

# Rethink to renew and Grow

Embracing continual change  
to build digital maturity in the  
public sector



# Digital maturity matters more than ever

The pace of change has accelerated exponentially. Organisations that embrace this change, rather than fear it, will succeed. There has never been a better time to build the digital maturity required to repeatedly renew and grow, but leaders must break through legacy constraints to enable their organisations to seize the opportunity.

After discussions with analysts and enterprise clients worldwide, we're seeing trends emerge around rethinking public services in the post-COVID-19 world. We encourage organisations, including governments, to look ahead by focusing on these five priorities: cost containment and optimisation, talent agility, building a resilient core, enhancing service delivery, and citizen care and operations.

Digital has accelerated long-overdue process and experience improvements and your employees, customers and partners now expect to have choice in how they engage.

Social distancing is increasing demand for more empathetic and authentic connections, while the public service are unforgiving of service providers and departments that have slow, siloed operating models and ways of working.

In the corporate world, increased competition is pushing brands to generate engagement and sales using the right channels and messages while reducing costs. Failure to retain and acquire customers today puts revenue at risk and leaves the business in a precarious position. Public service providers are under similar pressure to reinvent how they engage with their service users so that it can ensure program and service delivery is maximised across multiple Service providers. Just like in the corporate world, citizens are demanding that governments do better and provide easier, coordinated and more holistic ways for them to access public services. To survive and thrive through continual change, organisations require the digital maturity to innovate new business models and diversify revenue streams across multiple ecosystems securely.



# Redesign your service

Moving too fast without a clear vision will result in random acts of digital that don't adequately meet the needs of the public and your employees. To be digitally mature, organisations must transition from doing digital to being digital. This requires your whole organisation to focus on using digital to learn and adapt at speed.

Don't rebuild anything from the ground up; just tweak your services by augmenting front-line talent with digital tools, and ensure you have a viable (touchless) service channel. These actions will help you today – and prepare you for rapid response during future disruptions – while you create more sophisticated long-term care solutions.

## Augment service with virtual agents

Your call centre agents may be transitioning back to the office or still working from home, but there's more you can be doing. Act fast to augment your customer service with virtual agents. A basic low-code chatbot can be stood up in days to tackle frequently asked questions. Not only does this reduce calls and operational costs, but it reduces service wait times and frustration for citizens and service recipients who need quick answers. If virtual agents are in place, feed citizen chat data back to your marketing and

service teams to help improve messaging and prevent unnecessary service calls.

## Connect front-line technicians with experts

Empowering workers to solve service problems fast – and better yet, predicting and preventing them before they happen – minimises service disruption. Solve complex field service issues from afar using mobile and mixed reality remote assistance to connect front-line workers with experts at any time of day. While being miles apart, experts can see what the front-line teams see, and provide real-time guidance to help resolve issues every step of the way.

## Accelerate digital communication

Revisit your digital communication strategy to enable transactions that fit into the behaviour of citizens as they increasingly turn to digital channels. Trust, loyalty and increased perceptions of department value are earned fast if you can do this effectively and consistently.

Ensure you provide realistic timelines for service delivery. And if you've shifted to a mix of online and in-centre delivery, make your front-end experience simple to navigate and understand while optimising for mobile users.

Case Study

## Turbocharging remote service

**Challenge:** It takes specialised expertise to service [ABB Turbocharging's](#) products, but centralised training was inefficient and expensive for the manufacturer's global network of engineers.

**Solution:** We helped ABB engineers use [Microsoft HoloLens 2 mixed reality connected with Teams and Dynamics 365 Remote Assist](#) to train, collaborate and resolve issues from a distance.

**Results:** This solution can reduce downtime, speed time to repair, improve service-level agreement compliance rates and increase productivity.

# Modernise your core service insight capabilities

With basic support in place, continually identify patterns in public service data that inform how to adjust your overall care experience.

Provide proactive messaging to prevent problems and related service calls. Sustain momentum by using intelligence to understand what the public need now and predict what they need in the future. Making these data-driven decisions will help you deliver evolving citizen care at speed while reducing costs.

## Understand citizen intent

Analyse search engine data and on-site activity to understand what citizens are looking for, then proactively update care channels to provide relevant answers. Go further with AI and machine learning to mine vast volumes of unstructured data by listening to calls and reading chats to identify emerging citizen problems, assess citizen sentiment, flag compliance challenges and accelerate case management. If agents can't resolve issues quickly on calls or chats, update your knowledge base and scripts to bridge the gap.



## Unify citizen data

Shift further away from one-size-fits-all experiences to personalisation through a shared cloud-based view of your citizen. Insights gleaned from your citizen data platform help you better segment citizens according to their eligibility and program needs, so you know which message or enrolment offer should go where and to whom. Look closely to identify segments that are the most popular and/or underserved, so you focus your content and personalisation efforts where they drive the most impact. And ensure data is fed back to your program and policy teams to improve your programs and services, to increase satisfaction and reduce service needs overall.

## Automate operations

Leave basic marketing and communication tasks to technology so your people can take on creative, higher-value pursuits. Embrace service automation to speed up your time to value, improve service relationships, and increase program returns. If you automate marketing and communication operations and lower your marketing spend, consider investing those savings in new channels and experiences that will help more effectively service your constituents.

