Features
What trends are driving change?

Principles
How does future government deliver?

Outcomes
What does the customer experience look like?

Customer experience
- Omni-channel interaction
- Digitization
- Personalization
- Human-centered design
- Self service
- Crowdsourcing
- Behavioral economics

Every problem has a focal point. But whose point of view takes precedence? The future focus shifts to the citizen—from providing services to delivering digital experiences that guide and help citizens across life events: finding a job, having a baby, starting a business, applying for a license. The future-state government:

- **Designs for the future** by deconstructing complex problems from the citizen's view
- **Meaningfully segments constituents** according to their needs and preferences
- **Influences positive behavior** by understanding triggers that shape actions
- **Transforms service design** by aligning structure, resources, and operations around the customer
- **Anticipates customer needs** through the use of analytics

When the government has a single view of the customer and the customer has a "single-window" interaction with government, both sides spend more energy on progress and less on process.

Ecosystem
- Integrated service delivery
- Networked
- Business model transformation
- 360° client-centricity
- Privacy and security
- New partnership models
- Standardize, rationalize, streamline and automate

Government doesn't pursue objectives in the same ways the private sector does. It isn't meant to. But a government that marshals its resources without getting in its own way can drive toward the outcomes its ecosystem needs. The future-state government:

- **Connects resources to solvers** in areas such as data, finance, and policy
- **Aligns partners to outcomes** using social criteria to understand each player's mission
- **Integrates service delivery** to drive efficient use of the customer's effort
- **Turns wicked problems into wicked opportunities** by integrating the efforts of problem solvers across the public, private and nonprofit sectors

Governments that create the necessary platforms are able to extend the enterprise beyond the four walls of a department and work with citizens and private partners across internal and external ecosystems. That leaves them more open and collaborative. Imagine a more seamless and efficient government whose constituents can do everything online and never have to enter the same information twice.

Analytics
- Predictive methods
- Program integrity
- Evidence-based policy
- Data-driven decision-making
- Outcome-driven management
- Benchmarking
- Internet of Things

Advanced algorithms, faster computing, visualization tools, and predictive models don't just allow governments to mine insights from their data—they let governments put these insights to use. The future-state government:

- **Asks the right questions** to get to the core of issues
- **Identifies root problems** so the fundamental challenge can be articulated
- **Detects signals faster** and more accurately
- **Builds a fact-driven culture** that embeds analytics outputs

Analytics can unlock "sense and respond" capabilities that transform operations. Inside government, areas like workforce management and finance stand to reap the benefits. Externally, sensing and social media engagement can make service delivery more efficient, while regulatory monitoring and detection can become faster and more effective.

Innovation
- Open functionality
- Applied learning
- Adaptive rules
- New business models

Governments can't always change their core mission, but they can adopt creative approaches to achieving it. They can reach across boundaries to form partnerships with innovators on the outside, and they can adopt new practices to build a culture of innovation on the inside. The future-state government:

- **Cultivates a culture of innovation** so ideas arise from inside and outside government
- **Replicates and tailors ideas** that work
- **Networks with experts** to test new ideas and cut through artificial barriers
- **Creates and maintains platforms** that bring people together

Whether government designs and builds innovative new practices, adopts them from outside, or builds a platform to bring people together, a culture of innovation increases government's propensity to collaborate with citizens and the private sector in an effort to help solve societal problems.

Let's talk

State government leaders will be faced with a rapidly changing landscape based on the exponential speed of technology-driven innovation in areas like customer experience, analytics and coordinating across ecosystems. The promise of an intuitive, intelligent and integrated state government is within reach. Are you ready to follow?

If you are thinking about how to apply technology to transform your government operation—Deloitte is here to help.

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