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Trusted Society

Bridging the gap between public services and modern expectations



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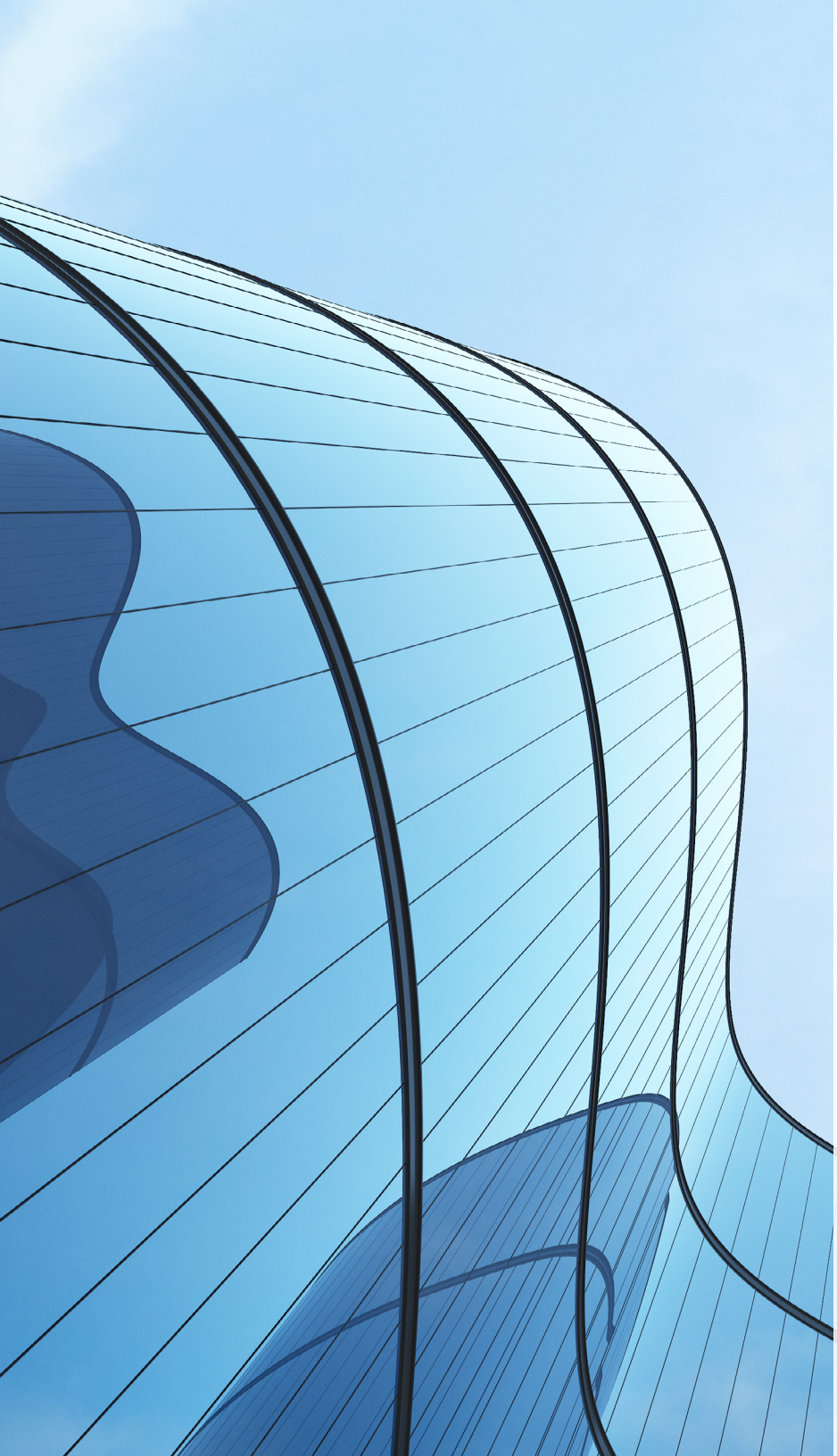
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Foreword

Consumer expectations are one of the most important factors an organization has to contend with. If you fail to meet the expected behaviors, actions, or standards that individuals anticipate when interacting with your organization, the consequences can be severe.

