A vibrant, multi-colored city skyline at night, with buildings illuminated in various colors like blue, green, yellow, and red. The image has a digital, glitch-like aesthetic with vertical lines and pixelated patterns.

DIGITAL TRANSFORMATION IN THE PUBLIC SECTOR

A ROADMAP FOR CREATING WINNING CUSTOMER EXPERIENCES

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YOUR AGENCY TRANSFORMATION STARTS NOW

With the explosion of touch points and ways to communicate, the public today is more connected than ever before with the government.

That connectivity means the pressure is on government decision makers like you to provide online and mobile-friendly services that are comparable to the private sector. Getting your agency prepared to provide this level of digital experience is no small task.

In the past, incremental change was the norm. But given the rapid consumerization of government services, where the citizenry is dictating what it wants and when it wants, government agencies should listen and take action. Now is the time to invest in the people, processes, and technology that will fuel your digital transformation.

When agencies invest in systems and structures that support digital growth, the possibilities are endless. While bureaucratic roadblocks and a lack of funding continue to limit IT as well as regulatory advances, CIOs are expected more than ever to find solutions. The right digital systems can make the difference. Agencies that have spearheaded digital transformations are providing new, exciting services to the people, improving user experiences, and saving time and money.

“ Adobe has created a top-notch solution that will help our offices run at optimum efficiency, help our staff do their jobs more effectively, and enable us to deliver even greater value to the community. ”

Mark Whitmore, Deputy District Attorney, San Diego County

There are many opportunities for you and your teams to take advantage of this digital transformation. But first you need to determine what it will take to transform your organization. That includes removing the roadblocks in your organization, transcending IT and regulatory barriers, and more importantly, determining the steps you should take to accomplish this.

The transformation for your own agency can begin right now. We've created this roadmap for understanding what best practices exist and how we can surprise and delight your users with new digital services. You'll also learn new strategies to help put your agency on the path to digital transformation, as well as practical tips for getting the job done.

WHY ARE AGENCIES TAKING ACTION?

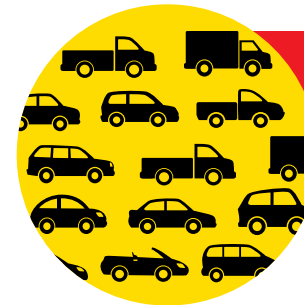
Government agencies are facing new pressures from all directions to adopt solutions that will streamline workflows and save money. From policy mandates to rising citizen expectations, here are a few factors that are making change inevitable.

RISING CITIZEN EXPECTATIONS

In this digital era, it is no longer just administrators like you that decide how services are offered. It is now the citizen who is in the driver's seat, deciding what time of day, what channel, and what service they want. Increasingly, people are seeking to access services in new ways, skipping the office visit or telephone call altogether.

To better understand today's expectations, we commissioned a study about how people interact with their government online, and how they feel about the digital government tools available to them. The survey highlighted the most common pain points in citizen-government interaction. More than half of voters said they would prefer to sit in bumper-to-bumper traffic than call the IRS, and a quarter of respondents in Illinois preferred having a root canal to waiting in line at the DMV.

Yet, the survey found that more than 95 percent of people are interacting with government agencies as much or more than they have in the past. And the majority of respondents prefer online because it's easier and less time-consuming than the alternatives. Nine out of ten respondents said they interact with government online to save time and energy.¹



MORE THAN HALF

of voters would prefer to sit in
BUMPER-TO-BUMPER TRAFFIC
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**MORE THAN
OR AS MUCH AS**
they did last year



¹ <http://blogs.adobe.com/adobeingovernment/introducing-adobes-digital-government-survey/>

POLICY CHANGES

New rules and mandates are driving agencies to change. At the federal level, there are new requirements to improve the management and promotion of electronic government services and processes as put into place by the E-Government Act of 2002. Since then, a wave of new information security and electronic government policy mandates and recommendations have passed and driven even more digital change over the last few years. This includes the revised Circular A-130 and the Federal Information Technology Acquisition Reform Act (FITARA).

CIOs at the state and local levels are facing even more demand from the public because of the increasing dependence on the services provided by these agencies. Departments of motor vehicles, welfare offices, and tax collectors interact with the public daily and need to bring their legacy IT systems into the modern era. This combination of citizen expectations and government mandates means agencies must transform or fall behind.



