



# Understanding the needs of the future citizen

Innovation 2019

**EY**

Building a better  
working world

GLOBAL  
**government**  
FORUM

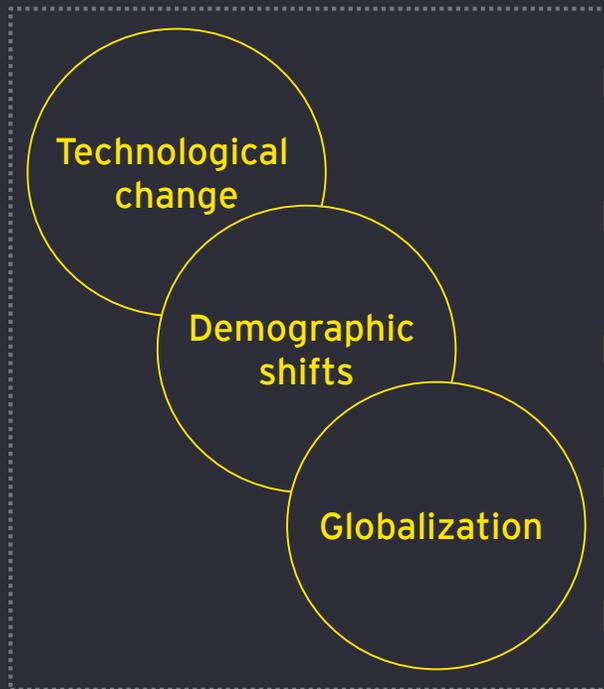
**INNOVATION**  
2019

# We're living in a Transformative Age

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At no point in recent history have we experienced such rapid and systemic change ... and the pace is only likely to accelerate.

## Global drivers of change



## Growing pressure on governments

- ▶ Do more with less
- ▶ Increasing demand for services
- ▶ Respond to ongoing industry disruption
- ▶ Enhance economic competitiveness
- ▶ Rebuild public trust

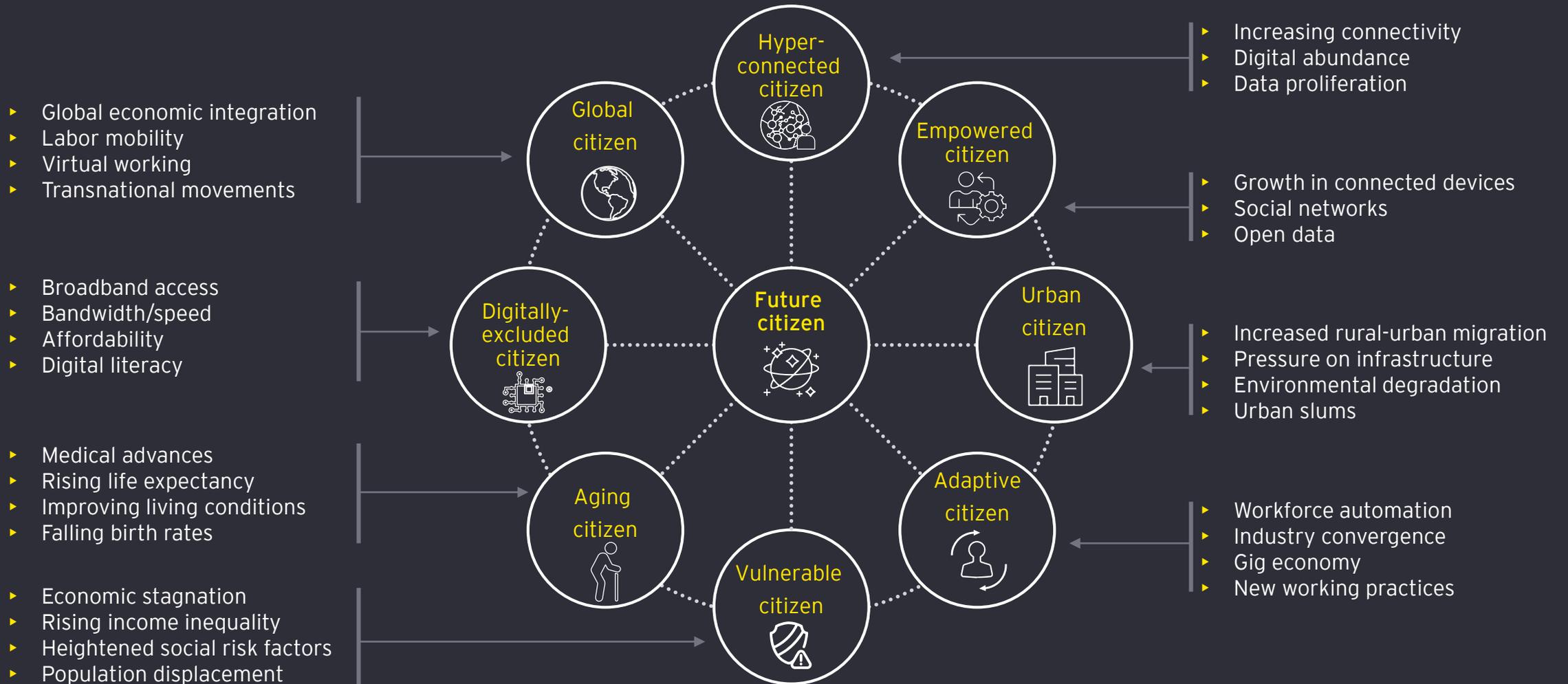
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We stand on the brink of a technological revolution that will **fundamentally alter the way we live, work and relate to one another**. In its scale, scope and complexity, the transformation will be **unlike anything humankind has experienced before**.

