

# Leveraging Digital Technology and Data to Make Public Services Citizen Centric

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# Delivering **citizen-centric services** is the top priority for European government executives planning their digital initiatives under EU Recovery Packages

**Top 5 digital initiatives that European government executives plan to fund with national and EU recovery packages**



**54%**

Modernization of digital services for customers and citizens



**52%**

Digital connectivity and upgraded broadband services



**51%**

Staff digital skills upgrade



**49%**

Adopting clean technologies



**47%**

Infrastructure cloud migration and adoption

“ To overcome the challenges that citizens and businesses must deal with, when interacting with public administrations, we are defining common interoperable standards ... to realize the full and effective implementation of the ‘once-only’ principle.

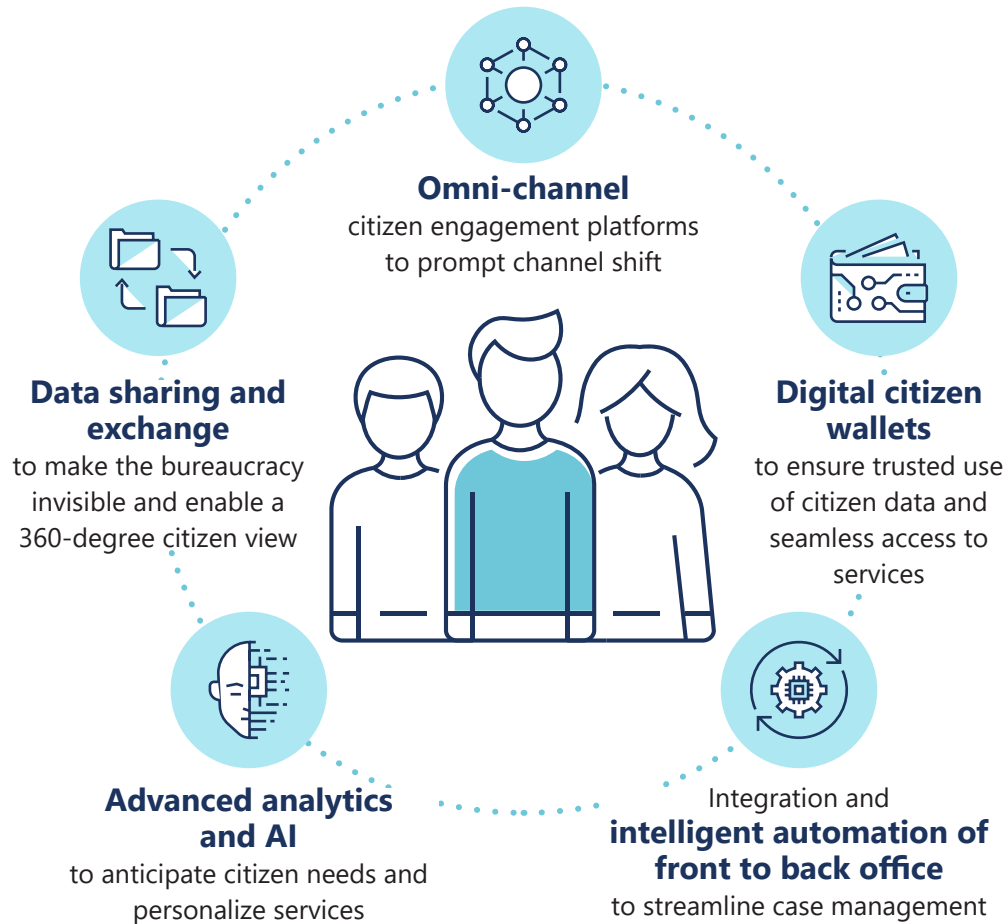
*National Recovery and Resilience Plan, Government of Italy, 2021*

“ Our mission is to build a simple, joined-up, and personalized experience of government for everyone. Using our unique position at the center of government, we will develop services that just work for the user, however complex the underlying systems.

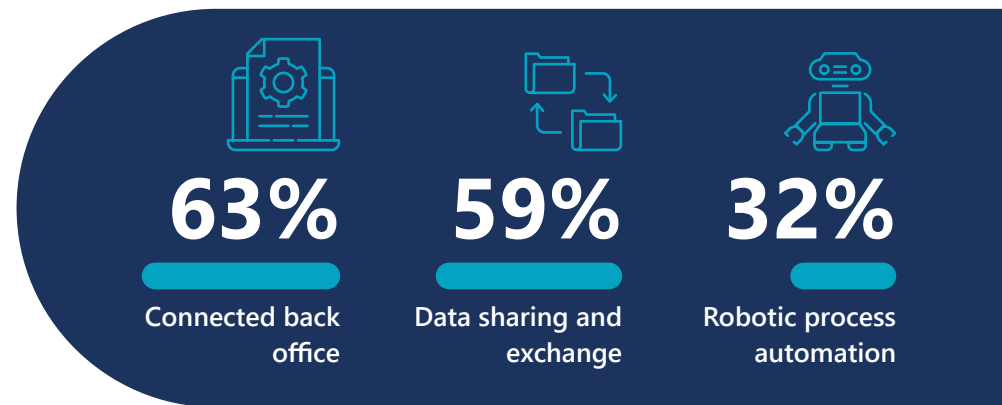
*Digital Service Strategy 2021–2024, U.K. Government Digital Service, 2021*

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# Digital and data will enable governments to meet citizen expectations for **seamless, personalized, and proactive services**



In 2022, European government executives plan to invest in:



“... the public increasingly expects the government to make effective use of technology, so public bodies have little choice but to deliver high-quality digital services.”

