



DIGITAL TRANSFORMATION: FOUR SUCCESS STORIES

INTRODUCTION

Today, more than ever, public sector organisations are asking how to stay competitive in a digital world.

In a time of budget cuts and increased citizen demand - where all sides of the public sector are under pressure to create online services so good that citizens choose to use them - digital transformation represents both the public sector's biggest challenge and its greatest opportunity.

For a few pioneering organisations, success has come from their ability to change the way services and platforms are developed, delivered, marketed and supported.

With millions of pounds and hundreds of jobs at stake, this is no mean feat. It's vital for public sector organisations to get digital transformation right.

In this whitepaper we look at four organisations that have successfully overhauled their digital services, revolutionising the way their public, partners, employees and customers transact with them.



BUILDING A DIGITAL CITY WITH BRISTOL CITY COUNCIL

Bristol City Council has long been at the forefront of digital transformation. Over the past several years the council has been hard at work developing a number of new services to help its citizens transact with the council remotely - but it didn't stop there.

According to Tracy Dodds, service manager for digital services at Bristol City Council, it soon became clear that the council's existing website wasn't doing these services justice.

She explains:

“ It very quickly became apparent to us that our existing website was clunky, rather old-fashioned in look and feel, and that services could be quite difficult to find. We recognised that we needed a new digital platform to house our new services. ”

The decision made, Bristol City Council drafted in the help of its long-

term service provider, PFIKS Digital Innovation. Working as one team in an Agile fashion, they set about their first step: discovering what Bristol citizens wanted from a new council website.

Tony Pitt, web manager at Bristol City Council, says:

“ One of the challenges was finding the balance between how much discovery you do and how much actual building. PFIKS have struck a good balance - they've delivered things quickly so that we can user test it and then refine if we need to. ”

By working in short sprints and following up with user testing, Bristol City Council's development team was able to deliver portions of the website quickly and flexibly, making changes as needed to help its citizens find and use the right services and information easily and in their own time.

WHO IS PFIKS DIGITAL INNOVATION?

A hard-working digital innovation company based in offices around the UK, PFIKS Digital Innovation offers a unique integrated approach to the design, build, operation and maintenance of digital services that helps public service organisations capitalise on transformational opportunities and engage effectively with their customers.

www.pfiks.com



Tracy explains:

“The new website really puts the user at its heart we’re aiming for a site where people can find what they need straight away and quickly access council services.”

The website itself is built around the PFIKS Digital Innovation WebWorXX product, a Liferay application solution tailored to the needs of Bristol City Council and its citizens.

“The new platform allows us to adopt more new features,” Tony says. “It’s more flexible for us and simpler for our citizens.”

Bristol City Council has even set itself the ambitious task of rewriting all of its website’s content, stripping out public sector jargon and replacing it with easy-to-understand information and instructions. And this is just the beginning.

For her part, Tracy hopes that the new site - which will make council services available to citizens 24/7 - will also transform the public’s view of local government.