World Economic Forum, 2016

# The world is changing ... and people are changing with it

EY has identified eight “personas” to help us understand the needs, behaviors, values and expectations of the future citizen and the factors influencing them





# How can we deliver optimal customer experiences tomorrow?

## Who is the "hyper-connected" citizen?



“

My job requires me to be very digital-savvy, but I run most of my life on the internet anyway. That's why it frustrates me when the government doesn't offer the kind of service I'm used to.

Megan, 30, sales manager

Megan's a digital native who can barely remember life before the internet. She uses it for shopping, research, socializing and dating, as well as for work. She travels a lot for her job and is always pressed for time. She wants the government to treat her as an individual and expects her online interactions to be quick, easy and personalized. If they're not, her 2,000 Twitter followers are the first to know.

## Goals, needs and wants

- ▶ Information and services available immediately on demand
- ▶ One-stop access and ability to self-serve
- ▶ Personalized services and interactions that reflect her needs
- ▶ Real-time information, alerts and reminders
- ▶ Seamless connectivity through any device

## Opportunities for governments

- ▶ Unique digital IDs
- ▶ Smart portals and mobile apps
- ▶ Tell-us-once services
- ▶ Integrated data platforms and citizen "lockers"
- ▶ Journey mapping and end-to-end service redesign
- ▶ Automation and advanced analytics tools
- ▶ AI-powered virtual assistants
- ▶ Digital payments

## Improving services for citizens in the City of Edinburgh

EY helped the City of Edinburgh Council to introduce a range of automation tools, helping staff to focus on more meaningful activities and improving the customer experience for citizens, through faster, accurate and easy-to-access services.



# How can we partner with citizens to use their data for the public good, without violating citizen trust?

## Who is the “empowered” citizen?



“

Governments are dinosaurs when it comes to technology. They have got to do more with the data they have to improve services or they’re missing a huge opportunity.

Ben, 25, engineer

Ben is tech-savvy, highly engaged and always connected. He makes his views known on social media and regularly weighs in on policies that affect him and his community. He uses information to make better lifestyle choices. He also wants to do good. In his spare time, he uses public data to develop apps that help solve community problems. He’s excited by the potential for technology to improve services.