SECURITY

Threats are rapidly evolving so your security must keep up. A week does not go by without news of another data breach exposing the personal information of millions of people. To better protect themselves from a similar breach, agencies are updating their systems and looking for new strategies to secure their content. CIOs are recognizing that traditional network security is not enough to keep their content secure. That is why they are turning to content security to better protect data.

COMPLIANCE

FedRAMP

In July 2015, Adobe received FedRAMP authorization for our Cloud Services for Government. The U.S. Department of Health and Human Services (HHS) granted Adobe an Authority to Operate (ATO) for Adobe Experience Manager and Adobe Connect, run by Adobe Managed Services. This ATO can be used across the federal government, decreasing the time and cost for other federal agencies and organizations as they adopt Adobe technology.

While FedRAMP authorization may not apply to state, local, or foreign governments, it should provide peace of mind to all agencies knowing that Adobe cloud products share a standardized approach to security assessment, authorization, and continuous monitoring.

Accessibility

Section 508 of the U.S. Rehabilitation Act prohibits federal agencies from buying, developing, maintaining, or using electronic and information technology that is inaccessible to people with disabilities. To help agencies achieve 508 compliance, Adobe provides product accessibility support and reporting on standards compliance, maintains relationships with assistive technology vendors to ensure that Adobe software works well with end-user tools, and provides information and resources for end users with disabilities. We help agencies meet accessibility standards and produce accessible content because we are committed to accessibility and strive to address it in our products and services.

WHY DIGITAL TRANSFORMATION MATTERS TO YOUR AGENCY

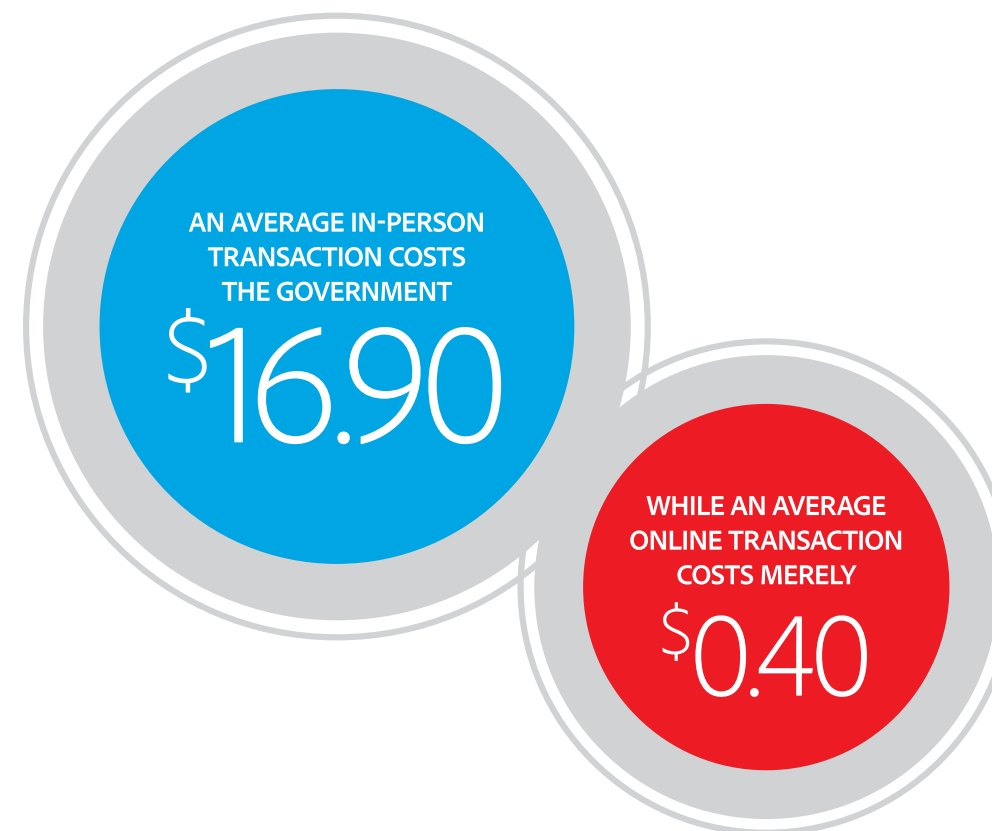
Although agencies want to adopt the same solutions used in the private sector, government departments tend to be risk averse and face cost constraints different to their private sector counterparts. This results in funding going to legacy system upgrades and repairs rather than new and improved solutions. As a leader of your organization's IT infrastructure, you need to understand the long-term cost and brand benefits of your digital transformation.