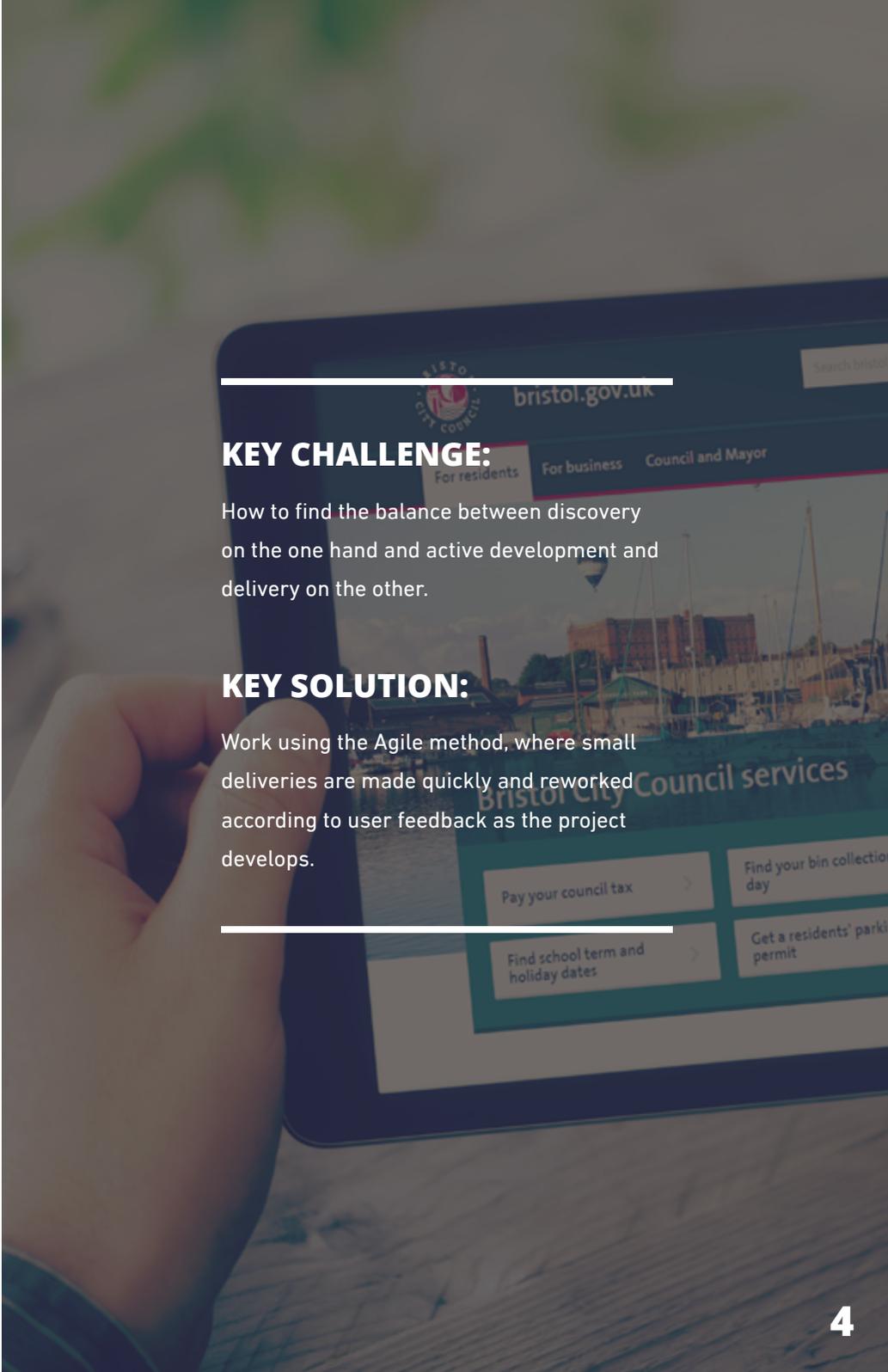
Tracy explains: “I’m hoping that it will shake away the old perceptions of local authorities, which is that we’re here nine-to-five and on our own terms. This is about turning that old model on its head.”

She continues: “Bristol is a smart city. In the future we’re hoping that the platform will be a place where people can engage, where communities can gather and where people can collaborate and deliver services that are really right for them.”

Tracy credits Bristol City Council’s internal culture for much of the local authority’s success in driving digital transformation. Being unafraid to try new things, putting citizens at the centre of all services and listening carefully to feedback and criticism have served them well and are traits shared by their close working partner, PFIKS Digital Innovation.

“We’ve certainly found a like-minded partner.”

Tracy concludes.



KEY CHALLENGE:

How to find the balance between discovery on the one hand and active development and delivery on the other.

KEY SOLUTION:

Work using the Agile method, where small deliveries are made quickly and reworked according to user feedback as the project develops.

SERVING DIGITAL CUSTOMERS WITH LOCAL GOVERNMENT ASSOCIATION

The Local Government Association (LGA) is a cross-party organisation, working with councils to support, improve and speak for local government on the national stage.

