

Workshop: Digital services - constantly developing and improving

Piret Saartee – Senior Expert on Services and Data, e-Governance Academy, Estonia

Kristi Kivilo- Senior Expert on Capacity Building, e-Governance Academy, Estonia

At the end of the workshop

- Understand how to find and define problem and root cause
- Recognise the importance of customer journey visualization
- Identify data needs and importance of interoperability
- Describe TO-BE (optimised) service



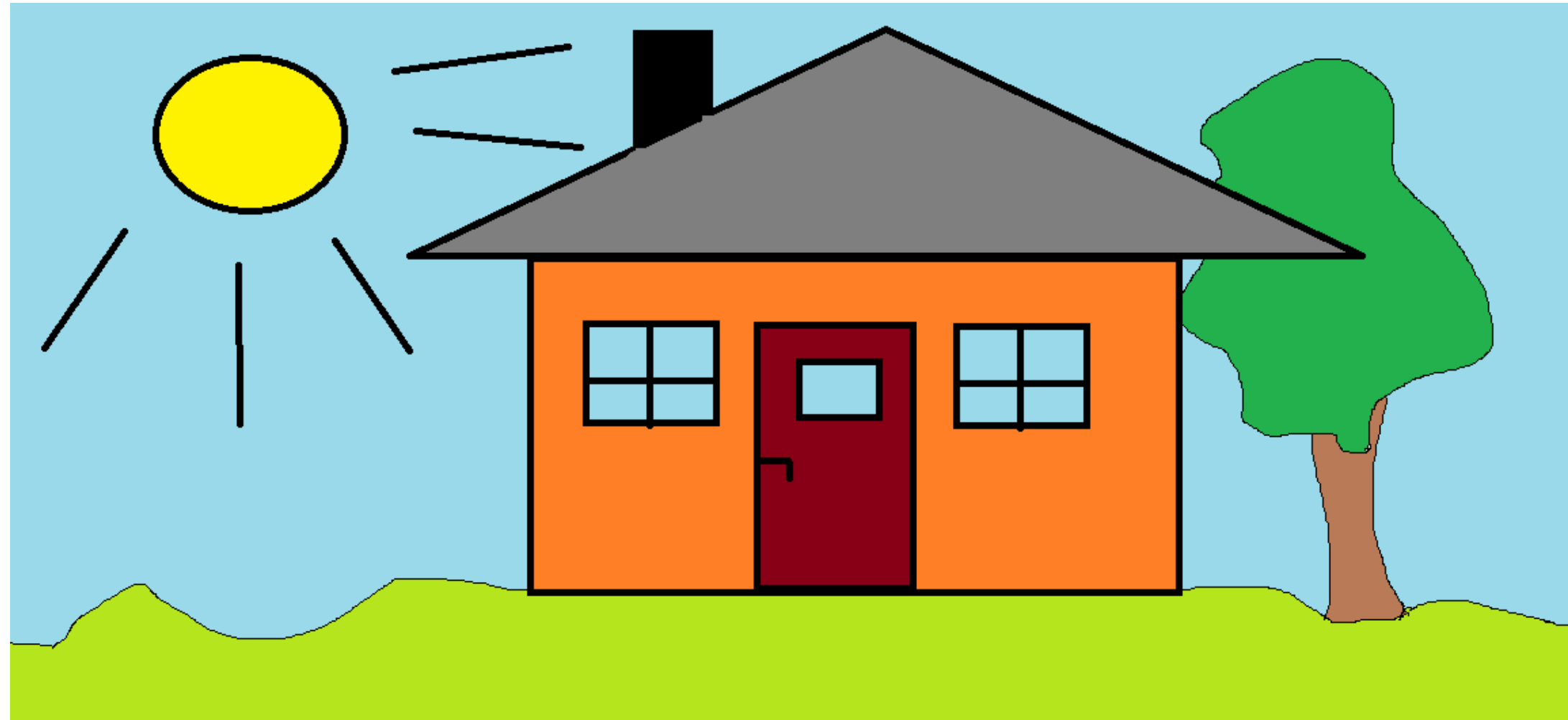
Let's begin!

