, Gabriella Janina, Denmark
- SMART Government Standards, Pierre Moyen, France



The SMART Government Research Team

When we conduct our SMART Government research and analysis as well as the future design and implementation method and approach, we do so in a tight collaborative and knowledge sharing environment with a number of different standards body organisations, such as, but not limited to:

- International Organisation for Standardisation (ISO)
- Institute of Electrical and Electronics Engineers (IEEE)
- Object Management Group (OMG)
- North Atlantic Treaty Organisation (NATO)
- United Nations Educational, Scientific and Cultural Organisation (UNESCO)
- Council of Scientific and Industrial Research (CSIR)
- Information Security Forum (ISF)



Why Use Standards In Your SMART Government Initiatives

LEADing Practice Enterprise Standards body that provides repeatable and reusable best practices (what works well), industry practices (performance accelerators), and leading practices (outperforming and value patterns). The SMART Government Standards are supported by extensive documentation and packaged and fully integratable reference content. The reference content is structured to help city executives, managers and their teams with a new way of thinking, working and modelling, including implementation and governance to enable the delivery of desired service outcomes.

SMART Government Standards and their reference content are the result of years of international research and expert consensus on proven patterns. The SMART Government reference content is methodology agnostic and vendor neutral, and can therefore be used with any policy, program, framework, method or approach that a government may already be using. The reference content has been carefully designed to be tailored and implemented by any government, both large and small, regardless of the types of policies and regulations, programs, methods, services and activities with which they are engaged.

The SMART Government Standards are developed in the following ways:

- Research and analyse what works in a repeatable way (best practices) as well as what unique practices are applied by leading governments (leading practices in figure 3);
- Identify common and repeatable patterns that provide the basis for the LEADing Practice SMART Government Standards;
- Package the identified repeatable patterns into reference content that significantly
 increases the level of reusability and replication within the areas of SMART Government Modelling, Engineering and Architecture; and
- Extend with accelerators that adopt and reproduce the identified best and leading practices across all SMART Government departments.



((%))_EADing Practice Value Management Reference Content [#LEAD-ES20004BC]

Figure 3: Where to apply Best Practice, Industry Practice and LEADing Practice in a SMART Government.

The Structure Of The SMART Government Standards

We established the needed clarity, focus and accountability of where to apply:

- **Best Practices** to improve and standardise the non core competencies by focusing on the Digital & SMART Government Cost Model and the SMART Government Operating Model.
- Industry Practices to improve competitive parity and standardise core competitive competencies by focusing on the SMART Government Performance Model and the SMART Government Service Model.
- Leading Practices to define and strengthen your competitive advantage and core differentiating competencies by focusing on the SMART Government Revenue Model and the SMART Government Value Model.

Each of the 108 SMART Government Standards are fully interconnected and integrated within frameworks, methods and approaches with supporting templates (maps, matrices and models) and accelerators. The standards also comes with semantic relationships, premade meta models (incuding meta object classification and categorisation) as well as architectural, engineering and modelling principles and rules (figure 4). These tools provide a unique ability for organisations to leverage existing investments.

Last, but not least, the SMART Government Standards are fully integrated with other frameworks, methods and approaches, such as TOGAF, META, FEAF, etc. This ensures full integration and standardisation when applying the reference content into your city departments, policies, programs and/or projects, thereby having the ability to use our reference content across topics like strategy, capabilities, roles, and process, service and value aspects and technology as well as the operational execution between them, thus creating a cross link throughout the Business, Information and Technology layers.



Figure 4: The SMART Government Standards are recognised as a paradigm shift to work across disciplines.

SMART Government Digital Portfolio Management

The SMART Government Standards are the result of years of international academic research and industry expert consensus on repeatable patterns that can be reused and replicated.

Below is an overview of the SMART Government Digital Portfolio Management reference content.



Figure 5: To transform itself into a SMART Government, any government has to direct its objectives, portfolios, programs and projects along a SMART Government direction, considering multiple dimensions.

