

Government Leaders Forum

# ReWiring Government

*Scaling Tech Enabled Innovation in  
the Public Sector*

*Thursday, September 5*

*The Forum Hotel Oak Boardroom*



# REWIRED

Ability of an organization to **constantly innovate** with digital and AI across its **entire business** to improve customer experiences and increase efficiency of operations

# Organizations around the world are Rewiring, but are faced with some key questions...



Will it provide **competitive differentiation** or is it just **table stakes**?



Is it **worth** the investments and efforts?



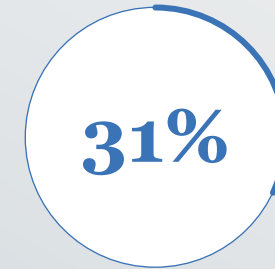
Will we be **rewarded and recognized** in a visible way?



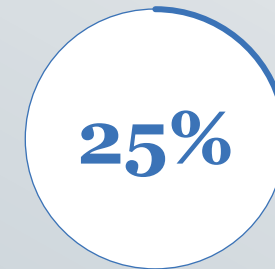
...and if so, **what exactly should we do?**



of organizations have a digital and AI **transformation underway**

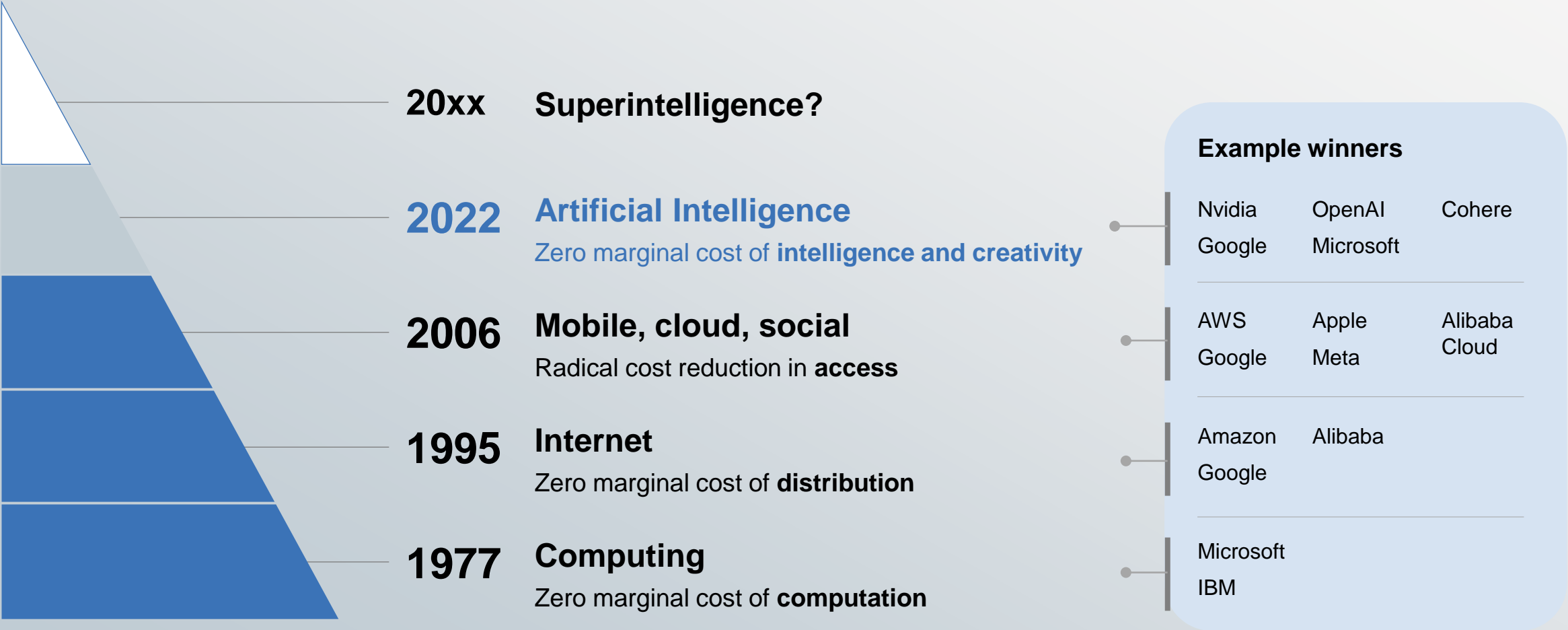


of **expected revenue increase** delivered (e.g., satisfied customer)



