



SAP Hybris (Y)

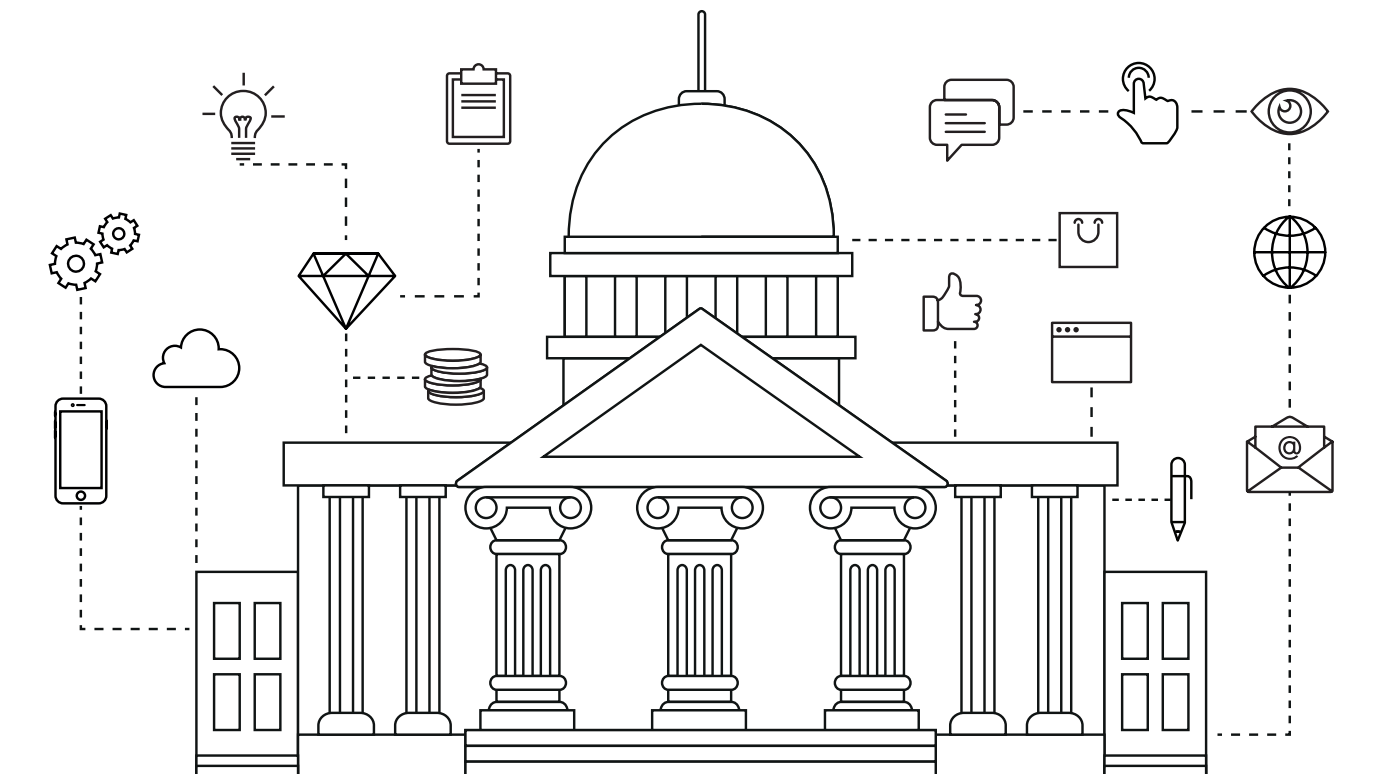
SERVING A NEW GENERATION OF CITIZENS

The Citizen Engagement Imperative for Public Sector



Contents

Executive Summary	1
A Major Channel Shift is Underway	2
Re-Imagine the way you do Business with Digital	3
The Drivers to Transform.....	4
Embracing Multiple Touch-Points	5
The Benefits of Omni-Channel	7
Making the Move from eGov to mGov	8
Utilizing Data Driven Insights	8
The Journey to Citizen Engagement	9
People Matter	10



The Citizen Engagement Imperative for Public Sector

In today's mobile-first, digitally connected world, consumers expect to be able to access digital services whenever and wherever they want. Naturally, this same expectation applies to every aspect of their lives, including government interactions.