*The Challenges in Implementing Digital Change, U.K. National Audit Office, 2021*

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Many governments are still lagging in their **citizen experience transformation**: Transferring existing services online will not be sufficient; a holistic approach that addresses technical and organizational transformation is required

“ There are really good digital services that have been built across government by digital specialist teams in agencies and departments. On the flipside, I think there’s a risk that we’ve declared victory a bit too early. For every amazing digital service that we talk about, like not having a tax disk or renewing your passport [digitally], there are probably 50 or 100 that still require the user to have a printer, visit a post box, or use a fax machine. **There’s a lot still to do...**

*Tom Read, U.K. Government Digital Service, 2021*

### ORGANIZATIONAL SELF-AWARENESS

Citizen-centric leadership and culture

Employee empowerment

Road map and budget

### CITIZEN INSIGHTS

Analytics and insights

Collaboration

Citizen experience metrics

### ENGAGEMENT AND COMMUNICATION

Personalization

Omni-channel engagement

### CITIZEN CONTEXT AND TRUST

Social network

Trust

Frame of reference



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# In any DX program, a **culture of innovation and employee empowerment** are decisive factors for success

Governments' public service mission can create a distinct advantage when it comes to creating a citizen-centric culture and mobilizing employees around driving social outcomes, such as providing empathetic citizen services. But structures and cultures in the public sector can also be deep-rooted and include a slower pace of change, more complexity (due to their unparalleled portfolio of responsibilities), and greater risk aversion.

“ **Helsinki wants to become more customer oriented and agile in its operations and to utilize data to create better services and make better decisions.** ”

*Digital Transformation Plan, City of Helsinki, 2018*

Only **13%** of European government executives think their organization is digitally “transformative” with **investment plans** and **clear road maps in place.**



## ORGANIZATIONAL SELF-AWARENESS



Employee empowerment



Road map and budget



Citizen-centric leadership and culture

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Mature organizations are using data and analytics, including AI, to provide real-time **insights into citizen experience** and anticipate their needs when personal circumstances change

In 2022, European government executives plan to invest in:



**53%** Data-driven case workers



**49%** 360-degree citizen view



**We want to improve the way we collect, consume, and store our data ... so that we can better connect our services, inform and improve our policy making, and improve the way our customers experience and use our services.**