The SMART Government Standards are packaged as 'Reference Content', and is both agnostic and vendor neutral. They have been specifically designed to be fully tailored to and implemented by any government, both large and small, regardless of its various policies, programs, frameworks, methods, approaches, projects, services and activities. On the following pages, we have listed an overview of our existing SMART Government Standards and reference content material.

SMART Government Reference Content Name:	Official Number:
1 Digital Portfolio Management Standards	
SMART Government Strategy	LEAD-ES10001PG
Core Differentiating & Core Competitive Government Competencies	LEAD-ES10002BC
(where and how to differentiate)	
Digital Communication & Story Telling	LEAD-ES10003EX
SMART Government Control Management incl. Evaluation & Audit	LEAD-ES10004PG
SMART Government Planning	LEAD-ES10005BC
SMART Government HR Management	LEAD-ES10006BC
Digital Product Management	LEAD-ES10007BC
SMART Call Center Management	LEAD-ES10008BC
SMART Mobility - Multimodal Mobility (E2E)	LEAD-ES10009BC
Digital Risk Management	LEAD-ES10010BC
Digital Governance	LEAD-ES10011BC
Digital Portfolio Management	LEAD-ES10012ALL
Digital Program Management	LEAD-ES10013ALL
Digital Project Management	LEAD-ES10014ALL
Digital Outsourcing/Offshoring & Sourcing	LEAD-ES10015ALL
Digital Partner Collaboration & Management	LEAD-ES10016ALL
Digital Policy Management	LEAD-ES10017ALL
SMART Government Culture	LEAD-ES10018BC



SMART Government Reference Content Name:

Official Number:

2 SMART Government Modelling Standards SMART Government Ontology **Digital Government Semantics Digital Government Artefacts & Templates** SMART Government Way of Structuring SMART Government Metal Model **SMART Government Meta Objects** SMART Government Taxonomy (i.e. object descriptions) Categorisation of Meta Objects (stereotypes, types and subtypes) SMART Government Emerging Trends & Disruptive Forces **Digital Government Stakeholder Management** SMART Government Requirement Management **Digital Government Business Model Digital Government Operating Model** Utility-Energy Operating Model Utility-Water Operating Model Utility-Waste Operating Model Education Operating Model Government Service Operating Model **Digital Government Role Modelling** Digital Government Competency Modelling SMART Government Measurement (KPIs) SMART Government Workflow **Digital Channels Digital Government Capability Modelling** Sustainability & Climate Digital Government Value Chain

LEAD-ES20001ALL LEAD-ES20002AS LEAD-ES20003LA LEAD-ES20004WS LEAD-ES20005MM LEAD-ES20006MO LEAD-ES20007ET LEAD-ES20008CMO LEAD-ES20009PG LEAD-ES20010EX LEAD-ES20011PG LEAD-ES20012BC LEAD-ES20013CITY LEAD-ES20014ENER LEAD-ES20015WAT LEAD-ES20016WAST LEAD-ES20017EDU LEAD-ES20018GOV LEAD-ES20019BC LEAD-ES20020BC LEAD-ES20021PG LEAD-ES20022ALL LEAD-ES20023ALL LEAD-ES20024ALL LEAD-ES20025ALL LEAD-ES20026PGBC