THE RETURN ON INVESTMENT

Government mandates and public expectations are not the only factors driving digital transformation. In the face of mounting pressures, CIOs across the country are also recognizing the benefits of transforming their organizations. The digital transformation dividends are clear. Agencies can significantly decrease cost and overhead spending through a lighter, more streamlined infrastructure that requires less IT involvement, decreases development and support and helps expedite content deployment and agility. A study conducted by Deloitte Access Economics about digitizing transactions in Australia revealed that an average in-person transaction costs the government \$16.90, while an average online transaction costs merely \$.40. These cost savings can be translated into new initiatives or even reduced taxes.

BUILD YOUR BRAND

Improving user experiences is the easiest way to improve your brand. People are more likely to engage and recommend digital services if they have had a positive experience. Therefore, it is vital to develop a customer-centric mentality and to think about how, where, and when users will want to engage with your agency. Branding is not just for businesses; it is for the public sector as well.



STEPS FOR DIGITAL TRANSFORMATION SUCCESS

Digital transformation is well within reach — all you need is the proper foundation. With the right tools, you can transform public sector customer experiences by expanding digital capabilities, consolidating redundant services, and reducing costs — to create the next generation of government services. Here are a few strategies and practical tips to get you on your way.



RECOGNIZE THE VALUE OF CREATIVITY

Achieving success requires empowering your employees to think outside the box and creating a work environment that rewards creativity.



TRANSFORM CONSTITUENT SERVICE EXPERIENCES

By putting the focus back on the people you serve, your agency will be more keenly aware of their unique needs and more likely to successfully offer services they want.



BECOME A MOBILE CHAMPION

As smartphone usage continues to grow, the public sector must respond accordingly with websites and applications that provide effective communications tools for all citizens. Keep a mobile-first mindset and you'll be ahead of the game.



GET EFFICIENT

In today's connected world, agencies can convert archaic processes in the physical world into actionable experiences in the digital world that are more streamlined, engaging and efficient by moving to the cloud, using eSignatures, and digitizing forms and documents.



SECURE THE CONTENT

With so much at stake, it's critical that agencies keep their digital content secure, and the best way to do this is through layered security.

RECOGNIZE THE VALUE OF CREATIVITY

The digital transformation process opens the door for new efficiencies and capabilities, but creativity is just as important as new technology platforms.

Our conversations with public sector employees showed that they view creativity and innovation as part of their mandate, but feel restricted by outdated IT policies, lengthy approval processes, and emphasis on efficiency over creativity. Turning these constraints into opportunities is the main challenge for many government creatives.

In October 2015, Adobe surveyed 175 creative professionals in the public sector to examine their perceptions of working for government agencies. Respondents in the U.S. and Canada were asked about their workplace environment, private sector competition, and mobile investment. The results? There is a substantial creativity gap between the public and private sectors.

While 94 percent of respondents agree that governments should be as creative as businesses, only 46 percent believe that public sector entities actually are as creative as their private sector counterparts. Additionally, 41 percent of respondents would consider leaving their current public sector job for one that allowed more creativity.² Adobe believes we must bridge this gap to fully empower our public sector creative community.

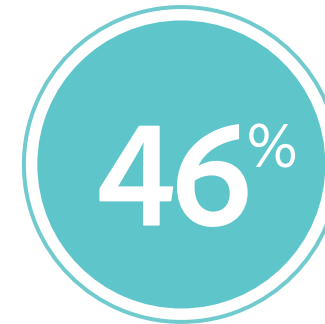
CELEBRATING CREATIVITY IN THE PUBLIC SECTOR

Every year, Adobe recognizes design-led innovation in the public sector with its Celebrating Creativity in the Public Sector Awards. Recent winners included the U.S. Capitol Visitor Center. Capitol Rotunda App, which lets visitors explore 360-degree views and panoramic images of the rotunda and learn about the history and different facets of the U.S. Capitol Rotunda in this interactive platform built with Adobe Digital Publishing Solution (now Adobe Experience Manager).



