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Digital Government is Easier Than You Think

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Not So Daunting After All

Talk about "going digital" can be overwhelming. It's usually about technology, so it tends to be peppered with buzz words (cloud, social, mobility) and over-hyped phrases (the Internet of Things, Big Data). But in your line of work, talk of possibilities is cheap—you need to get things done. And in the hubbub it is often difficult to see how all this technology can help. And all too easy to give up and spend your time elsewhere.

The fact is that digital really matters. And the truth is that it's a lot simpler than you think. What "digital" does is provide a powerful set of tools and capabilities to make governments more effective—full stop. Technology or not, the goal of government remains the same: to improve people's lives. Digital does nothing to change that. It just provides more and better ways to do it.

Proven Results

That is not to say that you can ignore digital. Far from it. Digital solutions do not make small incremental improvements—they have the potential to bring about big changes in how governments work. By focusing your digital spending on meeting, delivering and measuring your main objectives, you can deliver proven results in two ways:

Improving governments' effectiveness

- An Empowered Agency Workforce. By using advanced analytics and broader, quicker access to information within and outside your agency, your line workers can be better informed.

- Informed Decision Making. By being able to access and analyze the data they need, agency leaders can make smarter decisions about the challenges facing citizens, organizations and policy challenges.

- Improved Operational Efficiency. Streamlined processes and more efficient management can help agencies reduce costs.

- Enhanced Ways of Working. Sophisticated digital tools will help you monitor performance, strengthen your compliance, spot patterns in your service and operations, and, crucially, identify problems and how to fix them.

Improving governments' relationships with citizens and businesses

- An Enhanced Citizen Experience. Providing a transparent experience that meets people's needs. By providing 24/7 access and a more personalized service, government can help to increase citizens' trust.

- Increased Engagement. Agencies can develop solutions to promote a two-way dialogue with citizens and increase active engagement.

The Right Tools for the Job

As in any industry, getting the best results depends on using the right tools for the job. Traditional tools will be with you for some time—telephones, press releases and newsletters are still useful ways to keep in touch with people. But a big part of "going digital" is focusing on the modern solutions that complement those traditional tools. To get the most out of digital solutions, you need to think about what you want your end goal to be, and which solutions will work in which parts of government.

Our industry experts have done that thinking for you (see Tables 1 and 2).

Table 1. Which Digital Tools Will Help **Governments Be More Effective**?

ASPECTS OF EFFECTIVENESS	TRADITIONAL TOOLS	ADDITIONAL ("DIGITAL") TOOLS	VALUE THEY BRING

Empowered Agency Workforce	• CRM systems
	• ERP systems
	• Control/audit systems
	• Custom-built systems
	• Business process re-engineering
		• Decision-support, next-best-action
		• Peer-to-peer collaboration
		• Analytics and data discovery
		• Mobile platforms
		• Location-based services
			• Timely, relevant information that workers need
			  - Where they need it
			  - When they need it
			  - On whatever device they need
			• Better and more timely collaboration

Informed Decision Making	• Budgeting process • Business intelligence • Performance management	• Analytics • Data mining • Data visualization	• Ongoing knowledge about what works - helping to improve policy-making • Accurate assessment of the impact of resources
Improved Operational Efficiency	• Process improvement • Specialized info and operating systems	• Analytics • 'Internet of things' (intelligent assets / enterprise) • Cloud-based systems • Collaboration platforms • Connected ecosystems	• Better situational awareness • More efficient use of assets • New services
Enhanced Ways of Working	• Rules & procedures • Auditing • Performance reporting	• Analytics • Automated compliance management	• Rapid identification of exceptions and patterns • Problem identification, meeting program goals

Table 2. Which Digital Tools Will Help Governments **Improve Their Relationships With Citizens**?

ASPECTS OF RELATIONSHIPS	TRADITIONAL TOOLS	ADDITIONAL ("DIGITAL") TOOLS	VALUE THEY BRING

Enhanced Citizen Experience	• In-person, face-to-face contact
	• Meetings
	• Phone
	• Mail
	• TV/Radio
		• Citizen-centered design
		• Omni-channel platforms
		• Next-generation search/answers
		• Mobile apps
		• Social media
		• Web and customer analytics
			• Rapid, easy-to-access help
			• Improve citizen engagement
			  – at lower cost
			  – with higher compliance
			• Relevant, citizen-centric tools
			• Transparency and availability

Increased Engagement	• In-person, face-to-face contact • Meetings • Phone • Mail • TV/Radio	• Collaboration platforms • Social media • Open data • Open platforms	• Greater access to government officials • Rapid follow-up on feedback and issues • Collaboration with citizens to develop policy in real time • Empowerment for citizens and businesses so they can make improvements directly

Think Differently, Work Differently

At this stage you might be starting to wonder if "going digital" is really as simple as it sounds. We think it is. Successful digital implementation is all about your mental approach and your team.

Your New Mental Approach

Taking on 'digital' with cumbersome, strategic, multi-year plans can be very intimidating. Your digital transformation should happen as a series of single steps. So focus your effort and resources on one thing at a time:

- Make the next citizen service you deploy indispensable.
- Make the next worker application you develop essential.
- Deliver one new powerful insight to solve a real business problem.

Then do this again ... and again ... and again. And throughout the entire process, keep a laser-like focus on your customers, your workers, and the insights you need to run a high-performing government.

Your New Digital Team[1]

To achieve your digital goals, you'll need a team that looks and acts differently from the one you have today. At the heart of your digital transformation is a new set of talent, and a new way of doing things. Your new digital team should have three essential components:

- A Digital Studio. This team designs services that delight customers—and it can do the same for worker apps and management dashboards.
- An Analytics Center of Excellence. This team turns data into insights, and delivers these insights to where they're needed.
- A DevOps Team. This team develops and enhances digital applications—quickly.

Real, Achievable Outcomes—Delivered

It's easy to generalize about the capabilities digital solutions could achieve. But for digital to succeed, it's vital to understand what they will achieve. At Accenture we understand the demands of government, and how digital can help. Our experience across industries has helped a broad range of organizations succeed with digital— achieving tangible, powerful results. This has helped us to develop a strong approach to digital government.

- The capacity to develop sophisticated, personalized services to meet people's specific needs, at any time in their lives.
- The ability to gather, process and analyze huge amounts of data to make government systems more intelligent.
- The chance to develop new ways of working that make the most of technology and people.
- The ability to connect with other agencies to form an agile, collaborative network of external partners, further enhancing service delivery.

Ultimately, your goal is simple: to continue to achieve your ongoing mission by focusing your spend on digital priorities that are delivered efficiently and proved analytically. No government will be able to meet all of its digital priorities, of course. So we've identified which digital solutions we think are already making an impact, which ones are coming soon, and which ones are some years away. Don't be daunted by digital. With the right planning, advice and effort, it can make a real difference to how agencies deliver on their mission. And it really is easier than you think.

Taking on 'digital' with cumbersome, strategic, multi-year plans can be very intimidating. Your digital transformation should happen as a series of single steps.

1. We describe this team in much more detail—who should be on it and how each part of it works, with examples—in Accenture's Digital Government eBook.

It is easy to talk about generalities and possibilities—Accenture has gone further and developed specific perspectives on how different parts of government actually are implementing and will implement digital capabilities.

About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 373,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.