SM	ART Government Reference Content Name:	Official Number:
3	SMART Government Process & Workflow Standards	
	SMART e-Care Process Map	LEAD-ES30001CARE
	Education Process Map	LEAD-ES30002EDU
	Government Process Map	LEAD-ES30003GOV
	SMART Utility Generation Process Map	LEAD-ES30004UTGEN
	SMART Water Process Map	LEAD-ES30005WATER
	SMART Waste & Recycling Process Map	LEAD-ES30006WASREC
	SMART Utility Transmission & Distribution Process Map	LEAD-ES30007UTTRDIS
	SMART Utility Retail Process Map	LEAD-ES30008UTRET
	SMART Clothing Process Map	LEAD-ES30009CLOTH
	SMART Government Well-Being Process Map	LEAD-ES30010WELL
	Digital Government High Tech Electronics Process Map	LEAD-ES30011HTELEC
	Digital Government Software Process Map	LEAD-ES30012SOFT
	SMART Government Infrastructure Machinery & Components Process	LEAD-ES30013INMACO
	Мар	
	SMART Government Engineering, Construction & Operations Process	LEAD-ES30014ENCOOP
	Мар	
	Digital Government Media Broadcasting Process Map	LEAD-ES30015MEDBRO
	Digital Government Media Entertainment Process Map	LEAD-ES30016MEDENT
	SMART Mobility - Transport & Railway Process Map	LEAD-ES30017MOTRAIL
	SMART Mobility - Logistics Process Map	LEAD-ES30018MOLOG
	SMART Connectivity & Telecommunications Process Map	LEAD-ES30019TCONTEL
	SMART Postal Services Process Map	LEAD-ES30020POST
4	SMART Engineering Standards	
	Digital Decomposition & Composition	LEAD-ES40001ALL
	Digital Lifecycle Management	LEAD-ES40002ALL
	SMART Government Geographical Information System (GIS)	LEAD-ES40003ALL
	Digital Government Agile Development	LEAD-ES40004EM
	Digital Government Categorisation & Classificationt	LEAD-ES40005ES
	Digital Government Tiering	LEAD-ES40006ES
	Digital Government Integrated Planning	LEAD-ES40007ALL



SMART Government Reference Content Name:

5 Digital Architecture Standards Layered Digital Government Architecture LEAD-ES50001ALL SMART Government Business Architecture LEAD-ES50002PGBCPSI SMART Government Process Architecture LEAD-ES50003BP **Digital Government Service-Oriented Architecture** LEAD-ES50004BS **Digital Government Information Architecture** LEAD-ES50005AD Digital Government Data Architecture & Data Ontology LEAD-ES50006DAON Digital Government Platform Architecture & Integrated Platform LEAD-ES50007PLON Ontology Digital Government Infrastructure Architecture & Integrated LEAD-ES50008INON Infrastructure Ontology SMART Government Cyber Security Architecture LEAD-ES50009CS SMART Government Cloud Architecture LEAD-ES50010CC 6 Information & Technology Standards **Business Model of IT** LEAD-ES60001BC **IT Process Map** LEAD-ES60002BP Digital Center of Excellence (DCoE) LEAD-ES60003BC

Robotic Process Automation (RPA) & Robotic Service Automation (RSA) SMART Government Analytics SMART Government Measurements & Reporting Digital System/Application Modernisation & Optimisation Digitalisation & Software Testing Digital Information Management SMART Government Digitalisation & Data Concepts SMART Government Digitalisation & Rule Modelling SMART Government Digitalisation & IT Platforms SMART Government Digitalisation & IT Infrastructure Digitalisation & Blueprinting Citizen Relationship Management (CRM) Enterprise Resource Management (ERP) LEAD-ES60001BC LEAD-ES60002BP LEAD-ES60003BC LEAD-ES60004ALL LEAD-ES60005PGIDBC LEAD-ES60005PGIDBC LEAD-ES60007SAIDBCBP LEAD-ES60009BCIDSA LEAD-ES60010DISABC LEAD-ES60011PGBCSADI LEAD-ES60012PLES LEAD-ES60013IL LEAD-ES60014ALL LEAD-ES60015ALL LEAD-ES60016ALL

Official Number:



SMART Government Reference Content Name:	Official Number:
7 Digital Transformation Standards	
Digital Alignment & Unity	LEAD-ES70001ALL
Digital Change Management	LEAD-ES70002ALL
SMART Government Maturity Concept	LEAD-ES70003ALL
Continuous Digital Improvement	LEAD-ES70004ALL
SMART Government Optimisation	LEAD-ES70005ALL
Root Cause Analysis	LEAD-ES70006ALL
Digital Transformation Benchmarking	LEAD-ES70007ALL
SMART Government Innovation	LEAD-ES70008ALL
Digital Alignment of SMART Government Portfolio, Program & Project	LEAD-ES70009ALL
Management	
Digital Transformation Blueprinting & Implementation Method	LEAD-ES70010ALL
SMART Government Transformation	LEAD-ES70011ALL



The Value Of Applying SMART Government Standards

There are many benefits and takeaways associated with applying SMART Government Standards (see figure 6). Some of these benefits for applying SMART Government Standards are, but not limited to:

- 1. Value Dimension: Own knowledge and hard work most likely produces a wished output over time, however applying SMART Government Standards to your government will increase the overall value output by about 120%.
- 2. Time Dimension: And it will at the same time provide a 40% time reduction.
- **3.** Cost Dimension: Our experience is that about 40-50% of overall project budget (own work) is reduced. This includes the price for the SMART Government Standards and the reference content.