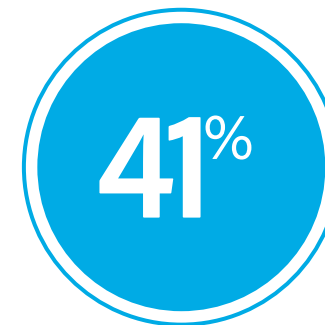
AGREE THAT GOVERNMENTS SHOULD BE

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BELIEVE THAT GOVERNMENTS

ACTUALLY ARE AS CREATIVE AS BUSINESSES.



WOULD LEAVE A PUBLIC SECTOR JOB FOR ONE THAT ALLOWED

MORE CREATIVITY.

² <http://landing.adobe.com/dam/downloads/whitepapers/274897.en.creativity-in-the-public-sector.pdf>

TRANSFORM CONSTITUENT SERVICE EXPERIENCES

Citizens know exactly what content and channel is best for them at any given moment, and are demanding services through their preferred channel. Adobe can help your agency modernize forms, automate systems, and provide video management to truly revolutionize the way you interact with the public.

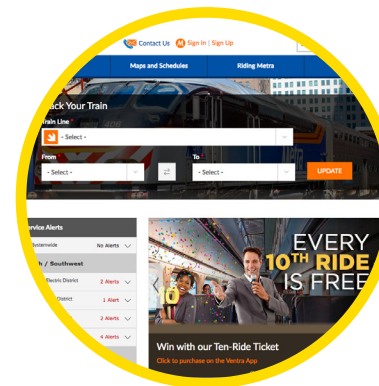
IMPROVE INTERACTIONS

Not only do people want the flexibility of conducting business on the go, they expect government to deliver consistent and personal cross-channel experiences. Because citizens cannot go to another competitor as they would in the private sector, they expect government to rise to the occasion.

MAKE PERSONALIZATION A TOP PRIORITY

The future of digital transformation is personalization. With all of the digital touch points an individual accesses today, there should be no need for them to search for relevant content. That content should find them. Citizens should be able to access websites and be prompted with government services and content that is relevant to their “profile” based on a set of historical attributes and data that the agency has captured.

CASE STUDY



USING AUTOMATION TO POWER QUICKER TAX EXPERIENCES

To accommodate a growing number of passengers relying on digital channels for updates about service delays and schedules, Chicago’s Metra, the fourth busiest commuter rail system in the country, launched a new website using Adobe solutions. By taking content and information to people where they are, the service boosted online ticket sales by 200% and improved commuter interactions with personalized advisories and warnings about service interruptions.

DEVELOP A CUSTOMER-CENTRIC MENTALITY

Today, the public sector has the opportunity to dramatically change the way they deliver services to citizens. The emergence of new tools, technologies, and methods creates an opportunity to provide revolutionary services, but agencies need to think like their customers by adopting a customer-centric approach. To improve how government delivers customer service, it is important to understand what moments matter for customers, their experience with your service, and how experiences are perceived and remembered.

And that starts with building a customer-first culture with people as the primary focus of interactions. Great customer experiences require four key components: compelling content, personalized service, useful services, and customer service that is available at every touch point. With these qualities, your agency can create a real connection with your customers, enable transparency, and build trust.

“ We have a lot of information from many locations pouring in simultaneously. With Adobe Experience Manager forms, we enhance our ability to improve the overall passenger experience. ”

Dominic Nessi, Deputy Executive Director/Chief Information Officer
Information Management and Technology Group, Los Angeles World Airports

CASE STUDY



USING AUTOMATION TO POWER QUICKER TAX EXPERIENCES

Lawmakers in Wisconsin wanted to improve its tax filing experience so it turned to Adobe LiveCycle (now Adobe Experience Manager). The state's new eFile initiative now provides refunds in as little as five days rather than the previous three months. With Adobe's revenue and tax services solutions, government organizations can reduce time and budget spent on collecting taxes and providing tax information to citizens.

CASE STUDY



IMPROVING THE TRAVEL EXPERIENCE

Los Angeles World Airports, the oversight and operations department for Los Angeles airports, used Adobe Experience Manager Forms to provide real-time updates to managers on airport assets. Thanks to Adobe Experience Manager, terminal managers can now conduct daily field inspections with an iPad and update the status of 1,900 assets — everything from a dirty bathroom to an inoperable escalator to the status of an area under construction.

BECOME A MOBILE CHAMPION

Mobile-friendly technology lets your agency reach its full potential.