The LGA's members are at the centre of its operations and, with a membership drawn from across the spectrum of political persuasions, professional disciplines and UK regions, it is vital that the organisation can offer a broad range of information to all sections of its audience via its website.

In the search for the perfect partner to help develop its digital presence, the organisation had a number of concerns. First and foremost, it needed a website that would properly service its multi-faceted audience and reflect the diversity and complexity of local government across the UK.

But the LGA was also looking for a

proven platform, preferably already in use by local authorities and other public bodies, and it wanted to stay in line with government trends by exploring Open Source solutions. It also needed a platform that would integrate well with legacy systems, thereby enabling content to be shared across web platforms.

While the LGA considered a number of partners, it ultimately selected Liferay and PFIKS Digital Innovation's WebWorXX, whose Open Source and Open Standards model allowed for a broad provider base – vital for government use – and whose skilled developers could deliver a tailor-made and fully integrated website.

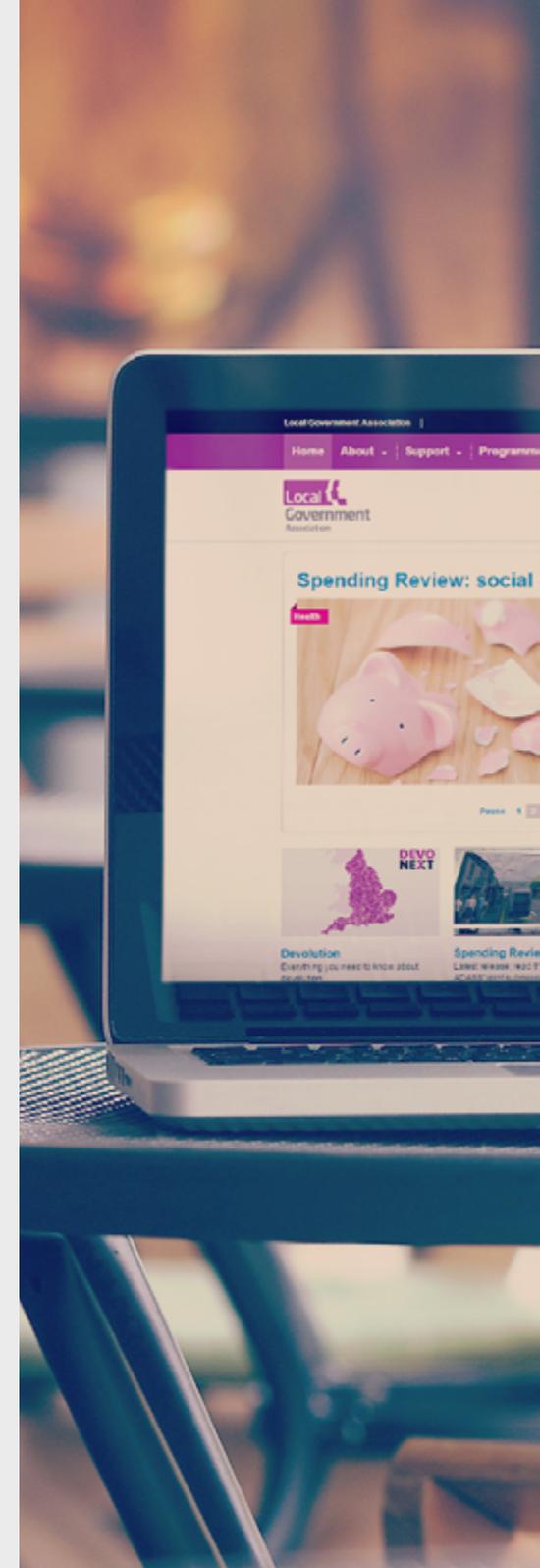
PFIKS Digital Innovation began by creating a comprehensive description of the new platform's users, getting to the bottom of what the LGA's members wanted from the new site, how they would need to access

WHAT IS WEBWORXX?