Figure 6: Adopt SMART Government Standards to increase quality and value while decreasing costs and development time.



• Learn From The Leaders

By applying our SMART Government Standards, you will be using reference content with proven track records from governments from across the world who have done it successfully. We enable you to take a disciplined approach to digital government alignment, and empowers digital policy, program and project execution throughout the government.

Reduce Complexity

A government is a complex construct where functions, processes, services and technology is not always optimally aligned. We offer professional advice on how to crack the code on complexity issues to deliver the desired service outcomes for your citizens, and to strengthen your core competitive and core differentiating government capabilities.

• Enable Digital Strategy Execution

Realise the value of government officials briefing and receive peer-to-peer sessions with a thought partner who understands your role, structure and culture. The thought partner will help you outline how to achieve the desired service outcomes that keeps you on track. This is achieved through outlining a strategy execution roadmap for your government, and apply and customise the reusable patterns, while building competencies (learning by doing) in order to help you deliver better results.

• Fast Track SMART Government Outcomes

LEADing Practice specialise in fast tracking your government to deliver service outcomes in policy, program and project execution through using and applying SMART Government Standards with the appropriate reference content.

Align To Your Culture

Address government culture aspects while transforming your departments by building capabilities that structures your team's Way of Thinking, Way of Working and Way of Implementing. The SMART Government Standards will be fully tailored and customised to your government's specific needs.

Build Skills & Transform

The SMART Government Standards are applied and customised through training focused on policy, program and project execution and learning while doing. The standards transform departments from within by building on public servant capabilities with reusable and hands-on reference content that enables any public servant to identify, create and realise performance and value for your government.

Workflow Automation

Once reusable and repeatable patterns have been identified, even complex and chaotic workflows become simple to identify, transform and automate. We specialise in supporting government officials and their teams to digitalise workflows to deliver desired outcomes.

• Economic Perspective

Don't reinvent the wheel! Apply our SMART Government Standards to help you reduce cost, save time for executing your programs and projects, and maximise value output!

Each government is different, and must therefore meet specific essentials and challenges. These can be urban challenges, national infrastructure, government services, mobility, prosperity, the growing (or ageing) population, the environment, good governance, and so on. Every government therefore needs to identify, model and develop their own SMART Government concept.

The SMART Government E+ tool is a new breed of integrated modelling and architecture tools. It is offered as a Software as a Service (SaaS) solution, and consists of 2 major application components:

- 1 A SMART Government Modelling Software component where the public servant can create and work with many different types of modelling and architecture components; and
- 2 A Knowledge Management system where the SMART Government models, views, standards and other forms of documentation can be posted and shared with anybody within and across project teams. This provides a whole new SMART Government development and continuous improvement possibility between the government and its citizens, who will feel they are part of developing and enhancing the SMART Government concept, and as such providing a whole new experience to modelling, publishing, referencing, commenting and continuous improvements in a collaborative and user-friendly environment.

The following are the modelling standards needed for SMART Government development:

• Strategy Modelling Notations (StMN)

The ability to capture and document the digital vision, mission, strategy, objectives and goals that needs to be considered.

Portfolio Management Modelling Notations (PMMN)

The need to document and structure the digital portfolio is vital for the portfolio management and portfolio governance.

• Value Modelling Notations (VMN)

The ability to capture and document the SMART Government value components such as citizen value proposition, services as well as to relate relevant programs that needs to be considered.

• Planning Modelling Notations (PLMN)

Is used to capture any planning component, from digital plans, urban plans, financial plans to detailed development plans and the ability to relate them all together (as needed).

• Policy Modelling Notations (PoMN)

Document, enhance and relate relevant policies, guidelines, procedures and rules that needs to be considered around your Digital and SMART Government.