A 2015 Pew Research Center study found that 68% of U.S. adults have a smartphone, and 19% of Americans rely to some degree on a smartphone for accessing government services and information — either because they lack broadband at home or have few options for online access other than their cell phone.³ If smartphones are the main Internet access point for nearly one in five Americans, mobile needs to be the cornerstone of your transformation.

Mobile solutions also benefit your employees. Government workers are running around just as much as anyone else in the digital age. Ninety-five percent of them agree mobile is transforming the face of creativity and design.⁴ Using mobile allows employees to collaborate, create content anywhere, and capture inspiration in the exact moment it happens. On-the-go creativity is a way to inspire employees, who sometimes find themselves in an environment that can stifle the creative process.

Unfortunately, most public sector organizations are not keeping up. Out of the top 20 government domains in 2015, according to analytics.gov, only eight had mobile-friendly websites⁵ But, these issues can be fixed, as many Adobe customers — both in the public and private sector — have used Adobe Experience Manager to quickly and easily maintain public facing websites and applications tailored to the needs of citizens. Adobe has government customers at the federal, state, and local levels implementing Adobe Experience Manager across their systems, and providing seamless mobile experiences for citizens.



US ARMY

The U.S. Army adapted a mobile-first strategy to great success and has ensured that Army.mil is not only mobile-optimized but has the most recent and important news and information available on the home page. It even goes a step further in meeting the needs of its audience by allowing its content to be shared on social feeds with only one touch.

³ <http://www.pewinternet.org/2015/04/01/us-smartphone-use-in-2015/>

⁴ <http://www.slideshare.net/adobe/bridging-the-creativity-gap-60130481>

⁵ <http://blogs.adobe.com/adobebeingovernment/mobilizing-our-government-websites/>

GET EFFICIENT

The purpose of a digital transformation is to move your citizen outreach from the physical world to the digital world. Next-generation tools create personal and rich content and then deliver it across any channel. Your goal is to revolutionize the whole user experience by making transactions more engaging and efficient.

With the rapid shift from in-person transactions to digital interactions comes a mountain of data and seemingly unlimited opportunities to improve the customer experience. Keeping up with user expectations in this multi-channel world requires an investment in the right resources. Here are key ways you can embrace the shift to digital and reduce wait times for citizens:

MOVE TO THE CLOUD

Cloud-based solutions enable you to streamline processes and stay connected with real-time tracking and interaction. In addition, cloud services allow for continuous innovation, ensuring that your agency stays at the cutting edge while minimizing costs and reducing the burden on IT staff. At both the federal and state level, policymakers are increasingly turning to cloud solutions and expecting CIOs to have the answers for their questions.

INCREASE EFFICIENCIES WITH ESIGNATURES

With eSignatures, yet another use for mobile devices, agencies of all types and sizes can cut out the cost and hassle of manual and paper-based tasks, speeding up every transaction while gaining more control over the entire process. Solutions like Adobe PostScript, Adobe PDF and Adobe Sign have become essential tools across industries for document exchange, document security, and digital and electronic signatures.



NEW MEXICO DEPARTMENT OF TRANSPORTATION

The New Mexico Department of Transportation used Adobe Experience Manager to build a new, interactive website that delivered fresh, relevant content to 100,000 daily site visitors. Adobe Experience Manager also helped the department consolidate more than 800 pages to just 72.



HAWAII GOVERNOR'S OFFICE

While breathtaking, Hawaii's landscape can prove problematic for the state government to reach all of its citizens living across seven islands. Fortunately, Governor David Ige found a solution to break through the natural barriers with Adobe Sign. With Adobe Sign, state employees have signed more than 60,000 documents electronically, and as many as 25,000 government employees are expected to regularly use it.

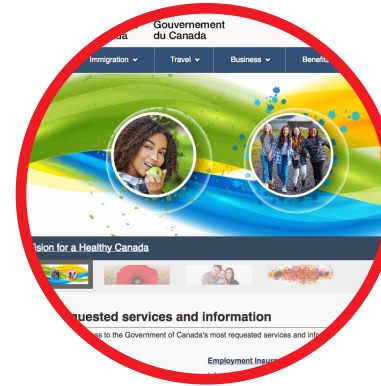
DIGITIZE FORMS AND DOCUMENTS

At Adobe, we recognize the importance of modernizing the way we collect and share information. From filing taxes, to paying parking tickets, and renewing driver's licenses, forms are an integral part of the public sector's interactions with citizens. Government organizations can now modernize this key touch-point with citizens by improving the online tools people use every day. The recent Adobe Digital Government Survey indicated that 62 percent of citizens would feel more positively toward government if online tools were improved.