WebWorXX is a full online platform configured for digital service delivery, straight out of the box.

HOW DOES IT WORK?

With WebWorXX, a standard Liferay instance automatically becomes a fully functional, digital service website, ready for you to configure and add content.



information relevant to them and mapping every one of the LGA's 121,000 registered users onto a roles and access model.

Another key priority was integrating the LGA's existing LDAP user database with the new platform.

PFIKS Digital Innovation undertook all of the development work to make this happen, protecting the LGA's legacy business intelligence and powering another vital feature: customisation.

With such a diverse membership it was essential that the new platform deliver a customised experience.

To achieve this, the PFIKS Digital Innovation team used a customisable template to produce four separate, locally administered sub-sites, each with its own look and feel. Each of the four political groups housed within the organisation received local administrative access to its dedicated area, providing members with an extranet.

PFIKS Digital Innovation also provide the LGA with a fully managed Cloud SaaS service, which has proven to be 100 per cent reliable and responsive.

The LGA's new platform has been a resounding success. By integrating the existing customer contact base stored in a LDAP directory, Liferay and PFIKS Digital Innovation gave the LGA the ability to leverage legacy business intelligence to personalise user experience across the website.

This, in turn, has resulted in a platform perfectly suited to serve the needs of the LGA's widely varied audience.

KEY CHALLENGE:

Developing a platform capable of serving the LGA's diverse membership.

KEY SOLUTION:

Personalise user experience, so that all users can access exactly the information they need, when they need it.

CREATING DIGITAL COMMUNITIES WITH THE IMPROVEMENT SERVICE IN SCOTLAND

The Improvement Service (IS) works with Scottish councils and their partners to improve the efficiency, quality and accountability of local public services by providing advice, consultancy and programme support. Its partners in the public sector are facing a complex landscape of tightening budgets and increasing demand, making the role of the IS more important than ever.

So when it came to helping partners collaborate and share best practice, the IS knew that it needed to go digital.

As Mike McLean, programme manager, knowledge and collaboration at the SIS, explains:

“ The Improvement Service wanted to create an online environment where we could encourage innovative groups, local authorities, other public services, new communities and teams of employees to work together

in new ways to share knowledge, control costs and offer increased flexibility — but above all to improve productivity. ”

The IS achieved this by partnering with Knowledge Hub, whose online collaboration platform is powered by PFIKS Digital Innovation's Software as a Service (SaaS), TeamWorXX, to create a digital meeting place for local authorities across Scotland.

PFIKS Digital Innovation developed a Scottish Network within the Knowledge Hub, which allows users to filter content particular to its members quickly and identify which groups are relevant to them and their work. This has also provided functionality so that the IS can directly engage users through key content and profile groups.

While the IS faced initial challenges in encouraging new users and groups to join and participate, working closely

with key public service partners and professional organisations attracted content-rich groups and, in turn, provided new users with a rewarding experience.

The IS also aimed to break down the traditional siloed approach to working by encouraging users to make connections with other groups and related content. To do this, the platform was designed to actively suggest appropriate content and similar users.

These efforts have been so successful that, in just five years, Scottish local authorities and their public service partners have become a major presence on the platform, making up 28 per cent of Knowledge Hub's 200,000-strong user base.

WHAT IS KNOWLEDGE HUB?

Knowledge Hub is a secure place to exchange knowledge, ideas, insight and experience over the Internet. The platform is based on TeamWorXX from PFIKS.

From private group discussions to professional networking, Knowledge Hub is helping the public sector and their partners work, collaborate and spread best practice across the UK.

McLean says:

“Scotland has grown into such a significant user of the platform that PFIKS Digital Innovation regularly liaises with our staff to gain insight and feedback from our users. They are actively involving us with the future plans for the site’s development. The team has also introduced us to other knowledge management teams so that we can exchange best practice and share the development of support materials.”

While the platform is already a success, there is still much more to come. Next, McLean says, the IS will aim to encourage the use of the platform by community groups to reflect the ever-increasing trend towards decentralisation and community empowerment.