*Outcome Delivery Plan, U.K. Department for Work and Pensions, 2021*



Citizen experience metrics



**CITIZEN INSIGHTS**



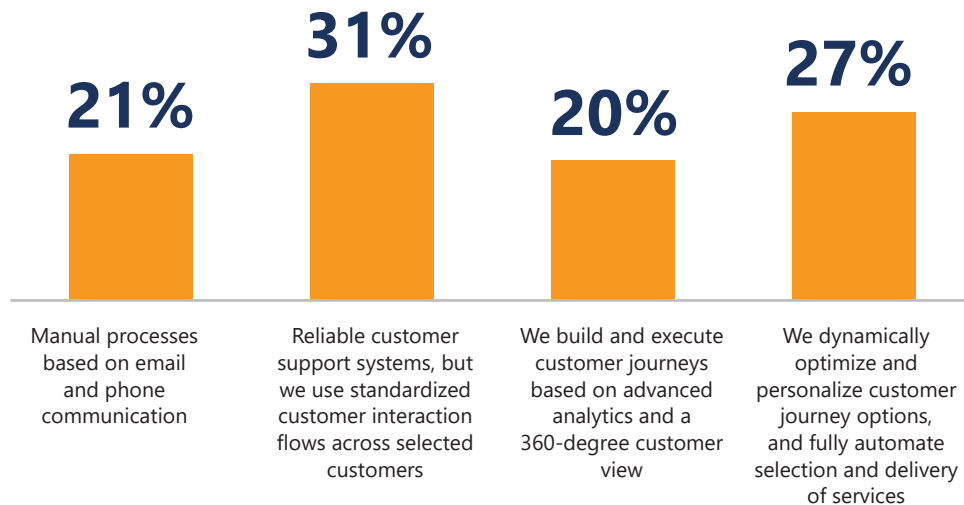
Analytics and insights



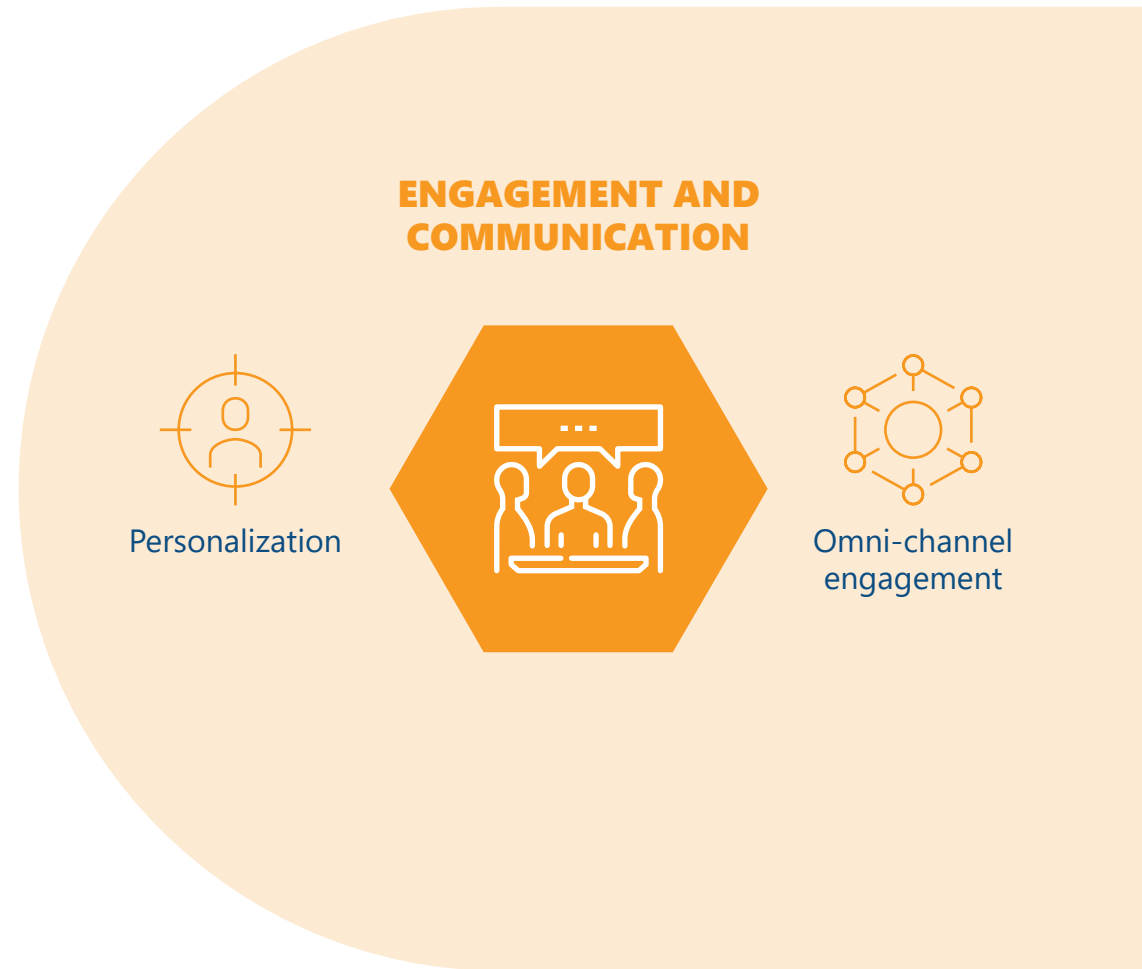
Collaboration

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While many EU governments currently have limited communication channels with their citizens, this is set to change as **personalized and omni-channel engagement** becomes a top priority investment area



**53%** of European government executives plan to invest in omni-channel citizen engagement.



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# Mature organizations are using data and analytics, including AI, to provide real-time **insights into citizen experience** and anticipate their needs when personal circumstances change



**42%** of EU government executives placed data protection, trust, and privacy as a top priority in 2021.



**47%** of EU government executives saw a significant improvement in security and trust KPIs as a result of these digital investments.



**Everyone must be able to use the opportunities offered by digitalization safely and must not be afraid to do so. The government wants to **make citizens and businesses resilient and protect their digital security and personal data.****

*Dutch Digitalization Strategy, Government of the Netherlands, 2021*



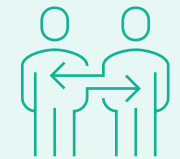
**The government is committed to building a new public service that demonstrates its ability to innovate by deploying digital solutions while ensuring **inclusion for all.****

*Public Action Plan: For Transformation of Public Services, Government of France, 2022*

## CITIZEN CONTEXT AND TRUST



Social network



Frame of reference



Trust

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IDC have created this Citizen Experience (CX) self-assessment workbook, sponsored by Microsoft, to help local, regional, and national European governments to gain a deeper understanding of their current level of CX maturity, and to become more effective at delivering Citizen Experiences.

**Find out more  
and download the  
workbook at**



[aka.ms/Citizen-Experience](https://aka.ms/Citizen-Experience)



# Citizen Experience Self-Assessment Workbook

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