## Goals, needs and wants

- ▶ Contribute to a better society
- ▶ Put democratic power in hands of citizens
- ▶ Co-design solutions to community problems
- ▶ Hold government accountable for its actions
- ▶ Keep control over how his own personal data is used

## Opportunities for governments

- ▶ E-participation tools and hackathons
- ▶ Open data initiatives
- ▶ Social media sentiment analytics
- ▶ Gamification to encourage participation and nudge citizens’ behavior
- ▶ Blockchain to provide accurate and transparent view of government spending
- ▶ Real-time performance dashboards
- ▶ Robust policies to regulate data ownership and use

## Engaging citizens through the Canadian Blood Services’ chatbot for Facebook Messenger

EY helped to develop a chatbot – the world’s first blood services robotic assistant – which will help users on Facebook Messenger learn about the donation process and encourage people to donate blood.



# How can we rethink urban planning and use smart technologies to improve people's quality of life in cities?

## Who is the "urban" citizen?



“

I love working in the city, but it's getting too busy and life's becoming harder here. My quality of life isn't what it used to be.

Rebecca, 35, retail worker

Rebecca lives on the outskirts of the city. She's in a stable job but is worried about affording her rent, which goes up every year. She commutes to work every day by train and bus, but there are often delays. She misses having a park nearby to walk her dog and is feeling less safe after a series of muggings in her neighborhood.

## Goals, needs and wants

- ▶ Affordable housing and living costs
- ▶ A safe environment and access to open spaces
- ▶ Reliable transport options with real-time information
- ▶ A sense of community and pride in the city
- ▶ A say in how the city is run

## Opportunities for governments

- ▶ Build resilience and sustainability into planning
- ▶ Leverage smart technologies to improve efficiency
- ▶ Use open data platforms
- ▶ Rethink planning and zoning policies
- ▶ Provide interactive tools to involve citizens in city decision-making
- ▶ Leverage new financing and funding mechanisms

## Improving quality of life in Nagpur City

EY has helped the city of Nagpur harness technology – including digital networks, smart sensors, advanced analytics and other IT solutions – to tackle key areas of concern for the city and build a better living and working environment for its citizens.



# How can people develop the skills they need to work alongside robots and algorithms?

## Who is the “adaptive” citizen?



“

Things are moving so fast it’s hard to keep up with what employers need. My son just graduated from university and already he feels his knowledge is outdated.

Louisa, 47, former actuary

Louisa had worked as an actuary for over 20 years. She was made redundant after her company automated a lot of the tasks she had previously managed. She plans to take advantage of training assistance from the government to improve her technology proficiency and get back into the workforce. She has a son who is looking for his first job and worries about his future career prospects.

## Goals, needs and wants

- ▶ Job security and flexibility
- ▶ Opportunities for personal and professional growth
- ▶ A sense of purpose and value
- ▶ Ability to maintain her standard of living and independence
- ▶ A more diverse workplace

## Opportunities for governments

- ▶ Shape, influence and regulate the gig economy, including workers’ rights
- ▶ Taxation policies for the digital economy
- ▶ New education curricula for the digital age
- ▶ Leverage new technology and approaches to learning
- ▶ Improve workforce diversity
- ▶ Work with industry to create sector road maps to identify future skill needs
- ▶ Agile, lifelong training and re-skilling programs

## Building skills for the future in Singapore

EY has advised SkillsFuture Singapore - which aims to give Singaporeans the opportunities to develop to their fullest potential through lifelong learning and skills mastery - by helping different sectors define the current and emerging skills required for the future and anticipate changing manpower needs.



# How can we protect our most vulnerable citizens in an era of workplace automation and heightened social risk factors?

## Who is the “vulnerable” citizen?



“

Life is hard and I’m struggling to cope on my own. I just want my son to have the opportunities I didn’t have. But we need some help ...

Marina, 40, single mum

Marina left school without any qualifications and is working on a zero-hours contract. She is struggling to make ends meet and has started using a local food bank for basic provisions. Her situation has taken its toll and she suffers from depression. Her son, Sam, has come to the attention of police and social services due to his anti-social behavior in the community and at school. Marina worries he may be taken into care.