of **expected cost reduction** delivered

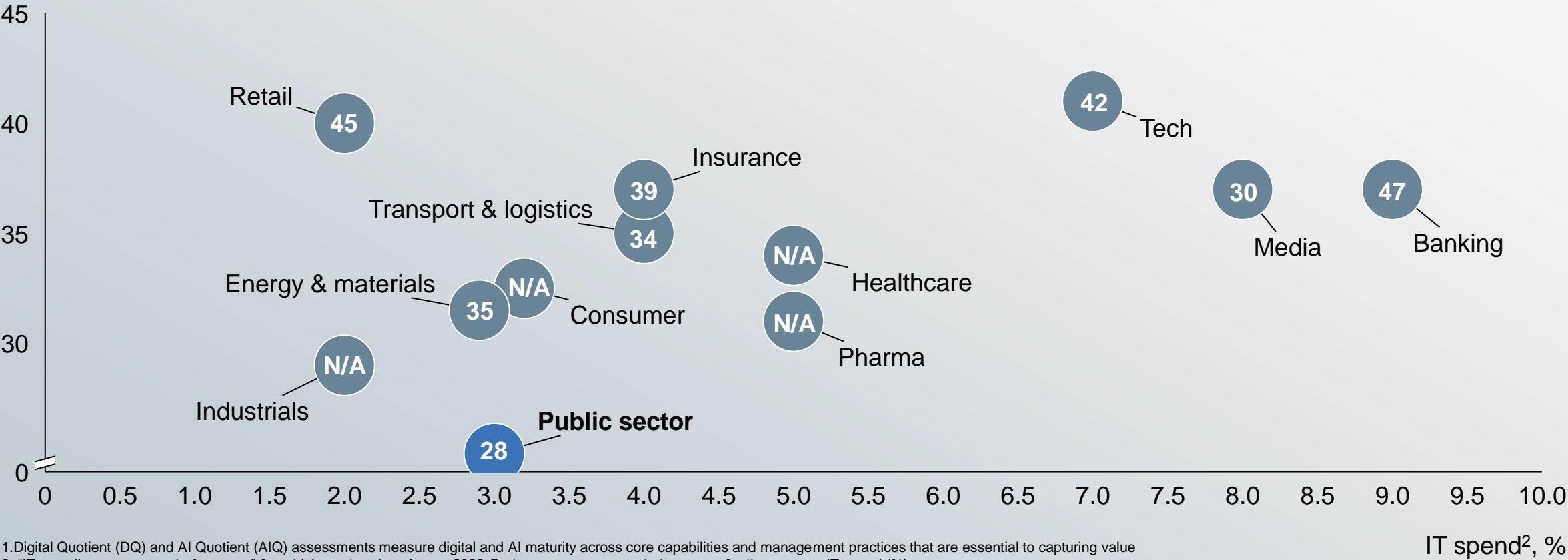
# While governments have made strides, the pace of change in digital and AI is accelerating, more progress is likely needed to keep up