Draw a house

2 minutes

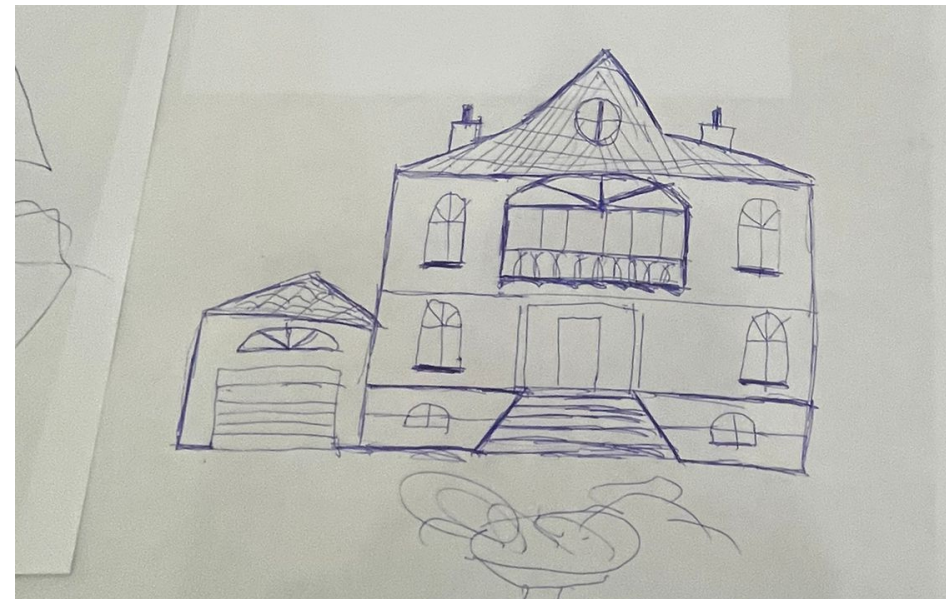
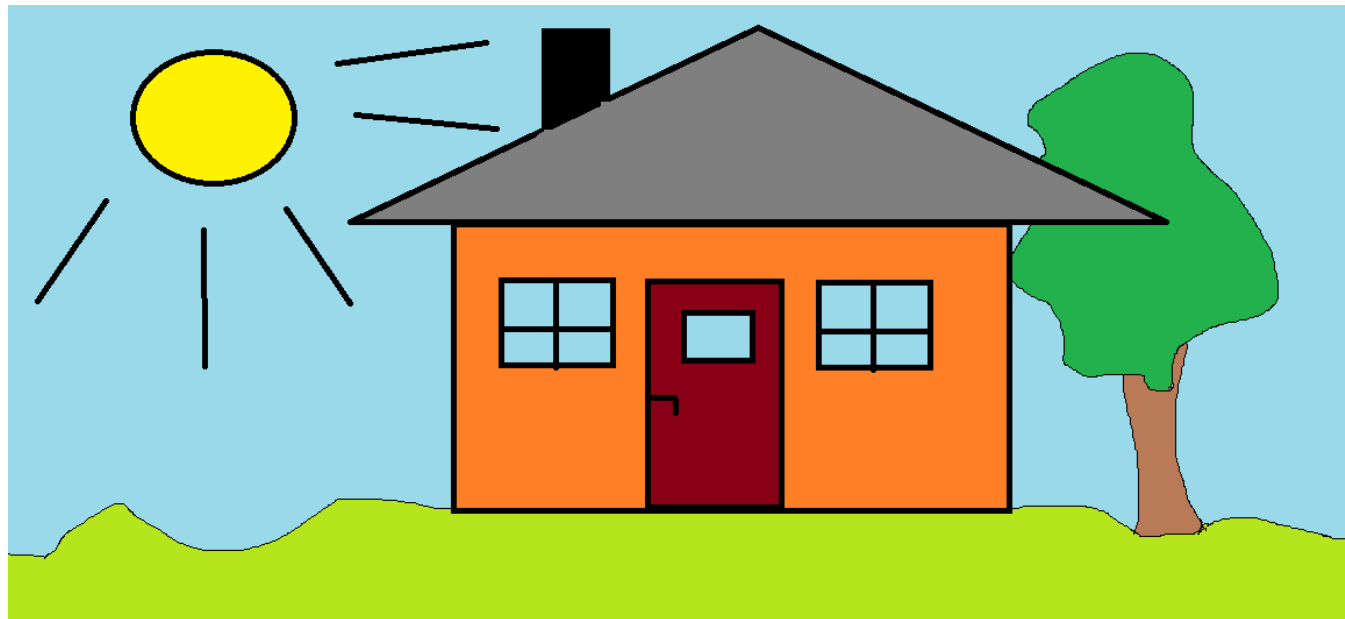


Please show your house to your neighbor



Conclusion

1. We all think and visualise things differently
2. Visualization (prototype) gives an idea about the outcome
3. Prototype is easy to test and change



AS-IS and TO-BE

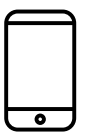
AS-IS state of a process is the “now” state. It’s how the process operates before you make any changes or improvements.

TO-BE process, on the other hand, is the future state.

To make your process improvement work, you need to document and map both states.



I Describing a service (AS-IS)



A good public service is:



User-centric



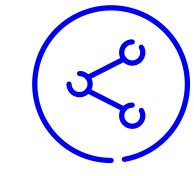
Data driven



Secure



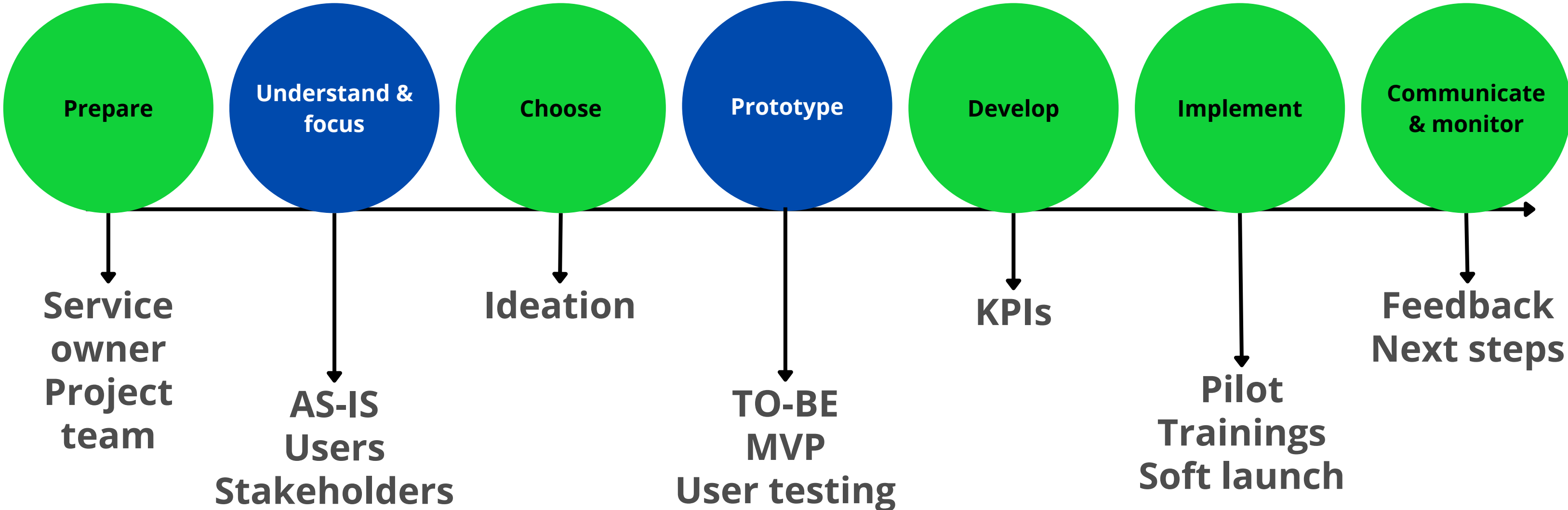
Digital behind the scenes



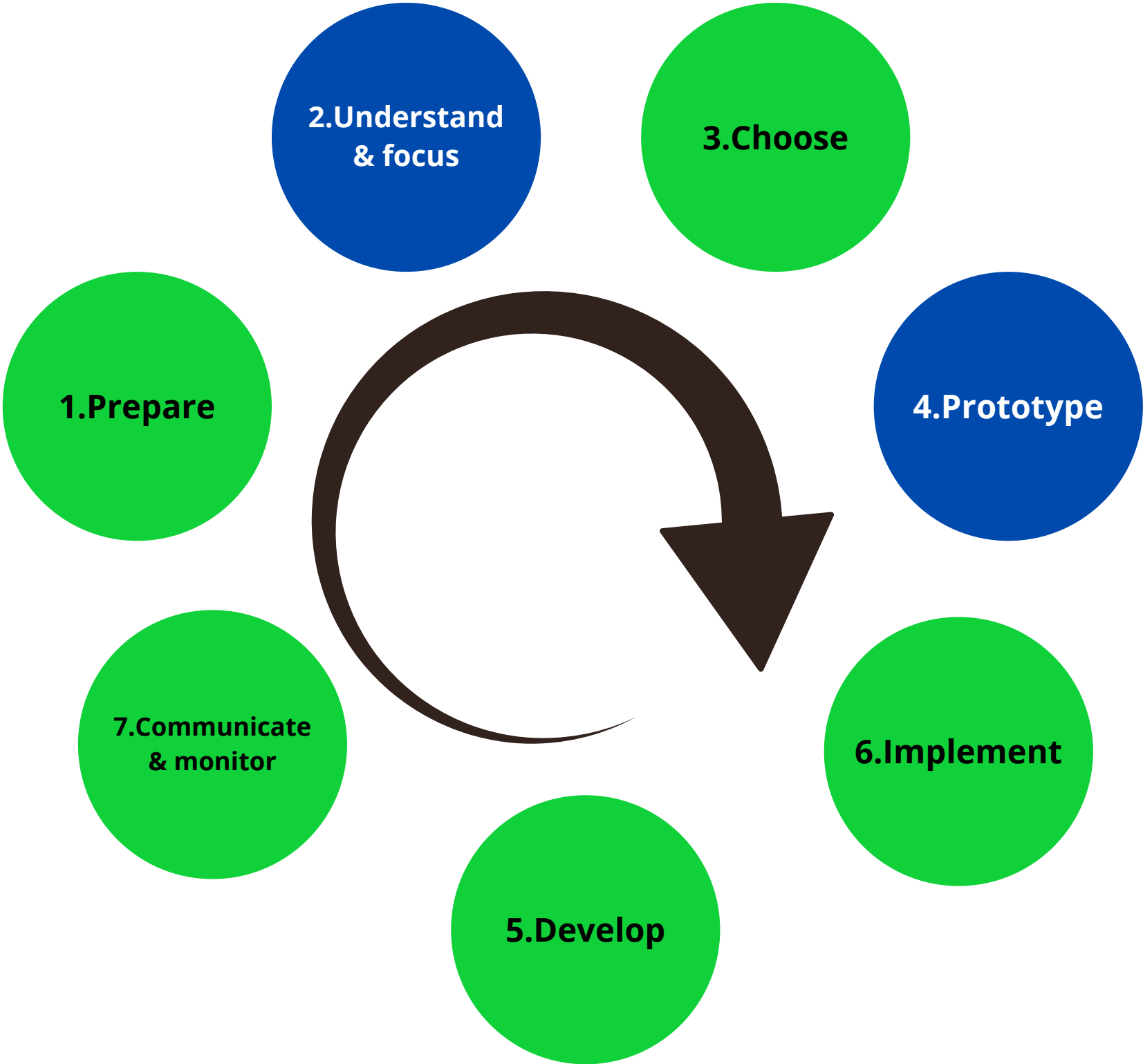
Proactive and life-event based



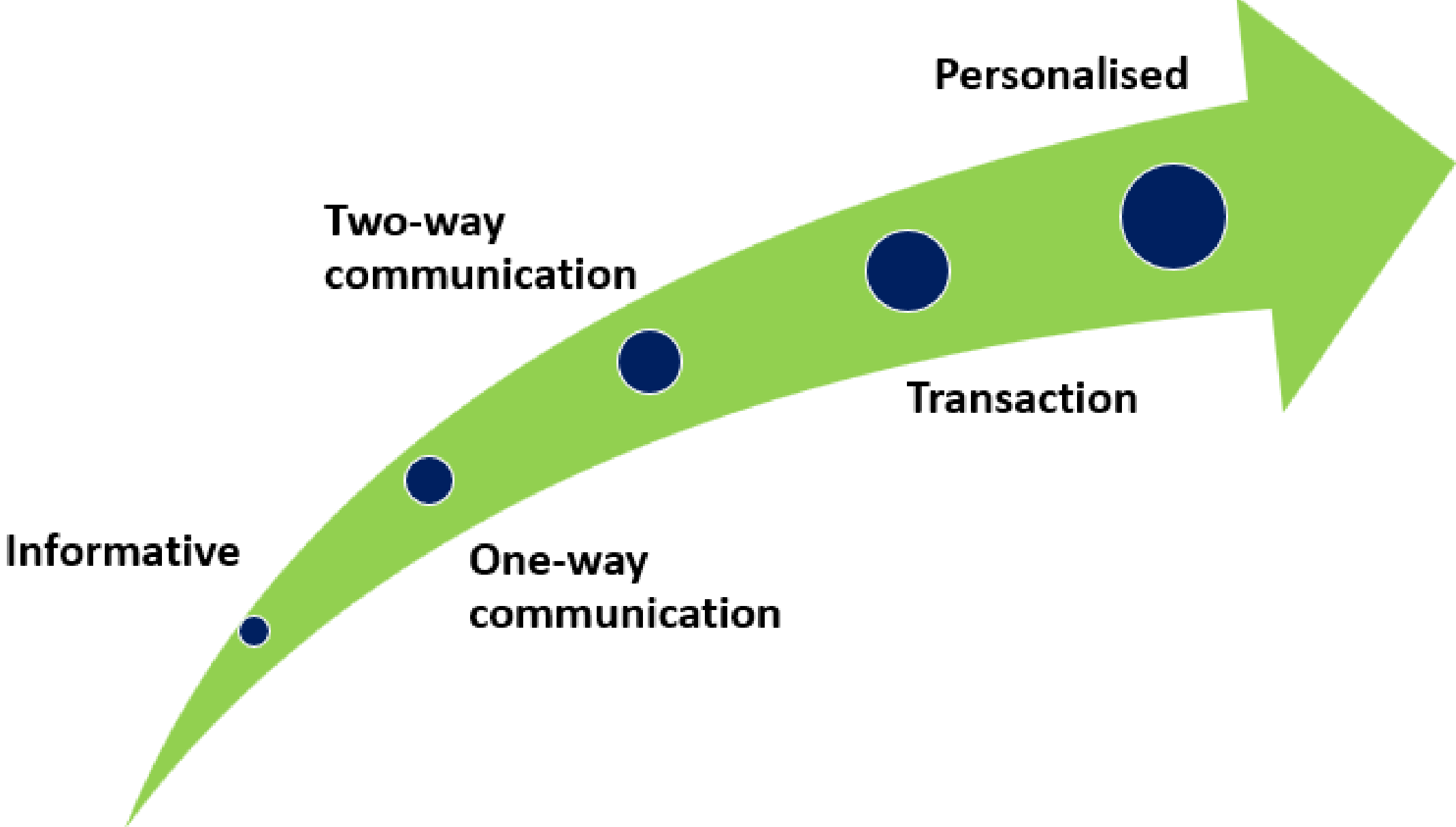
How to develop user-friendly digital services?



Service lifecycle



Maturity of digital services

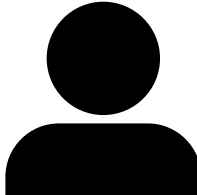


Service: Starting a small business/ result: Company is registered and ready for business

Step 1: Describe customer's actions

Time: 10 minutes

Customer's actions



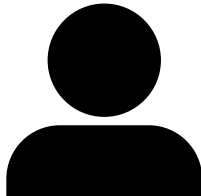
Searches for info or goes to the office

Fills in application form

...