Public Services organizations are under pressure to make the way they deliver services to citizens more accessible and convenient by offering the same consumer-grade experience that users typically encounter with banking and retail.

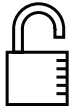
Public Services organizations have different responsibilities from commercial organizations and might consider the following drivers as a catalyst for transformation to digitally-enabled service delivery:



24/7 service access reduces the cost and time involved for citizens in travelling or waiting in line to undertake in-person transactions



Real-time, rapid, and more transparent and “joined up” interactions are possible with digital service delivery, offering agencies the ability to “predict” a positive outcome for a citizen based on historical outcomes recorded, using data-driven insights



Provides access to innovative and citizen-centric service delivery models that engender greater trust and satisfaction as the citizen feels that agencies are working towards a positive outcome for them, rather than putting the burden of research and comprehension of detailed compliance rules onto the citizen



More opportunities to participate in e-Democracy and social information sharing, meaning agencies can enlist support from NGOs and the community in service delivery

As well as the social benefits of digital service delivery for the citizen, unlocking an improved, more harmonized digital service delivery can generate significant savings for Public Services organizations.

It also represents a new era of citizen engagement: one in which service delivery processes are straightforward, transparent and efficient, and where digital self-service, social collaboration and personalized customer services are the new normal.

The transformation to digitally-enabled service delivery can be achieved in four stages. These are:



Stage 1

e-Government via a portal channel strategy: Maximizing the number of services offered online, and enabling agency integration through standardization.



Stage 2

Identify and replicate best practice processes: Agencies are now in a position to innovate and deliver better outcomes.



Stage 3

Data-centric initiatives generate additional citizen value: Agencies can use what they know about the citizen and historical outcomes to provide a more tailored and relevant service.



Stage 4

Fully digital and Omni-channel initiatives: Improve the quality of life for citizens.

With the pressure on agencies to do more with less, demonstrate openness and accountability, and value for money in service delivery, agencies can leverage the available knowledge and technology behind digital service delivery to meet the expectations of a new generation of digitally literate citizens.

The Citizen Engagement Imperative

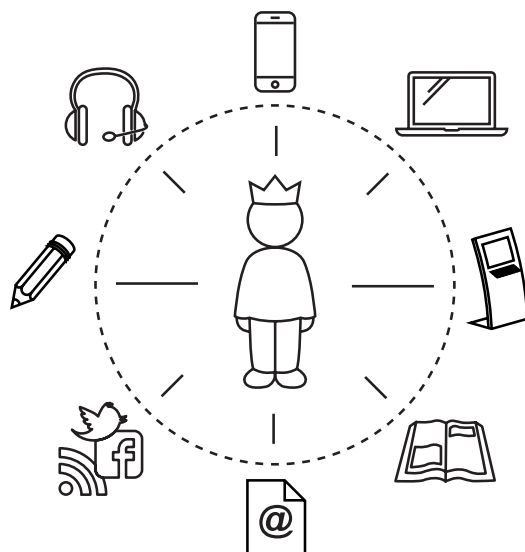
Mobile devices, social media and other technology innovations are raising citizen expectations of customer service in a range of contexts. As consumers, they've become used to one-stop shopping and rapid, convenient service. Correspondingly, as citizens and tax payers, they expect similarly rapid information access and speed of service from government agencies.

Today's digitally literate citizens expect services to be available, across all channels, when they need them. From simple processes like the electronic submission of photos to renew a driving license or passport, to receiving assistance as a caregiver, or as someone who has recently become unemployed, there is a growing demand from citizens to replace in-person procedures with online engagement for simple interactions, and to simplify and improve citizen experience with more complex, compliance-heavy interactions and services.