To make this challenge even more difficult, these expectations are far from stationary. Disruptive private companies are leveraging breakthroughs in cloud, mobile, social, and artificial intelligence technology to gain an advantage over rivals. By doing this, they're delivering new levels of personalized, valuable, and immediate experiences and pushing customer expectations to new heights. And these expectations aren't just impacting the private sector – it's creating challenges for the public sector too.

This isn't a small change. Investment in a range of technological systems, from foundational platforms to generative AI and other innovations, is growing rapidly, setting a variety of industries up to push for greater levels of personalization in our short-term futures. This push for more advanced technology is forming the backbone for new experiences, and it's only getting more competitive.

While it's easy to think of the fight for innovation as only a problem for the private sector, public sector organizations also need to ensure they are thinking about delivering the types of experiences people expect. If they're successful, they will reap the benefits of reduced costs, faster service provision, increased agility, improved security, and increased citizen engagement and wellbeing.

The public sector gap

Digital disruption is impacting central government agencies across the world.

Naturally, different countries are at different stages on their journey to digital transformation, but as a general rule, the vast majority of public sector agencies are lagging way behind the standards set by the private sector. And that's a problem.

In general, traditional public service quality surveys show that citizen satisfaction following an interaction is **13% lower than it is after a private sector experience**. This is often because private sector organizations feel more pressure to meet changing needs. If they don't, they could lose market share to rivals. On the other hand, public services are often deemed essential, meaning people can't look elsewhere for alternatives. This can lead to a situation where there is little desire to invest in improvements to citizen experience.





What's more, governments are often seen as lacking the agility, culture, technological innovation, and speed that is often demonstrated by successful private sector organizations. Not to mention some of the challenges unique to the public sector, such as extreme budget scrutiny and significant bureaucratic pushback, are making it harder to close the gap.

However, when governments take citizen experience seriously, particularly digital citizen experience, the results can be profound. For example, **Estonia** has been a leader in digital citizen experience, producing a digital ID card that can be used to vote, pick up medical prescriptions, sign important documents, and even act as a passport substitute within the EU. Meanwhile, **Singapore's Singpass** has revolutionized government services in the country, giving citizens an encrypted digital wallet that can hold everything from passport information to medical records.

The benefits of such a system can be significant. As well as the obvious simplification of processes, it also allows individuals better control over their data. They can see exactly where their data is and who is using it, allowing them to make choices on who to share things with. They can even use it with private companies.

With more and more nations choosing to adopt a digital citizen experience system, the capabilities look set to grow even further.

National digital identity — the foundation of improved citizen experience

While a total digital transformation of everything a government or public service offers can understandably be seen as a vast, daunting and somewhat overwhelming task, or one that should be tackled at a service-by-service level, there are ways of simplifying the process. And vast benefits too.

First, and most obviously, a digital identity makes it easy for a state or a private enterprise to identify an individual or entity in the online or offline world. This can become a vital tool for assessing what services need support, and which don't. From here, it's possible to make clearer decisions on everything from social welfare and financial support to citizenship services and healthcare, as well as some other benefits:

- **Greater convenience** — some public services have identity barriers, making them difficult to access, especially for older and disabled people. A digital identity allows the user to gain access to such services without being physically present.
- **Reduced costs** — without the need for physical documentation and simplified central records, long term costs are reduced for all parties.
- **Greater access to services** — digital identities make it easier for individuals to open bank accounts, access social security benefits, or obtain a mobile contract, amongst many other things.
- **Enhanced security** – a digital identity can offer a significant boost to identity proofing, helping authorities combat crimes such as tax fraud and identity theft.