Business is registered

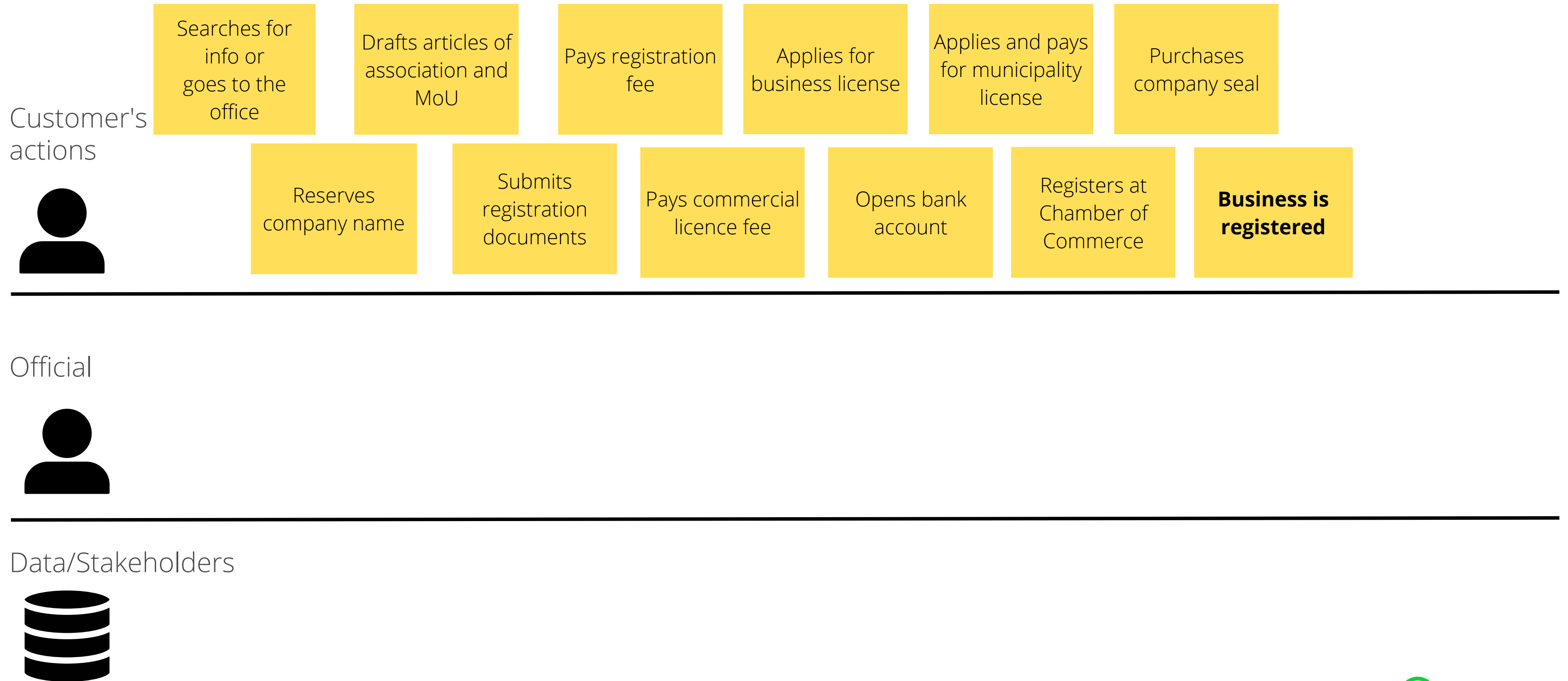
Official



Data/Stakeholders



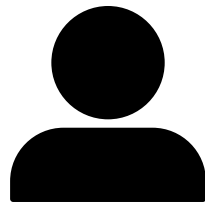
Let's share results: one team for 3 minutes!



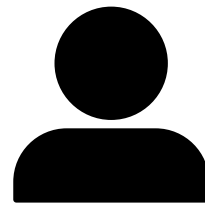
Step 2: Describe official's actions and data/stakeholders

Time: 10 minutes

Customer's actions



Official

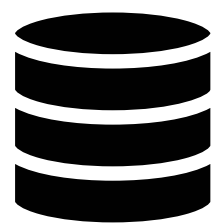


Reserves company name

....