# Digital and AI maturity varies significantly across and within different sectors...

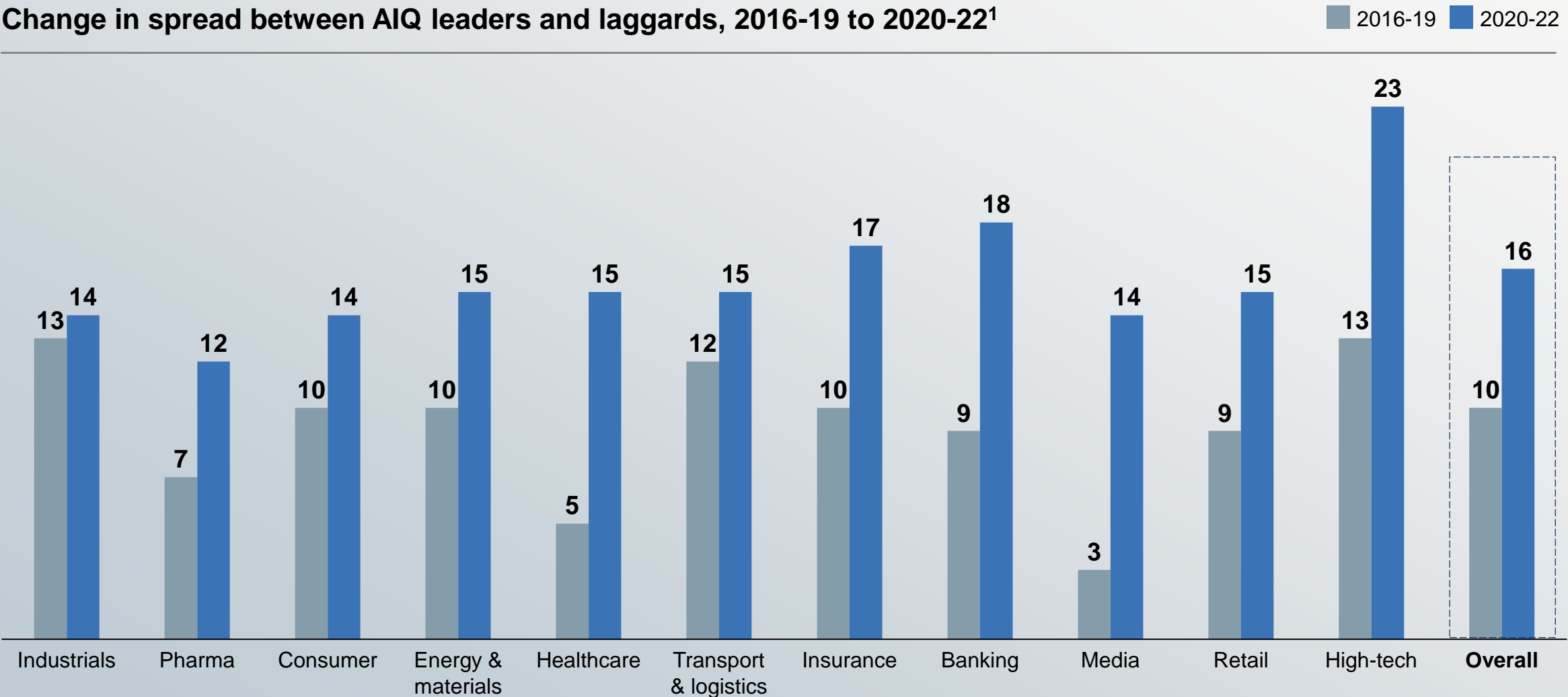
Digital and AI maturity score<sup>1</sup>, 2022

xx CX score<sup>3</sup>



1. Digital Quotient (DQ) and AI Quotient (AIQ) assessments measure digital and AI maturity across core capabilities and management practices that are essential to capturing value  
2. "IT spending as a percent of revenue" for midsize enterprises from a 2022 Gartner survey represented as proxy for the average IT spend (%) per sector  
3. CX score based on % of respondents from McKinsey's 2022 State of States survey who are satisfied with US state service (industries with "N/A" values were not included in survey)  
4. Energy & materials CX score based on the CX score for "Electric utility" 5. Travel & logistics CX score based on the CX score for "Airline"; 6. Insurance CX score based on the CX score for "Car insurance"; 7. Banking CX score based on the average of the CX scores for "Bank or credit union" (49) and "Credit card" (44); 8. Media CX score based on the CX score for "Cable or satellite TV"; 9. Retail CX score based on the average CX scores for "E-commerce site" (46) and "Grocery store" (44); 10. High-tech CX score based on the CX score for "Mobile phone"