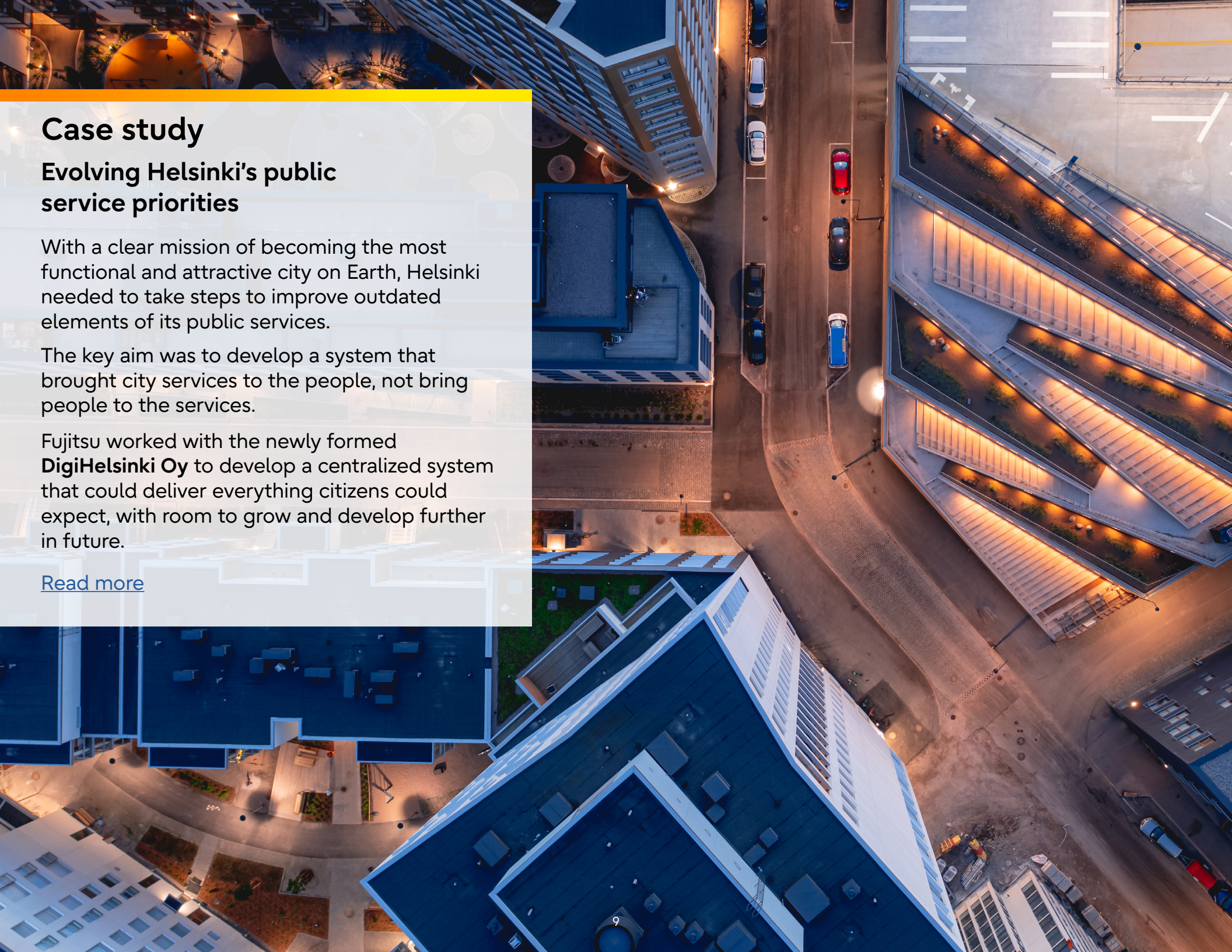
An effective digital identity foundation is an excellent place to start the transformation of other services. It's a useful tool for public organizations, as it helps them to assess the needs of citizens. For example, it can accurately determine demands, helping decisions be made on how support is provided and reducing human error in the process.

These systems are becoming increasingly common too. For example, Fujitsu has recently worked with the Australian government to **develop their Identity Matching Service**. This system helps to crack down on document fraud and forgery, while also simplifying identification services for individual citizens. If the government chooses to add biometric information too, it will be simple to implement.