Issues business license

Data/Stakeholders



Population register

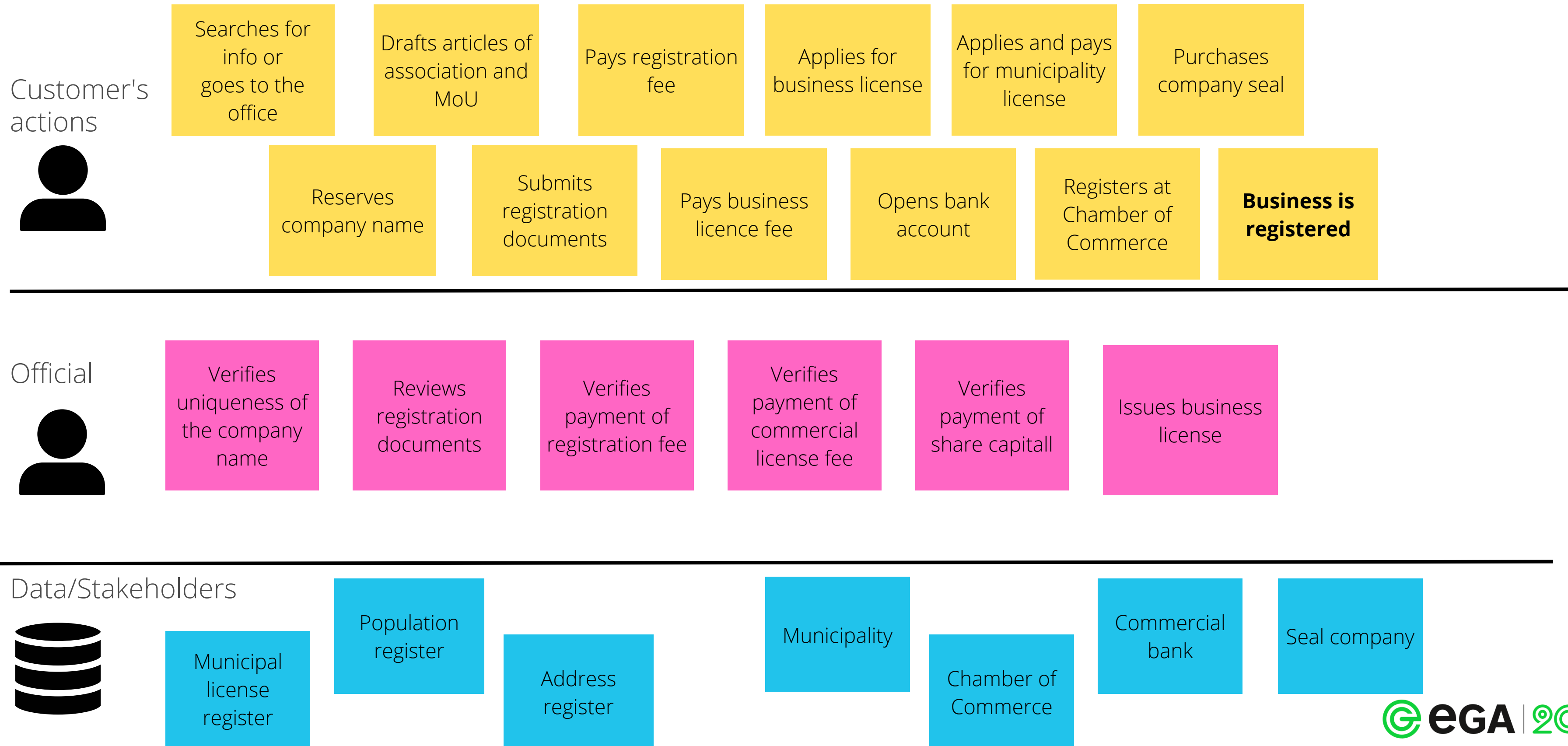
Address register

Chamber of Commerce

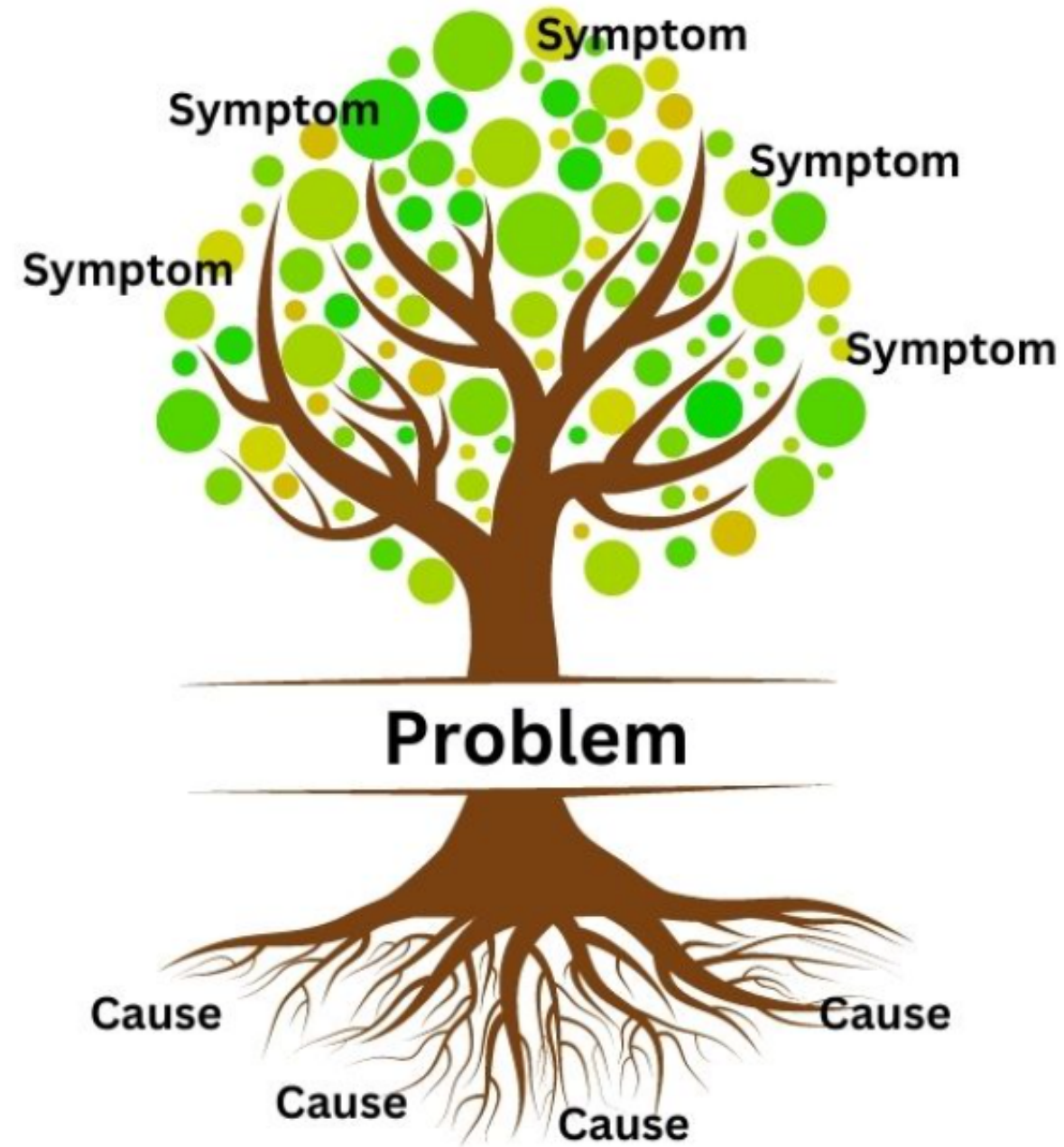
Commercial bank

Municipal license register

Let's share our results:



Problem vs root cause



Above the surface
you can see the
symptoms
of the problem

Dig deeper and
you find the
root cause
of the problems

Step 3. Describe one problem for:

- Citizen
- Official

Identify one root cause for each problem

Time: 3 minutes

Workshop: Digital services - constantly developing and improving

Worksheet 2. Problem vs root cause

	Problem	Root cause
Citizen		
Official		
.....		

AS-IS results

1. Identify

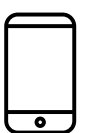
- service
- users
- data
- problems and root causes
- expectations
- stakeholders

2. Engage stakeholders

3. Avoid assuming, you do not know



II Describing a service (TO-BE)