Serving a New Generation of Citizens

A major channel shift is underway:

Citizens today prefer to engage, interact, collaborate and transact via self-service websites, social media, mobile apps and devices.



Sense of involvement - a "Voice" - within the community

Preferred channels: Online, Self-Service and Mobile

Simplified Services

Predictive Capabilities

Real-time Experiences

Social Media

Time-pressed citizens, and those citizens at risk, need convenience and simplicity in their interactions with government. They prefer to engage, interact, collaborate and transact via self-service websites, social media and mobile apps. They also expect continuous, real-time engagement opportunities that open the way to greater involvement in decision-making processes that impact them and their communities.

Citizens also increasingly expect personalized and predictive services based on life events or known dates for real-time decisions and services. Whether it is a reminder to renew a parking permit, a prompt in relation to a tax payment deadline, or a notification reminder that it is time to register their child for school. Retailers and other commercial organizations are using data-driven insights to improve customer experience. This approach can be applied in government service delivery too, for example, understand positive outcomes gained by a range of citizens with a specific circumstance and demographic properties that could result in a positive outcome for an individual. This is arguably substantially more complex than Amazon's famous "other people also bought" concept in retail, but just as this changed the landscape of the retail industry "others benefited from" or "we believe you may benefit" from concept would be most welcome in government service delivery.

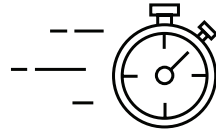
This citizen engagement imperative is motivating Public Sector organizations to rethink how they relate to and connect with citizens, and it is driving the delivery of a more responsive experience that is available via the digital channels today's citizens prefer.

The Drivers for Transformation

Through the citizen engagement imperative, demand is growing for more a consumer-grade e-Service delivery paradigm and the benefits for citizens include:



24/7 service access eliminates the cost and time involved in travelling or waiting in line to undertake in-person transactions



Makes real-time, faster, more transparent and associated interactions possible



Provides access to innovative and citizen-centric service delivery models that prompts greater trust and satisfaction



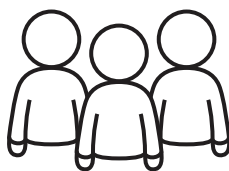
Generates opportunities to participate in e-Democracy and social information sharing

While serving citizens better and keeping them from risk is an important aspect of the digital transformation story, Public Sector organizations are also under significant budgetary pressure to do “more with less”.

The cost-saving potential of improved e-Government is significant. The Boston Consulting Group highlights a potential global public administration saving of \$50 billion per year by 2020. Meanwhile, a recent GOSS Interactive survey found public sector digital self-service systems in the UK are expected to grow by 310%, saving the public taxpayers around £8.74 million by 2018. That is because, according to UK Cabinet Office estimates, a digital transaction is generally 20 times cheaper than one by phone, 30 times cheaper than a postal transaction, and 50 times cheaper than face-to-face.

Key Drivers of Transformation to Digital Citizen Services

“Citizen demands (37%) and Cost/Budget Pressures (38%) are biggest drivers of digital transformation, while 82% of government agencies aim to improve customer experience through digital transformation.”



Serve the People

- Put the citizen at the center of each process
- Focus on real-time interactions
 - Mobile
 - Social Media
 - Cloud Computing
- Deliver contextual, consistent and relevant data, real-time
- Offer consumer-grade experiences



Balance the Budget

- Improve fiscal stability, transparency and growth
- Reduce operating costs
- Gain insight required to make effective decisions
- Operate more efficiently by planning, adjusting and directing resources optimally



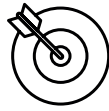
Demonstrate Public Value

- Break down internal silos
- Use real time insights to provide the right content recommendations at the right time
- Be better informed and more proactive
- Modernize service delivery
- Achieve positive policy, program and operational performance
- Build a culture of “digital-mindedness” to focus on iterative service delivery changes

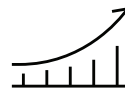
The end-to-end digitalization and automation of core processes represents a major value optimization opportunity for Public Services organizations. Indeed, e-Government transformation initiatives are being driven by a universal desire to create a public sector that is:



Open, transparent and accountable to citizens



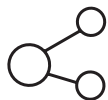
Citizen-centric - excludes no one, and provides personalized services



Productive - delivers maximum value for taxpayers



Transactional – supports 24x7 access to online services



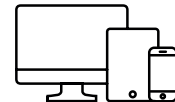
Connected – enables inter-agency, central and local government connections



Streamlined – easy information exchange, between agencies and with citizens



Informed - has 360-degree visibility of citizens and their needs (which in turn, eliminates unnecessary “double touch” interactions)



Agile and Responsive – engaged in risk-free continual improvement and evolution

A consumer-grade experience begins with a standardized citizen engagement platform that makes consistent transactions and information delivery possible, regardless of which channel or device citizens use.

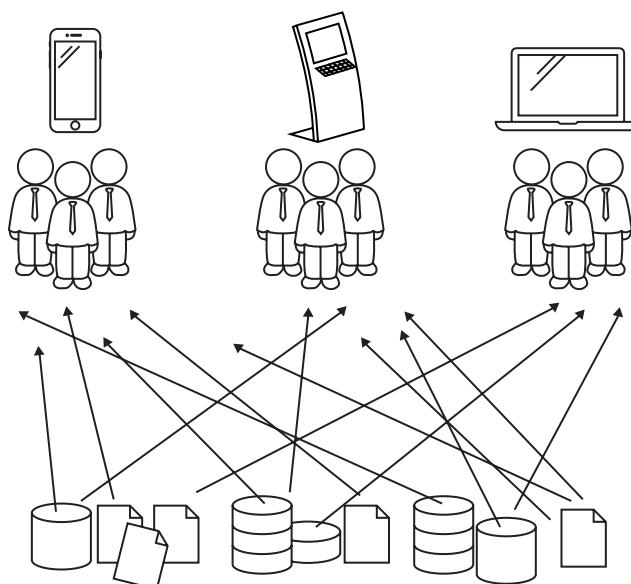
Embracing Multiple Touch-Points

Improving the citizen experience is, according to Forrester, a number one priority for 68% of governments. McKinsey Consulting has identified a marked disparity between consumer perceptions of the customer service experience they receive from government in comparison to that provided by private sector organizations such as banks and retailers.

Boosting citizen satisfaction scores means going beyond current e-Government online initiatives to initiate a truly holistic citizen engagement strategy that is channel agnostic (Omni-channel). This can represent a key challenge for Public Sector organizations, which typically are burdened by multiple back-end office systems and processes, numerous channel-specific applications and siloed IT infrastructures. These challenges hinder agencies in the provision of a truly compelling Omni-channel customer experience.

LEGACY APPLICATIONS. INTEGRATION, AND DATA SILOS MAKE THIS IMPOSSIBLE TODAY.

CRM. ERP. TRM. WEB CMS. PCM. MOBILE. SERVICE. MARKETING. OMS. AGENCIES. CONTACT CENTERS. ETC.

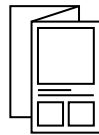


Citizens expect their interactions with agencies to be adequately recorded to prevent them from having to provide the same information each time they have an interaction. If they are not adequately recorded, each subsequent interaction can become more time-consuming and frustrating. Agents within the call center should have visibility to interaction records performed by a citizen on-line, and the on-line channel should also be aware of call center interactions. Where service delivery interactions involve multiple agencies, the pertinent information from an interaction with "Agency A" should be available to "Agency B" to avoid unnecessary and tedious repetition.

It is reasonable for today's citizens to expect a seamless experience, regardless of device or interaction touch-point, with agencies. They expect Public Sector organizations to know who they are and have all their previous interaction history – web, mobile, email, call center or social – available whenever they interact. In summary, Citizens desire a single view of government and likewise expect the government to have a single view of them. When they do, the following benefits can increase:



Information, news and service catalogs can be consolidated and centrally managed to give citizens better, more optimized experiences across all touch-points and channels.