And when it comes to implementation, that's entirely up to each authority. We would recommend a national focus, one that can simplify the transition for citizens and remove debates around which department transitions first. At the same time, opting to start with a small, localized section of public services is undoubtedly easier, but it can take longer and cause more long-term friction, even if it does act as the basis for a brighter future.

Of course, digital identity services do come with inevitable challenges. Chief amongst these are understandable concerns around privacy and security. People need to have the power to share what they feel comfortable with, and confident their data will be protected. On top of this, it's important to avoid the exclusion or marginalization of certain groups. Everyone needs to be treated equally and the system needs to work for all, otherwise friction is inevitable. This is why every country needs to have its own unique system, or version of a system; to ensure it's right for their specific circumstances.



Case study

Evolving Helsinki's public service priorities

With a clear mission of becoming the most functional and attractive city on Earth, Helsinki needed to take steps to improve outdated elements of its public services.

The key aim was to develop a system that brought city services to the people, not bring people to the services.

Fujitsu worked with the newly formed **DigiHelsinki Oy** to develop a centralized system that could deliver everything citizens could expect, with room to grow and develop further in future.

Read more



Digital transformation must be human-first

When transformation projects fail it is often due to poor user adoption. Simply setting out on a transformation journey is not a total guarantee of success. Far from it.

A mistake many organizations make when modernizing is to get distracted by the technology and forget about the most important factor – the people. However, when digital transformation is approached with a clear sense of purpose and the intent of improving the experience for people, that is when you can truly create long-term value for all parties.

Fujitsu's ethos is to use our Human Centric Experience Design (HXD) approach. It's an effective way of addressing scenarios and meeting challenges that require out-of-the-box thinking, helping to remove the roadblocks that stand in the way of achieving true digital transformation. This process has been refined over many years and multiple customer engagements from markets across the globe, always with a focus on putting humanity at the heart of technology. HXD speeds up the creative and decision-making process, enabling faster and more meaningful transformation of services and user experiences.



Case study

Transforming public services in Canada

For a major world economy like Canada, public services are under enormous levels of demand. An ageing population and some systems that are over six decades old don't help. Fujitsu was tasked with shaping a transformation of Canada's public service systems to deliver a more streamlined, modern, and human-first system. The transformation will take a decade, but the results could be extraordinary.

Read more

Without culture change, transformation will fail

In order for citizen experience transformation to succeed, an organization must embrace innovation and change. While we have previously spoken about the importance of putting people, not technology, at the heart of any project, it's important to know that efforts are likely to fail if it's not adhered to. Empowering and engaging employees and stakeholders is a critical, yet often overlooked stage of the transformation journey.

Culture change must happen at an organizational level to smooth the acceptance and successful adoption of any new technology. Training, establishing new ways of working, and a clearly communicated vision shared with staff can help allay any fears or concerns.

Fujitsu's process involves end-users in the design process from the start, through stakeholder interviews, persona empathy and journey mapping, and usability research. That way, nothing comes as a shock.

The iterative nature of HXD means that transformation is an ongoing process, remaining responsive to evolving employee and citizen needs, best practices, technological advancements, and market dynamics.

Fostering a culture of innovation and providing employees with the skills and tools they need to work effectively helps to build a resilient and adaptable organization, capable of delivering exceptional citizen experiences. All the while, workforce wellbeing is prioritized.