McLean continues: “PFIKS have actively listened to our feedback and have created a development plan that will allow us to respond to and fulfil our users’ needs. For example, we’ll shortly be rolling out the ability to run

webinars from groups which can then be stored in the library for reuse.”

For Jason Fahy, managing director of Knowledge Hub, this platform is a perfect example of how public-private partnerships have the power to create strong digital communities and drive digital transformation.

He says:

“I think there’s an understanding that digital transformation, far from being change for change’s sake, is about building something better.”

KEY CHALLENGE:

How to encourage new users to participate and share best practice on a new collaboration platform

KEY SOLUTION:

Partner with key players in your industry to drive the best content to your platform. Make existing content easy to find and user experience a core focus.

CONNECTING DIGITAL EMPLOYEES WITH ASM INTERNATIONAL

As improved connectivity brings the workplace into the living room, employees have come to expect the same sharing and collaboration tools at work that they have in other spheres of their lives.

With more than 30,000 members worldwide, ASM International — the largest association of metals-centric materials scientists and engineers in the world — needed a way for its chapter members, task forces and board members to collaborate and network. It knew that any intranet it created would have to manage data and documents both public and private, in various defined groups, where access could be customised depending on a user's committees, subscriptions or membership.

To do this, ASM International commissioned PFIKS Digital Innovation, which it knew had the skills and experience necessary to deploy a collaboration platform that fit its needs based on TeamWorXX.

According to Paul Thompson, CEO of PFIKS, there are three activities which, when combined, make up a modern digital employee intranet: connections, communication and collaboration. In order to create the most value, each activity must occur in sequence. He explains:

“For example, it's fruitless to communicate before making a connection. That would be like talking on a phone with no one at the other end, something that happens on far too many intranets today. Once a connection is made, meaningful communication can happen and this can lead on to collaboration.”

This approach is embedded in PFIKS' TeamWorXX Digital Employee application which, with its user-friendly interface, open source technology, collaboration capability,

social media integration, networking capability, chat functions and web conferencing met all of ASM International's requirements.

Accordingly, a pilot programme was implemented and to make an accurate comparison between TeamWorXX Digital Employee and their existing platform, ASM International's web committee set up profiles, using the TeamWorXX Digital Employee workspace to share documents. The platform's social media capabilities also gave the committee an increased ability to network and share information.

At the same time, the IT department at ASM International was using the platform as their intranet, testing whether the platform would increase efficiency and productivity by streamlining their communications and reducing wasteful printing.

The pilot was determined to be a complete success. As a result

WHAT IS TEAMWORXX?

TeamWorXX is an application for creating online communities that extends the social and collaboration features of Liferay.

TeamWorXX for Digital Employees is a scalable open source knowledge productivity workspace designed to empower your most valuable assets – your employees.

TeamWorXX for Digital Employee's key differentiator is its unique and powerful capability to aggregate disparate information and layer social collaborative working over it, which gives your users a powerful tool to maximise their knowledge and insight.

TeamWorXX Digital Employee was rolled out to ASM International's board of trustees, chapters and committees as a replacement for their previous collaboration tool.

Thompson says:

“ This version of TeamWorXX Digital Employee allows the committees to collaborate privately and securely within their own workspace and share confidential documents and conversations. ”

The platform also allows ASM International's staff and members to chat and connect via Skype, share calendars and schedule recurring meetings and web conferences for the first time. Users can also easily search for, tag, rate and comment on content.

The new platform has made it much simpler for ASM International's members and staff to share knowledge and collaborate, a huge boon for such an established and richly experienced institution.

As Jason Fahy, managing director of Knowledge Hub, explains:

“ The single largest contribution to innovation growth comes from collaboration. Any technology — like TeamWorXX Digital Employee — that helps people work better together is worth investing in. ”

KEY CHALLENGE:

Developing a vital, useful platform that will be used for collaboration organisation-wide, not just by some people or teams.

KEY SOLUTION:

Focus on the three essentials in order: connection, communication and collaboration.