Brochures and forms can be created and integrated with streamlined workflows to deliver the right documents to the citizen at the right time.



A reduction in the connectivity cost and complexity involved in supporting multiple front and back-office systems, call centers, apps, websites and development platforms to deliver a unified single citizen view and support a streamlined two-way dialog.



Improved efficiencies by scaling-up the touch-points and channels on offer with minimal risk or cost.

Starting a Small Business: a Citizen Journey

Sam is starting her own business and finds that the City's website offers lots of information and services to support her. Powerful search and navigation lead her to the right starting point, while her enriched citizen profile ensures she gets personalized content which can be accessed via her laptop or smartphone device. The content received saves Sam valuable time and energy thus eliminating hours of calling around various agencies to find the information she needs.

Wizard-driven guided processes keeps her on track throughout the start-up process. She is presented with real-time information on licenses and permits that are relevant to her business. Additionally, she receives recommendations on small business workshops along with other helpful information.

When Sam encounters a problem while completing an online permit form, she uses the click-to-chat feature to get the help she needs. A call-center agent is immediately on hand with the answers Sam needs and is asked if she would like an online appointment with a new business advisor to discuss potential tax structure options. Once the appointment is scheduled, the agent sets up reminders for Sam, which she chooses to receive by text message.

Over the next month, Sam tracks the progress of her business license application via the City business portal. She gets notifications each time her license application moves to a new status or when additional clarifications are needed. Every interaction is recorded for Sam to view in her personal online history. She is also able to set up and manage her business details, payment methods and contact information.

As the application progresses, Sam receives specific start-up activity suggestions and content that is contextually relevant to where she is in the process. Getting the right information, at exactly the right time, means that she can focus on the priorities at hand.

And when Sam visits City Hall to file her business license certificate, the agent is able to certify it, scan it, and load it into her account. So when she checks in later that day using her smartphone, she is able to see the PDF file saved in her documents.