Case Study

## Connected customer view in health

**Challenge:** A legacy system prevented **Independence Health Group** from effectively managing complex customer relationships and executing sales activities.

**Solution:** We helped the company integrate data with Microsoft Dynamics 365 CRM for a more complete view of the customer relationship, analytics capabilities to power sales planning and execution processes, and a mobile app to give sales teams access to data 24/7.

**Results:** Expected results include increased revenue and savings of \$2 million in annual administrative costs.

# Go faster with digital

Push your thinking and digital technologies **to the limit** to enable new experiences that will help you better service your constituents.

Your digital platforms and care teams should be working symbiotically to enrich the entire customer journey, testing and iterating constantly along the way. Avoid slipping back into old habits by embracing a fail-fast growth mindset that will help you profit from rapid learning and continually provide an excellent care experience for your citizens and program recipients.

## Optimise omnichannel

No matter how citizens engage, they should consistently receive the right message and content for them. Ensure citizen care data connects across touchpoints to keep personalised experiences flowing seamlessly from one channel to the next. AI and social listening tools can also help you use citizen sentiment to adjust messaging and content in real time. Use conversation design to enhance virtual agents so they deliver a more empathetic and helpful experience that reflects your service promise, and test that experience across your digital channels.

## Build workforce elasticity

Reassess your internal teamwork operating model. Stay on top of emerging citizen signals and public trends, leveraging blended teams to gain agility and broader expertise. Not only will you be able to adapt faster to continual change, but you can proactively invest in exploring new opportunities to innovate and better serve your citizens. Enable care teams to quickly test new care channels, content and models to assess results, and adjust your programs and care experience continually based on the latest findings.

## Blaze new trails

As personalised, omnichannel experiences become repeatable at a lower level of effort, maintain a fail (and learn) fast cultural mindset to continue delivering on your service promise. Look to other industries for inspiration and new service models that could be adopted to fit the needs of customers. Make visionary ideas become real in small, manageable increments so you can accelerate growth and retain a competitive edge. As you realise results, continue to sustain an optimistic outlook, share success with your team and iterate constantly to deliver service excellence.

Case Study

## Using omnichannel to drive loyalty

**Challenge:** *Subway*, the world's largest restaurant chain, sought to become a digital leader and industry innovator by delivering exceptional guest experiences everywhere.

**Solution:** Together with Accenture, we worked as one team to ensure consistent experience across every interaction.

**Results:** Both MyWay Rewards and the new web ordering experience have contributed significantly to drive Subway's goals with over 45 million loyalty transactions processed by the new omnichannel solution, and digital order volume doubling from the prior year.

# Why Avanade?

To build, manage and evolve digital maturity to repeatedly renew and grow is not easy. Avanade's cross-industry insights, end-to-end digital expertise, and privileged access to Microsoft can help you adapt at speed to meet the increasingly virtual needs of your customers, employees and partners and to sustain growth through continual change.

Founded as a joint venture between Accenture and Microsoft, Avanade is dedicated to creating a genuine human impact by harnessing the power of the Microsoft ecosystem through the lens of human-centred design.

We deliver great experiences for the entire citizen journey by combining the creative skills of a digital agency with the dependability and expertise of a proven technology solution provider.

Our approach and deep knowledge of Microsoft products like Dynamics 365, HoloLens, Power Platform, Teams and Azure have led Microsoft to name us their Alliance Partner of the Year 14 times.

## The right team, every time

To help you seize the best results, we assemble the most powerful combination of people and skills: Strategists, designers, data scientists and technologists working seamlessly as one dedicated team.

## Act now and think long-term

There's no time to waste. We offer talent and solutions to help you accelerate your customer care experience now, with recommendations and capabilities to sustain and evolve it for the future.

## Close to you, wherever you are

We offer local support at scale, made possible by a global network of consultants and Digital Innovation Studios to support you in one location, multiple regions or across the world.

## Experience you can trust

Analysts, alliances and partners have recognised Avanade as an industry leader for excellence in delivering outstanding business results and innovations in customer and citizen care through reliable, scalable and secure digital experiences.



**COUNTRY  
PARTNER  
OF THE YEAR  
2020**



**DIGITAL  
TRANSFORMATION  
PARTNER  
OF THE YEAR  
2019**



**2019  
MICROSOFT MSUS  
PARTNER  
AWARD WINNER FOR  
DYNAMICS 365  
FOR FIELD SERVICE**



**2018 MICROSOFT  
DYNAMICS  
CUSTOMER  
SERVICE  
FINALIST**



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WITH ACCENTURE  
2020 GARTNER  
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#### About Avanade

Avanade is the leading provider of innovative digital and cloud services, business solutions and design-led experiences on the Microsoft ecosystem. With 43,000 professionals in 25 countries, we are the power behind the Accenture Microsoft Business Group, helping companies to engage customers, empower employees, optimize operations and transform products, leveraging the Microsoft platform. Majority owned by Accenture, Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation. Learn more at [www.avanade.com](https://www.avanade.com)

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