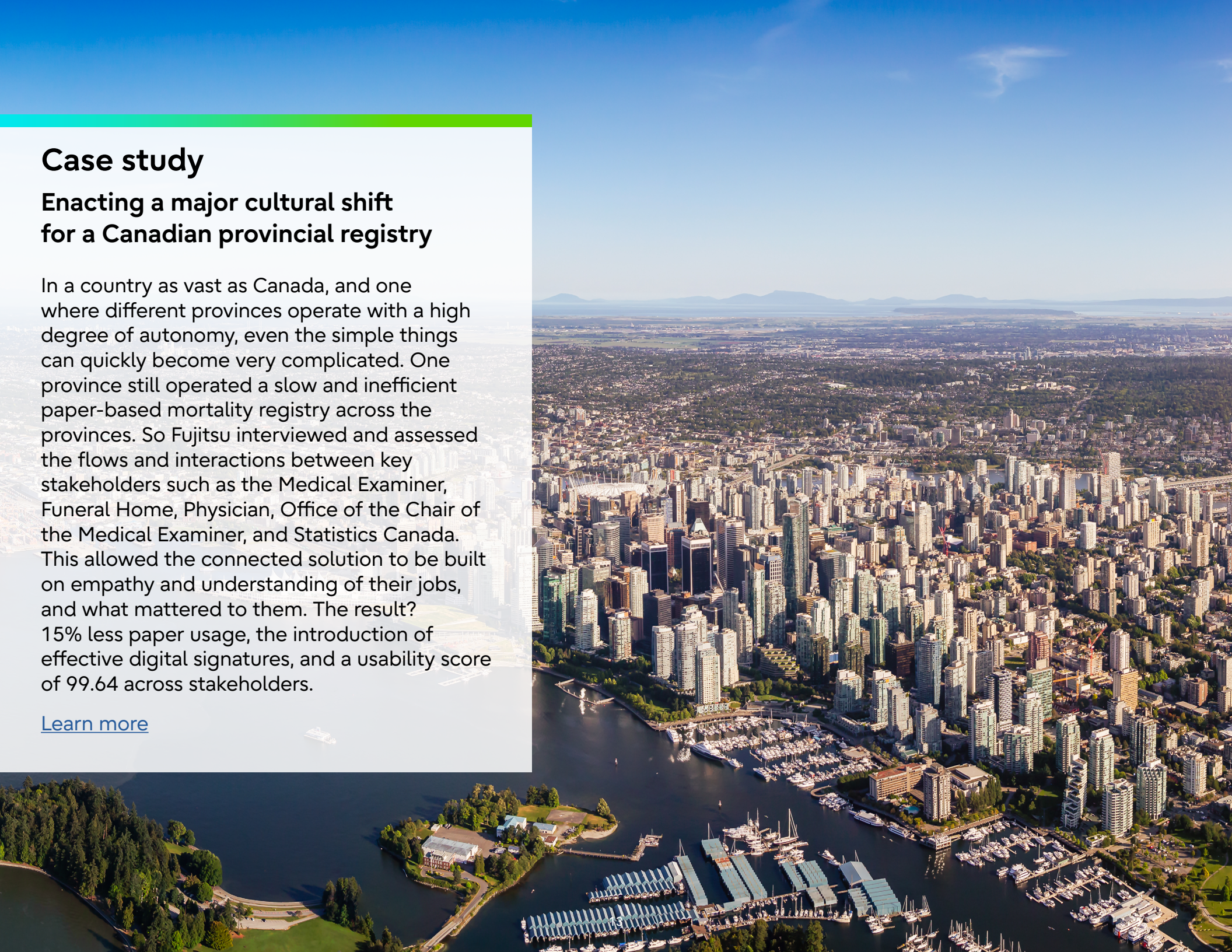


Case study

Enacting a major cultural shift for a Canadian provincial registry

In a country as vast as Canada, and one where different provinces operate with a high degree of autonomy, even the simple things can quickly become very complicated. One province still operated a slow and inefficient paper-based mortality registry across the provinces. So Fujitsu interviewed and assessed the flows and interactions between key stakeholders such as the Medical Examiner, Funeral Home, Physician, Office of the Chair of the Medical Examiner, and Statistics Canada. This allowed the connected solution to be built on empathy and understanding of their jobs, and what mattered to them. The result? 15% less paper usage, the introduction of effective digital signatures, and a usability score of 99.64 across stakeholders.

Learn more



Purposeful outcomes through digital progress

The relationship between digital and social transformation is essential to realizing the core purpose of the public sector, something which goes way beyond standard business metrics.

Public sector departments are, by design, aligned with the ethos of ESG, though they may not label it as such. Every public sector agency has a bestowed mandate which revolves around serving their community and safeguarding the society they operate within. This perspective shifts the narrative; by prioritizing initiatives that bolster environmental stewardship, social wellbeing, and robust governance, they can improve the citizen experience.