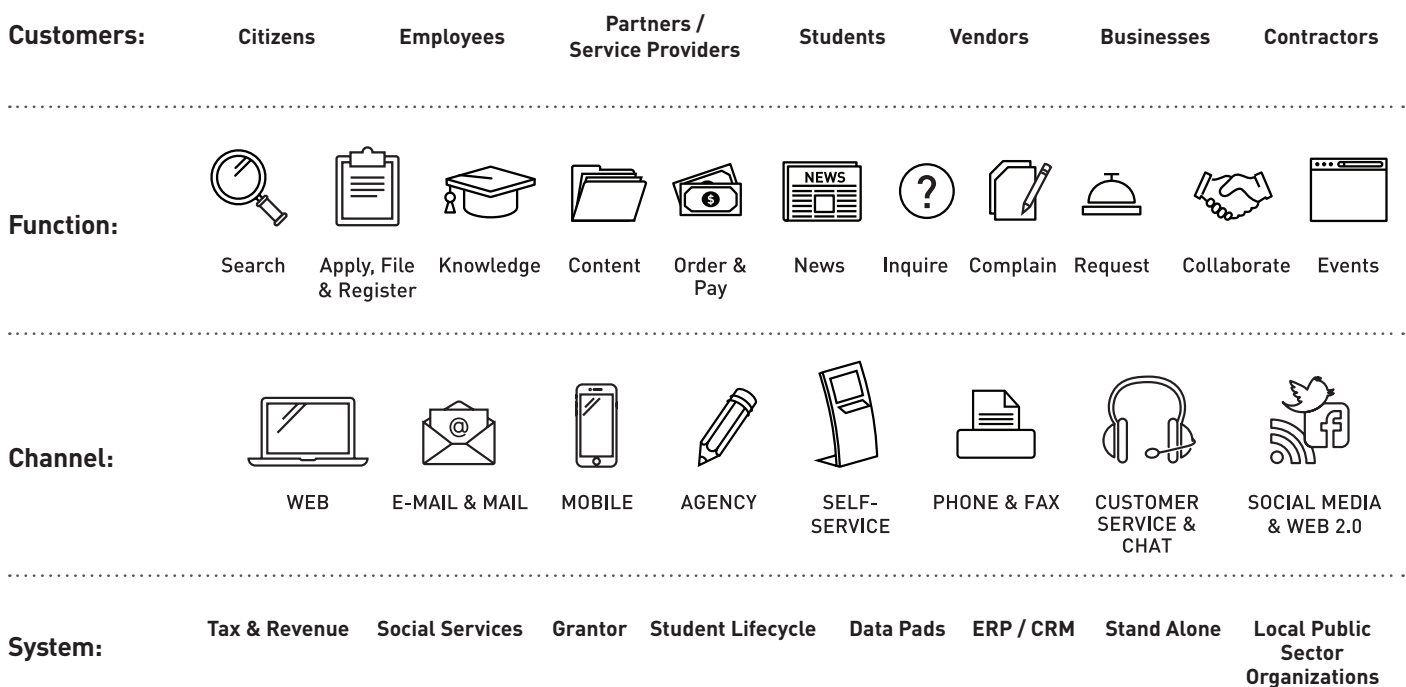
The Benefits of Omni-Channel

The benefits of moving to Omni-channel engagement are wide-ranging. For citizens, it means the ability to map their own self-service journeys and initiating and completing transactions through the channel of their choice. That means having the ability to start in one channel (i.e. on-line or mobile) and switch channels to a call center or government agency to complete a transaction, if they so wish.

Meanwhile, Public Sector organizations gain 360-degree visibility of what citizens are doing right now, what they have done in the past, and anticipate what they may do next. These capabilities make it possible to present relevant and personalized content and “next-best action” recommendations to citizens in real-time.

All of which helps boost citizen satisfaction scores.

SAP Hybris Citizen Engagement Platform - Value Proposition



With SAP Hybris Citizen Engagement Platform, governments can engage with citizens and provide comprehensive and consistent service in all processes and systems, regardless of which channels and devices are used by the citizen.

With an Omni-channel integrated platform in place, information, news and service catalogs can be consolidated and centrally managed to give citizens better, more optimized experiences across all touch-points and channels.

Brochures and forms can be created and integrated with streamlined workflows to deliver the right document at the right time. Citizens are provided with 24x7 streamlined access to the information they need, with intuitive easy-to-use interfaces that guide them to the details they are looking for.

By adopting an Omni-channel platform approach, government organizations also eliminate the connectivity cost and complexity involved in supporting multiple front and back office systems, call centers, apps, websites and development platforms. Everything simply works in homogenously to deliver a unified single citizen view and support a streamlined two-way dialog.

Even better, it now becomes easy to scale-up touch-point and channel offers with minimal risk or cost. Something that is critical for Public Sector organizations looking to improve efficiencies by boosting digital service delivery capabilities.

And that is especially true when it comes to connecting with citizens via their mobile devices.

Making the Move from eGov to mGov

Mobile technologies enable greater outreach and opportunities for citizen engagement making it possible to extend service delivery to a large demographic, including traditionally difficult-to-reach user groups or communities.

However, responding to the mass demand for m-Services requires Public Sector organizations to create device-sensitive websites and applications that deliver a high quality mobile online experience for citizens, suppliers, local businesses and partners. This includes the capability to incorporate innovations, such as location-based services, that help improve the daily lives of citizens.

Whether it is distributing information using SMS tools, or providing m-Services that allow citizens to transact, make payments, submit inquiries, and participate in real-time information sharing, Public Sector organizations must embrace the opportunity to broaden their reach and pursuing an m-Government agenda.

Utilizing Data Driven Insights

Public Service providers are often data rich, but information poor. However, today's advanced digital engagement platforms make it possible for organizations to gain mastery over the data that is so often being collected and stored multiple times over in disparate systems.

Integrating all this core data not only makes enhanced Omni-channel service delivery at a lower cost possible, but it also enables an associated or "joined-up" approach that minimizes organizational overlaps.