# ...and the distance between leaders and laggards has increased in the past several years





# The 'Rewired' framework is a proven recipe for successful digital, technology, and analytics-enabled transformations

- Alignment on value
- Building capabilities
- Change management

## 1. Strategic Roadmap

.....to align senior leadership on the digital roadmap and reimage business domains to prioritize customer experiences



## 2. Talent

...to ensure you have the right skills and capabilities

## 3. Operating Model

...to bring business and technology together

## 4. Technology

...to more easily use technology to innovate with pace

## 5. Data

...to leverage data to improve customer experience and business performance

## 6. Adoption and Scaling

...to ensure adoption by building new skills and leadership characteristics, and by tightly managing the transformation progress and risks

# Digital and AI enabled service delivery can enable governments to serve citizens more effectively...



...and the  
value at stake  
from doing so  
is high



**2x**

Increase in trust in  
government



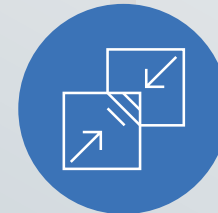
**60%**

Less time spent interacting  
with public administration



**20%**

Reduction in calls  
to call centre



**50%**

Less case-handling effort  
through automated  
processing





**Building a digital platform to improve access to mental health support**

**5M+**

Children and youth already benefiting from first version of digital platform



**Advancing citizen experience through robust tech modernization**

**99%**

Satisfaction rate among citizens with government digital services



**Leveraging a scaled digital factory model to enhance citizen journeys**

**10M+**

Clients projected to experience new journeys over the next 25 years



**Investing in upskilling building digital and tech capabilities**

**\$20M**

Improvement in productivity and talent retention forecast over three years



**Establishing a digital government with GenAI-enabled coding capabilities**

**35-45%**

faster code creation through the use of coding co-pilots (e.g., GitHub, Co-pilot)



**Creating a register modernization program to integrate data**

**6B EUR**


Estimated savings potential in reducing burden on public administration and citizens


**Some government agencies have leveraged aspects of Rewired to drive success in pockets**


# ‘Rewiring Government’ provides a tailored approach conscious of public sector nuances

- Alignment on value
- Building capabilities
- Change management


## 1. Business-led digital roadmap


 Build clarity and align stakeholders on the WHY behind rewiring


 Develop business cases that quantify and detail how to capture holistic value

 Make a public commitment to the value to set expectations for the public


## 2. Talent


 Promote the perks of working both in government and on new initiatives


 Invest in building critical skills including digital and program management

 Balance the right mix of internal and external talent


## 3. Operating model


 Explore IT financing and funding options that allow for multi-year investments


 Leverage competitive market forces to enhance procurement

 Adopt iterative ways of working


## 4. Technology


 Implement automation tools to accelerate software development

 Invest in disaster preparedness to mitigate business continuity risk

 Streamline access and usage of software tools


## 5. Data


 Centralize data management through a federated data model


 Develop scalable data products to enable self-served standard consumption

Strengthen connectivity across silos to enable cross collaboration and resource sharing

## 6. Adoption and Scaling

 Secure full leadership commitment by offering incentives tied to value delivery

 Identify and leverage digital change champions to inspire all employees

 Publicly share and celebrate successes of digital initiatives

# Four bold provocations to consider to further whole-of-government impact

## How might the public sector...



...collaboratively **coordinate funding and investments, and take an investor lens** to drive actions in support the unified vision



... **adopt a culture of innovation** that prioritizes the development of new solutions with urgency rather than adhering to the status quo



...**treat data as a government-wide asset** rather than the domain of individual agencies



...**mobilize the knowledge and capabilities** of their shared workforces across different levels