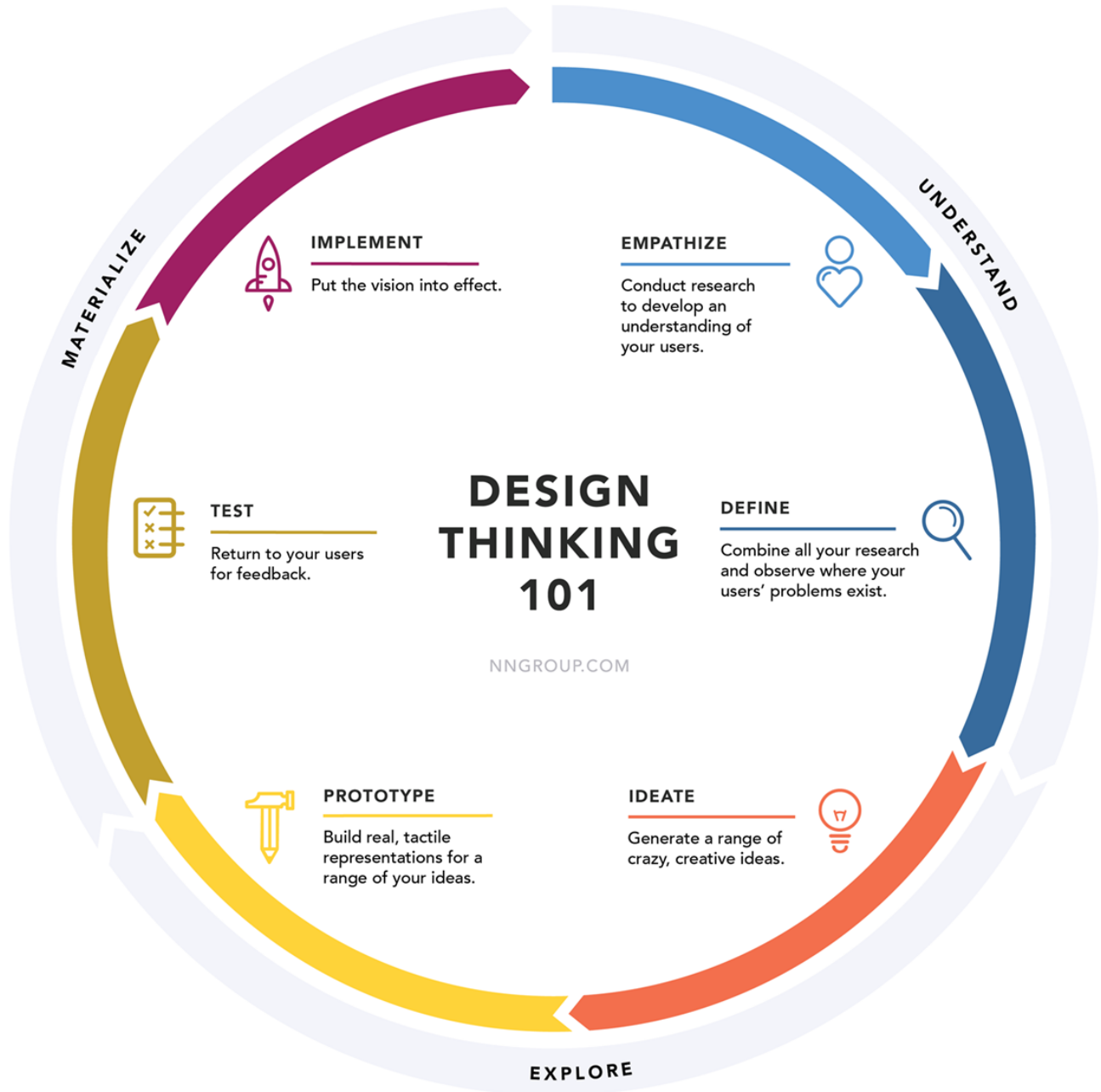
How to become user-centric?



- Identifying users and stakeholders
- Talking to the users
- Identifying problems
- Assuming you know, you don't
- Prototyping

Methods and tools

PROCESS

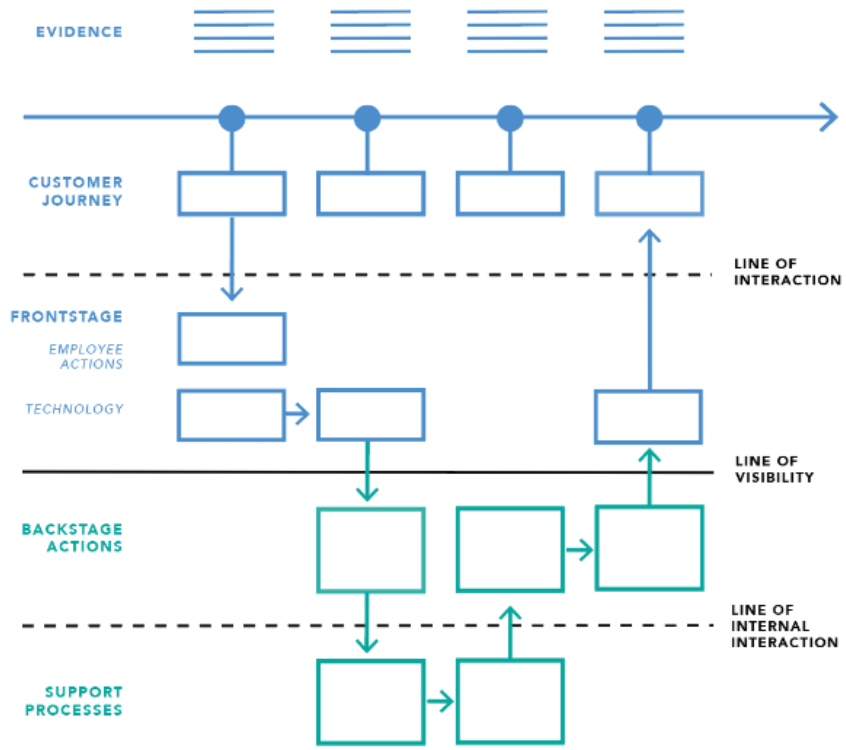


OUTCOME



SERVICE BLUEPRINT 101

A diagram that visualizes the relationships between different service components (people, props, and processes) that are directly tied to the touchpoints throughout the customer's journey.



<https://www.nngroup.com/articles/design-thinking/>
<https://www.nngroup.com/articles/service-blueprints-definition/>

NNGROUP.COM NN/g

How to become data driven?