ILLINOIS DEPARTMENT OF HUMAN SERVICES

Using Adobe solutions, the Illinois Department of Human Services automated 2,000 paper-based forms that can now be filled out and submitted online, with data automatically flowing into back-end systems. This enables the agency to improve service delivery while saving more than \$6 million in administrative costs simply by using e-forms to automate citizen interactions.



MOVING 1,500 WEBSITES TO ONE SYSTEM

The Canadian government wanted to create a single site that could better engage and inform Canadians. This was no small task. The government featured 1,500 websites from 91 institutions, with multiple platforms, restricted scalability, and a range of server configurations. To achieve this goal, Adobe migrated more than 11 million government pages to a new web service platform built on Adobe Experience Manager (and connected to Adobe Analytics).

By using a single platform, Adobe enabled the government to provide and update public-facing information. The government gained control of all web properties along with distributed content management to empower agencies to create their own content. They also gained access to reporting and analytics tools crucial to ensuring that all digital experiences meet customer needs. The platform now allows Canadian citizens to quickly access pertinent information and services from one secure and organized site instead of scouring the Internet looking for the appropriate information.

SECURE THE CONTENT

For government, content security is not an option. Protecting your network is not enough to protect your information. Adobe is experienced in protecting sensitive content across devices for private sector clients and that experience has enabled us to offer government solutions with security at the core.

LAYERED SECURITY

Banks build layers of security to protect assets and provide peace of mind to clients. Securing personal information in the digital age requires a similar multilayered approach. No matter where information is located — on the network or a personal computer — multiple layers of security must be in place to keep threats at bay. And effective cybersecurity systems merge three dimensions of content security:



1. CONTENT MANAGEMENT

At the highest level, government agencies need a comprehensive content management solution, including strong authentication and authorization so administrators can manage users and access. For example, whenever a new document is created, the author identifies the sensitivity level of the content and applies the appropriate access controls or rights management, minimizing insider threats. Problems can become crises when all documents are designated sensitive and everyone has access. Effective content management solutions help administrators build in safeguards and determine what information really is sensitive.

2. DIGITAL RIGHTS MANAGEMENT

Once a document is shared, it becomes vulnerable. This is where the second layer comes into play. Digital rights management provides control features that restrict access and usage of content. Information sharing is required today, but the potential for insiders to misuse or accidentally access or leak information exists every time someone disseminates content. A level of security is needed to protect the content no matter where it is located. Digital rights management encryption can provide persistent protection, monitor for access, and automatically track information as it is shared outside of the organization.

3. CONTINUOUS MONITORING

The third dimension of content security is continuous monitoring. Organizations should be watching for unusual activity. If an employee normally prints five documents per day and suddenly prints 500, system managers should be alerted to that anomaly. Similarly, if an employee downloads 100 documents without opening them, that action should be a red flag that somebody is trying to take a lot of information someplace it shouldn't go. Advanced analytics today can help administrators pinpoint such suspicious activity.

MANAGING THE DIGITAL TRANSFORMATION

Whether your agency provides services to the public, offers personal training and communications, or relays vital public information, Adobe has the digital foundation powered by an easy-to-use, unified, platform. It gives government agencies the best-of-breed capabilities such as content authoring and delivery, personalization, and analytics to deliver impactful digital customer experiences.

Built on a scalable, cloud-based infrastructure supported by expert dedicated resources, the digital foundation is modern and extensible — providing world-class security and leading industry standards. The core components of a digital foundation include several key technologies that together enable government to create a holistic view of the customers and deliver the personalized and relevant experiences that the people they serve demand. These technologies are not nice to haves—they are necessary for a successful digital experience.

Learn more about Adobe digital government solutions by clicking [here](#).



Adobe Experience Manager is a comprehensive content management solution for building websites, mobile apps, and forms. And it makes it easy to manage your marketing content and assets.



Adobe Sign



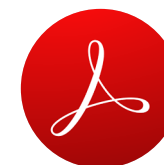
Adobe Analytics



Adobe Target



Adobe Campaign



Adobe Acrobat



Adobe Creative Cloud

ADDITIONAL RESOURCES



Digital Content Security: Breaking Down What You Need to Know [GovLoop]



Customer Centric Digital Transformation Guide [GovLoop]



Adobe Public Sector Blog