• Reporting Modelling Notations (RPMN)

Interlink performance measures, such as KPIs, PPIs, SPIs together, and relate them to relevant reports, services, processes and capabilities.

The SMART Government E+ Tool

• Risk Modelling Notations (RiMN)

Capture and document applicable risk factors and components.

• Rule Modelling Notations (RuMN)

Document appropriate rules that can relate to functions, processes, services, devices and infrastructure, making this an advanced rule repository that can relate to all other important subjects.

• Quality Modelling Notations (QMN)

Document and define your quality aspects and relate them to any applicable component.

Requirement Modelling Notations (ReMN)

Document your requirements and sort them by groups of various stakeholders, from users, groups, digital solutions, government officials and/or citizens.

• Capability Modelling Notations (CaMN)

The ability to document As-Is capabilities, measure the maturity of the capabilities, and then define the future needed To-Be capabilities.

Blockchain Modelling Notations (BcMN)

Create your models and blockchain concepts, allowing digital information to be distributed, but not copied. Blockchain technology created the backbone of a new type of SMART Government interaction.

Service Modelling Notations (SMN)

Defining and modelling the existing as well as the needed service models of the future is one of the foundational components of developing a new SMART Government concept.

Business Process Modelling Notations (BPMN)

Document, capture and model your government processes.

Extended Business Process Modelling Notations (x-BPMN)

The need to document extended process modelling concepts, such as decisions, rules, KPIs and policies, guidelines and standards for digitalisation is critical.

Workflow Modelling Notations (WMN)

The ability to capture and model various workflow concepts, from business (functional) workflow, process flow, information, data to user and system flow, is relevant for both understanding and documenting the way of working, but also for workflow tools.

Robotic Automation Modelling Notations (RAMN)

The ability to define where and when robotic automation makes sense and adds value can bring the SMART Government to a whole new level by implementing this advanced digital modelling and development technology.

• Application Modelling Notations (AMN)

SMART Governments are all about automation and information sharing. The ways they achieve this are very diverse, but they often have in common to have a need for the ability to model, where what needs to be automated and/or integrated.

• Data Modelling Notations (DMN)

Data integration and sharing is the backbone of any SMART Government, the ability to develop data sequence and date distribution models are very important. But also, the ability to relate these components to all of the previously described notation areas.

• Platform Modelling Notations (PMN)

The degree of integration of the existing (As-Is) platforms as well as the definition and development of new platform technology (To-Be) is sometimes even considered as the criterion that marks out what your SMART Government will be able to do.

• Infrastructure Modelling Notations (IMN)

Analysis of existing infrastructure (As-Is), and the enhancement or new (To-Be) development of the city's existing infrastructure is at the heart of any SMART Government development - all of which can be realised through the use of the SMART Government E+ tool.

Industry 4.0 Modelling Notations (I4MN)

How to make use of Industry 4.0 technology, and the Internet of Things (IoT) in order to lift the government's technological capabilities, are foundationally important components.

We have listed some of the most important and unique capabilities of the SMART Government E+ tool, but in addition to the above mentioned modelling techniques and notation areas, the tool can also be utilised to develop extensive and informative anterprise architecture views, such as, but not limited to:

- Business Architecture Notations (BAN)
- Information Architecture Notations (IAN)
- Technology Architecture Notations (TAN)
- Business Architecture Notations (BAN)

The EnterprisePLUS (E+) software tools uniquely satisfies the most common enterprise modelling, engineering and architecture needs that any SMART Government would require. What also makes the tool unique is that all of the mentioned these components are completely integrated with each other and can be traced and track in between objects, maps, matrices and models.

If you would like to request a demo of the EnterprisePLUS (E+) software system, please contact us at **demo@enterpriseplus.tools**.

Contact Us

We hope that we have peeked your interest in LEADing Practice and our product portfolio of SMART Government Standards.

If you would like to know more about our SMART Government Standards, please visit our website at www.leadingpractice.com where you can sign up for a live introduction to our standards.

You can also contact us by sending an email to info@leadingpractice.com.

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