1. Sharing, using and reusing of data
2. Data governance
3. Management
4. Catalogues
5. Quality
6. Using Open Data

Security by design



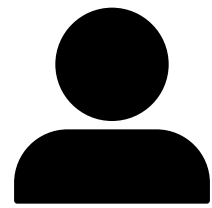
1. Be proactive, not reactive
2. People, processes, tools
3. Security costs
4. Access management & user rights
5. Data protection rules
6. Non-functional requirements
7. Security standards (ISO/IEC 27000, Estonian Information Security Standard (E-ITS), ENISA/NIS/NIS2 etc.)
8. Testing (OWASP ASVS (Open Web Application Security Project Application Security Verification Standard))

Describe TO-BE service

- the minimum effort for customer and official (proactive service, seamless service)
- what would you change from AS-IS in customer action, official and data?

Time: 10 minutes

Customer's
actions



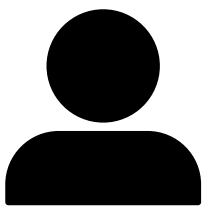
Searches for
info or
goes to the
office

...

...

**Business is
registered**

Official



Identifies
customer

....

Signes the
permit/ enteres
the desision into
the database

Data/Stakeholders



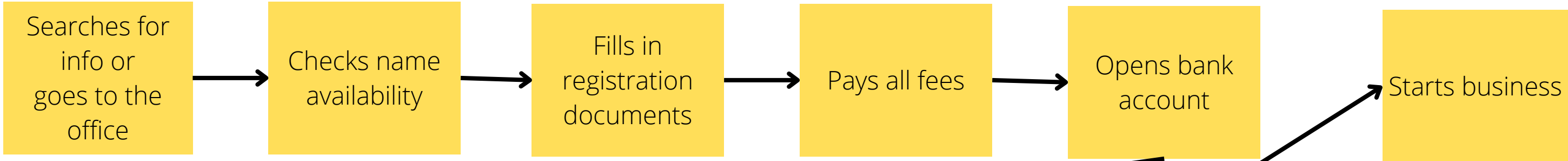
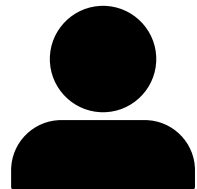
Population
register

Address
register

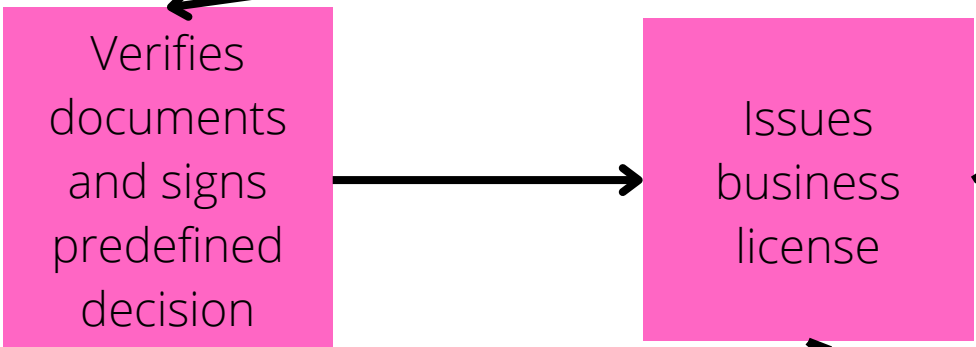
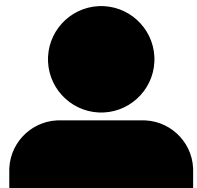
Business
register

Let's share our results:

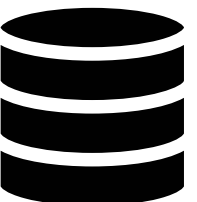
Customer's actions



Official



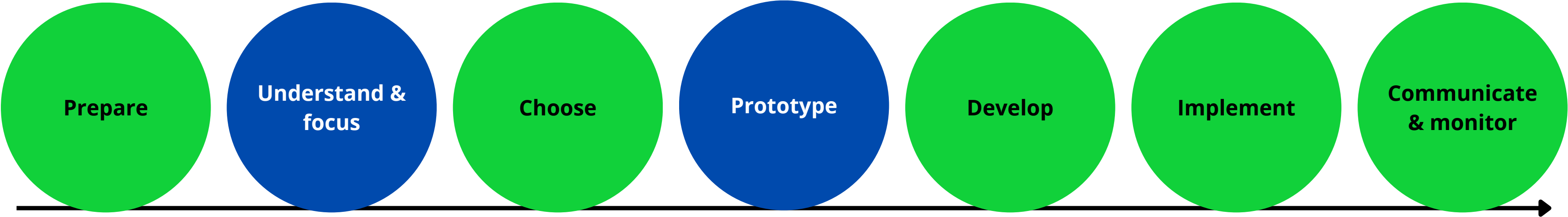
Data/Stakeholders



TO-BE conclusions

1. Use and reuse data
2. Optimize
3. Do not limit yourself with legislation
4. Prototyping helps
5. Security by design

Reminder: service development process



Enablers

1. Data
2. Organizational set-up and service ownership
3. Legal framework
4. Financing
5. Cybersecurity
6. Interoperability
7. Technology

List of tools

- Pen and paper
- Miro (<https://miro.com/app/dashboard/>)
- Mural (<https://www.mural.co/>)
- Bizagi (<https://www.bizagi.com/en>)
- Figma (<https://www.figma.com/?context=setLocalePref>)
- <https://validator.w3.org/>
-

Takeaways for digital service development!

Talk to users

Follow security standards

Use data

Prototype

Let's make digital transformation happen! Together.

eGA team:

Piret Saartee, Senior Expert in Smart Governance, piret.saartee@ega.ee

Kristi Kivilo, Senior Expert in Smart Governance, kristi.kivilo@ega.ee