The intersection of digital transformation with this broader mission for societal good offers tangible opportunities to improve the lives of citizens. An extreme example of this would be the response to natural disaster, such as a flood – something **1.81 billion people are at risk of**. In this scenario, digital technologies have an exceptionally powerful impact on the societal outcomes by instilling a "digital resilience". For example, **Digital Twin technologies** can absorb vast amounts of meteorological, historical, topographical, and even social behaviors to create a digital rehearsal of the impact and potential response to a natural disaster. The optimization of these digital models can assist with mitigating and responding to the disaster, informing emergency services tactics, evacuation routes, and even hospital planning. The result can save lives, save nature, and vastly improve the socio-economic outcomes for people in flood affected areas.





Beyond improving perceptions, integrating sustainability and responsibility principles within digital strategies leads to concrete improvements in citizen wellbeing. Sustainable digital transformation initiatives can range in complexity from the small but critical need to improve the accessibility of government digital services, or as significant as the flood response example outlined above. All levels of public services need to ensure that the citizen is prioritized along with the environment that that they live within. Streamlined processes, empowered workforces, and insightful data analysis not only make governments more resilient and sustainable, but also significantly enhance quality of life for citizens.

Whilst transformational digital strategies are adopted by public sector, this must be done with a balance of the growing emissions footprint of technology and data. **89% of the global population is covered by a nation with a net zero emissions target**. Governments must navigate this landscape by investing in green technologies and sustainable practices, embedded within their digital strategies.

The public sector's journey towards digital transformation is not just about adopting new technologies. It's about how these technologies are harnessed to fulfill their fundamental mission: to serve and protect the community. By aligning digital strategies with the intrinsic value of sustainably improving the societies that they serve, public sector organizations can create a more accessible, inclusive, sustainable, and equitable world for all citizens.

It's time to bridge the gap

Levels of trust in governments are rapidly falling across the globe. In the United States, trust in the national government has **declined from 73% in 1958 to 24% in 2021**. Because of factors like this, bridging the gap to modern citizen experiences is critical for governments and public sector organizations.

Modern data-driven experiences hold the unique position of being one of the most powerful ways of building citizen trust, but also one of the fastest ways of destroying it. Taking steps to provide powerful, seamless experiences with the utmost level of security will quickly improve perceptions, while a data breach could wipe out what was gained overnight. We've discussed the importance of trust with **Forbes magazine**.

By consistently meeting modern citizen expectations, governments can create trust and better engagement through secure, reliable experiences. Which in turn leads to greater value for citizens.

It's not a step public sector organizations need to take alone either. Fujitsu has supported major public organizations around the world, creating innovative solutions that work towards an environment first, resilient society in which people can live in peace and prosperity.



Contributors



Nick Herbert

As the Head of Government & Public Safety in Fujitsu Global Business Division, Nick consults with senior leaders who are undergoing digital transformation initiatives and directs Fujitsu's solutions and products to assist in the modernization and acceleration of their digital services.

Currently located in Australia, Nick has had experience globally, specifically within the APAC market and the European market, where he has held leadership roles in strategy, architecture, and product management.

Nick is passionate about transforming services for the benefit of citizens and society.

Gerard Gooch



Gerard Gooch is a seasoned business leader recognized for his passion for leading successful human-centric transformation programs. As the Head of Consumer Experience at Fujitsu Americas Management Consulting division, Gerard leads a team in devising and implementing sustainable, customer and employee-focused strategies for a diverse range of clients in both public and private sectors.

Throughout his career Gerard has held pivotal roles such as Head of Customer Experience, Chief Experience Officer (CXO), and Vice President of Consumer Experience. In each role, he has consistently demonstrated an unwavering commitment to integrating human elements into business processes, leading to successful transformation programs.

What sets Gerard apart is his remarkable ability to immerse himself in a client's mission, values, goals and objectives to deliver positive business outcomes through better human experiences.

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