

About the Digital Strategy Template

This template has been provided to assist South Australian Government organisations to develop their own digital strategies in line with the Premier's expectation outlined in the *Digital by Default Declaration* and best practice across governments in Australia.

The template is a guide only and can be amended, expanded and redesigned to suit your organisation. The template is modelled on current strategy documents developed by local, state and federal government organisations.

Who Should Develop the Digital Strategy?

The Digital Strategy, and other elements of this toolkit should be researched, developed and sustained by an internal team of people representing the key areas of the organisation:

- Customer-facing
- Management
- Business operations
- Digital
- Marketing and communications
- Technology.

The strategy needs to be owned by the whole organisation so the digital strategy team must be careful to be inclusive in its research and decision-making, consult widely outside and inside the organisation (co-design with your customers), share drafts of the strategy and act on the feedback.

Researching your customers

An organisation's digital strategy should be framed in the context of what your customers need and expect of you – whether they be external or internal customers.

Ask your customers and all key areas of the organisation:

- Who are our customers – what is the range of demographic factors that affect their expectations and needs? e.g. culture, age, comfort with digital channels
- How important is digital to your customers?
- What are their online needs and expectations?
- How do they use digital channels and which ones do they prefer?
- What factors may influence customers' needs and expectations of your digital channels over time – e.g. new technologies, changes to legislation.

Consideration should be given to co-designing digital services and channels with customers to ensure the digital initiative meet their needs.

Digital Strategy template – explanation

Why – this is the rationale for the digital strategy – e.g. alignment with SAG economic priorities, *Digital by Default Declaration* and the organisation’s own vision and goals. Include here why digital transformation is important.

What – identify the key characteristics of the organisation’s digital strategy and provide a brief explanation of each. These are the key pillars and principles that provide the criteria by which to assess the merit and direction of digital channels and service delivery and of any digital initiatives and solutions. There should be an emphasis on the customer and on transformation of the business, not mere transition of the status quo to digital channels.

The strategy should be completed by a team of people in the organisation with experience in customer needs, management, business operations, digital channels and solutions, design, marketing and communications and supporting technologies and infrastructure.

How – identify the key success factors and actions that must be addressed in order to fulfil the vision, comply with the guiding principles and meet the benefits and the associated KPIs. These will be high-level and so the detail, action plans and schedule need to be identified and addressed separately. This may require further investigation and consultation with stakeholders and customers.



Benefits – these are the desired outcomes for customers and the organisation expressed in relative terms - better, more, less, shorter, increased, etc. These can become the KPIs, so where feasible set targets of timeframe and results – e.g. in two years: 15% fewer calls to our call centre and 20% increase in online transactions.

Digital Strategy Toolkit

'Organisation Name' - Digital Strategy

WHY



Premier's Digital by Default Declaration

Agency mission and vision

Insert here your mission statement, strategic intent, service charter etc

WHAT

What is the Strategy

Insert here the

- purpose of the DS
- guiding principles
- defining characteristics

How

Digital transformation

How and what will be transformed

Customer service

Customer service promise

Innovation

What are your aspirations for innovation?

All service channels are digitally enabled and aligned



Capability and change management

What policies, procedures, staff training and change management are required.

Governance

What management structure and resourcing is required.

Enabling technologies

What hardware and software do you need e.g. new CRM, etc.

Benefits

Better... eg

- ↑ customer experience
- ↑ education and advice that is easy to find, understand and act on
- ↑ understanding of customers and the changing workplace
- ↑ consistency of service delivery

More... eg

- ↑ customers self-serving
- ↑ time for Agency staff to provide quality service due to less time doing admin
- ↑ customers acting as our advocates
- ↑ services tailored to customer needs
- ↑ collaboration across Agency in devising and delivering services to customers

Shorter... eg

- ↓ time finding the right answers and responding to customer queries
- ↓ Face-to-face time with customers because they are assisted by digital technologies
- ↓ time to determine a customer's issue

Reduced... eg

- ↓ red-tape and barriers to customers doing business with us
- ↓ cost to serve
- ↓ number of customers visiting us
- ↓ time spent by our staff on administrative tasks

WHY



Premier's Digital by Default Declaration

Agency mission and vision

The purpose of our agency is to provide services to citizens and develop meaningful relationships with the community that increase our shared knowledge and understanding.

Our digital strategy will help us to do this by putting citizens at the center of what we do and using digital technology and innovation to enhance our relationships.

WHAT

- ✓ **Digital first:** Our information and services are digital by default and delivered primarily via our digital channels.
- ✓ **Customer-centric:** Digital services are devised, organised, written and presented from the customers' view.
- ✓ **Transformational:** We imagine and create new services for our digital customers that maximise the benefits of digital technologies and channels.
- ✓ **Productive and efficient:** Our digital channels and services reduce the time and cost to customers of doing business with us.
- ✓ **Responsive and informed:** Our digital engagement with customers improves our understanding of them.
- ✓ **Awareness and reach:** Digital channels and services improve awareness of our services, increase the uptake of digital-enabled self-service and attract increasing numbers from our target customer groups.
- ✓ **Integration and alignment:** Digital channels and services support our strategic intent. Digital channels and our systems are aligned. The channels are aligned with the Digital by Default Declaration and the State's Ten Economic Priorities.

How

Digital transformation Pilot projects

Using the prioritisation tool, identify and prioritise pilot projects to demonstrate digital-led transformation in service delivery.

Customer service

Understand and continually monitor customers' needs and preferences by asking them and acting on the findings

Innovation

Unlock innovative ideas and solutions to improve customer service, make us more productive and to maximise the benefits of digital services



Capability and change management

There is a structured approach to building acceptance of change that addresses people-related issues. Staff are given clear direction, training and resources so they are willing and able to embrace the digital strategy. The digital knowledge and capability of staff is developed and maintained.

Governance

All digital activities are governed by this strategy and risk is managed by the use of appropriate policies and guidelines.

Enabling technologies

Technical solutions are developed and managed to enable and support the digital strategy – data analysis, CRM records management.

Benefits

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