Service. Citizen. Request. Inform.

Leveraging data to drive omni-channel engagement



By leveraging this data, Public Sector organizations are able to better anticipate citizen needs and have more meaningful and informed conversations. By using data analytics, they gain the ability to support cross-agency stakeholders with the insights they need to make better decisions. Whether it is improving operational performance or engaging in more effective policy making.

One example of this might be utilizing data analytics to profile citizen or business service user groups to determine where best to focus resources or how budgets should be "sliced and diced".

The Journey to Citizen Engagement

Digital service delivery is not a trivial undertaking. Public Sector organizations should evolve incrementally, delivering improvements with each increment that, in the aggregate, begin to substantially improve the citizen experience. An approach whereby agencies scale-up new functionality and capabilities as digital maturity levels progress. The approach enables Public Sector organizations to manage change and learn from citizens, NGOs and public servants as the transformation continues thereby re-calibrating efforts where appropriate. The following four-stage journey substantiates this point:

STAGE 1

The focus is to first initiate e-Government via a portal channel strategy. Alongside maximizing the number of services offered online, Public Sector organizations should also set their sights on enabling agency integration in a bid to drive compliance and efficiency. That means standardizing processes and implementing end-to-end workflows.

STAGE 2

With a flexible standardized government platform in place, best practice process can be identified and replicated. Meanwhile, end-to-end process digitization and automation delivers the streamlined service delivery, with transparency and openness, that today's citizens want and expect. Public Sector organizations are now in a position to innovate and deliver better outcomes.

STAGE 3

Data-centric initiatives generate additional citizen value. Public Sector organizations know and understand the citizen demographic they serve and can adapt service design and investment appropriately. Integration and coordinated working with non-government channels and partners becomes possible. The outcomes of data-driven services can be monitored and measured.

STAGE 4

Fully digital and Omni-channel initiatives now become possible. That includes initiating IoT Smart Cities programs that deliver intelligent traffic management, smart metering, and other smart urban services that improve quality of life for citizens.

Solutions for Every Stage of Transformation



Stage 1

Building Portals to support e-Gov strategy; getting a high % of service online



Stage 2

Open data & Government as a platform initiatives



Stage 3

Citizen Value through Data Centricity initiatives



Stage 4

Fully Digital & Omni-channel IoT initiatives

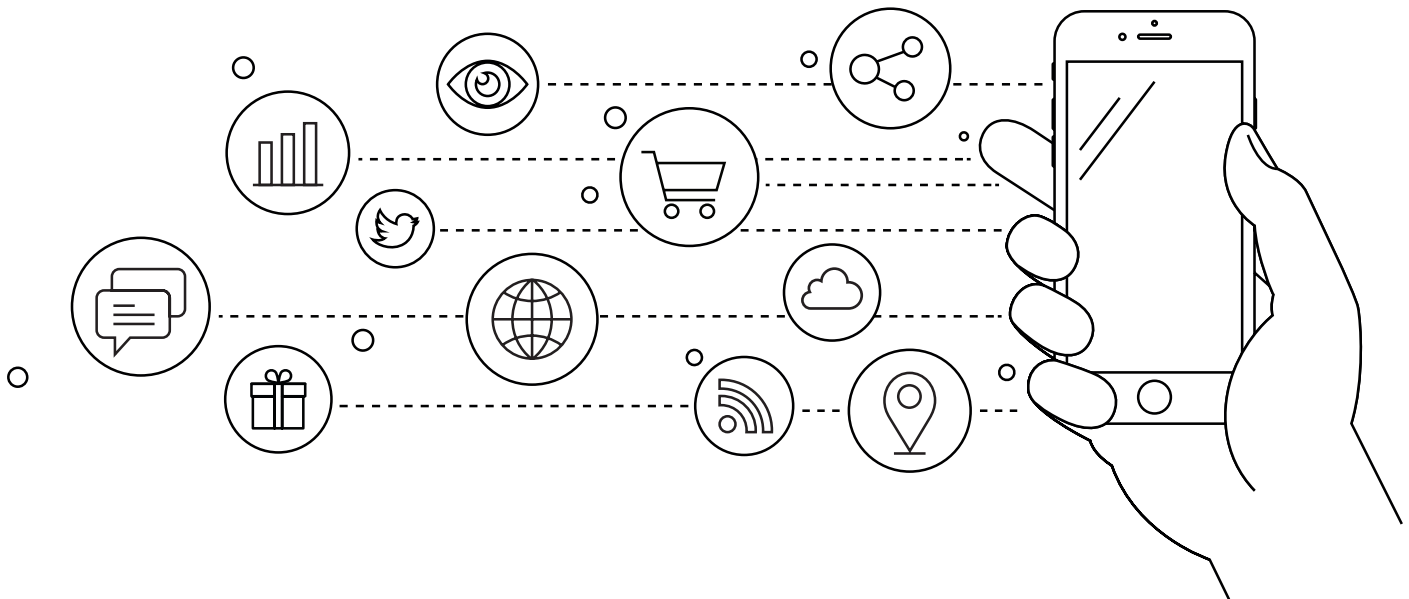
People Matter

Widespread citizen dissatisfaction with public sector service delivery is driving government organizations to respond quickly to changing expectations. Consumers around the world have reset their expectations, based on their experiences with the private sector, where it is increasingly common for digital to be at the center of the customer engagement strategy.

Today's public services have an opportunity to address the digital needs of citizens, and to create a more effective community of government, NGOs and citizens by engaging citizens with mobile technologies.

Digital strategies can incrementally unlock the way to a more productive and informed public sector workforce. And make greater citizen engagement and participation in local consultations and policy decisions that impact where they live, or how their children are educated.

Given budgetary pressures, a need to demonstrate openness and accountability, and the pursuit of value for money in government service delivery, it is incumbent on public services organizations to address the expectations of this new generation of tech-savvy citizens.



About SAP Hybris

SAP Hybris enables businesses to transform how they engage with customers, innovate how they do business, and simplify their technology landscape. With a comprehensive approach to customer engagement and commerce, our solutions unlock opportunities to optimize your customers' experience and transform your business. We help you drive relevant, contextual experiences across all of your customer touch-points in real-time, so that you can create strong differentiation and build competitive advantage in the Digital Economy.

SAP Hybris has helped some of the world's leading organizations transform themselves in response to changing market conditions and customer expectations – delivering exceptional experiences, adding new channels, evolving their business models, and entering new markets. How can we help you? Explore SAP Hybris solutions today. For more information, visit www.hybris.com.

© 2016 SAP SE or an SAP affiliate company. All rights reserved.

No part of this publication may be reproduced or transmitted in any form or for any purpose without the express permission of SAP SE or an SAP affiliate company. The information contained herein may be changed without prior notice. Some software products marketed by SAP SE and its distributors contain proprietary software components of other software vendors. National product specifications may vary.

These materials are provided by SAP SE or an SAP affiliate company for informational purposes only, without representation or warranty of any kind, and SAP or its affiliated companies shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP or SAP affiliate company products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

In particular, SAP SE or its affiliated companies have no obligation to pursue any course of business outlined in this document or any related presentation, or to develop or release any functionality mentioned therein. This document, or any related presentation, and SAP SE's or its affiliated companies' strategy and possible future developments, products, and/or platform directions and functionality are all subject to change and may be changed by SAP SE or its affiliated companies at any time for any reason without notice. The information in this document is not a commitment, promise, or legal obligation to deliver any material, code, or functionality. All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations. Readers are cautioned not to place undue reliance on these forward-looking statements, and they should not be relied upon in making purchasing decisions.

SAP and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP SE (or an SAP affiliate company) in Germany and other countries. All other product and service names mentioned are the trademarks of their respective companies. See <http://global.sap.com/corporate-en/legal/copyright/index.epx> for additional trademark information and notices.



www.hybris.com