## Goals, needs and wants

- ▶ Opportunities to develop new skills that employers will value
- ▶ Stable employment
- ▶ Financial security
- ▶ Improved confidence and self-esteem
- ▶ Support and guidance from social services

## Opportunities for governments

- ▶ New social safety net schemes, including retraining opportunities and job guarantees
- ▶ Social investment approach
- ▶ Integrated data-sharing platforms
- ▶ Advanced analytics
- ▶ AI platforms for online self-referral and screening
- ▶ Personalized support packages
- ▶ Digital reporting systems and dashboards

## Improving child protection services in New South Wales, Australia

EY helped to redesign children’s services and bring together data from multiple sources to provide a single view of every child and young person under care, helping frontline staff make the right interventions at the right time.



# How can we use new technologies and approaches to help us stay active and independent as we age?

## Who is the “aging” citizen?



“

I’ve still got a lot to offer, but most people think I’m past it. I probably could have planned better for the future ... but surely it’s not too late?

Bill, 65, factory manager

Bill is worried about getting old. He hoped to retire at 65 but can’t afford to do so. He’s in good health but recently had to leave his job involuntarily. He’s worried what might happen if his health deteriorates. He feels discriminated against because of his age. He’d like some help in planning for his future but isn’t sure where to look.

## Goals, needs and wants

- ▶ Continue working until 70 years of age
- ▶ Learn new skills
- ▶ Have a financially secure retirement
- ▶ Live independently at home
- ▶ Maintain feeling of self-worth and fulfillment

## Opportunities for governments

- ▶ Incentivize long-term retirement saving
- ▶ Reconsider retirement age
- ▶ Support employers to adapt jobs and workplaces for older workers
- ▶ Offer lifelong learning opportunities
- ▶ Promote independent living (e.g., smart homes)
- ▶ Enable self-management of health
- ▶ Focus on preventative care
- ▶ Integrated health and social care services

## Extending public pension coverage in Asia

EY has helped a large Asia-based public sector pension fund attract and retain more employers and members by analyzing customer touchpoints and creating a more customer-centric pension fund that excels at customer experience.



# How can we make sure we bring everyone with us for the next stage of the digital revolution?

## Who is the “digitally excluded” citizen?



“

I’ve always been happy living in the country, but it’s changed a lot in the last 15 years. I’m worried I’ll get left behind.

Keith, 58, farmer

Keith runs a farm that has been in his family for generations. He’s finding more of the government services he needs, like applying for subsidies, are only available online. But he’s not comfortable using his computer, and there is limited broadband coverage in his area. He feels he might be missing out on entitlements that will affect his livelihood. He lies awake at night worrying about the future.

## Goals, needs and wants

- ▶ Better broadband and mobile connectivity for himself and his family
- ▶ Learn how to use his computer
- ▶ Personal advice and guidance to help him run his business
- ▶ Stay healthy, mentally and physically

## Opportunities for governments

- ▶ Investment in high-speed broadband and 5G networks
- ▶ Unique digital identification
- ▶ Targeted digital inclusion initiatives to reach marginalized or remote communities
- ▶ Digital literacy programs
- ▶ Multichannel engagement and service delivery, including online and offline channels

## Improving access to services in India through unique identification

EY helped the Indian government design, implement and roll out its ground-breaking unique digital identity program – Aadhaar – to India’s 1.25 billion residents, giving Indian citizens digital access to vital services.



# How can we adjust and scale up services to meet the needs of increasingly mobile and transient populations?

## Who is the “global” citizen?



“

I can run my business from anywhere, so I’ve been living in Sydney for the past two years. It can be challenging to manage your tax affairs in different countries, though.

Mark, 49, small business owner

Mark runs a small IT company that serves Europe and the Middle East. It’s registered in the UK, but he regularly relocates to places that offer him a better quality of life. He employs a small staff but mainly outsources work on demand to freelancers through a digital matchmaking platform. Mark loves being a digital nomad but hates how difficult it is to get answers to his queries about tax.

## Goals, needs and wants

- ▶ Ensure his business is commercially viable
- ▶ A simpler tax and pensions system for virtual workers
- ▶ Seamless, 24/7 access to relevant advice
- ▶ More joined-up policy and communication between governments

## Opportunities for governments

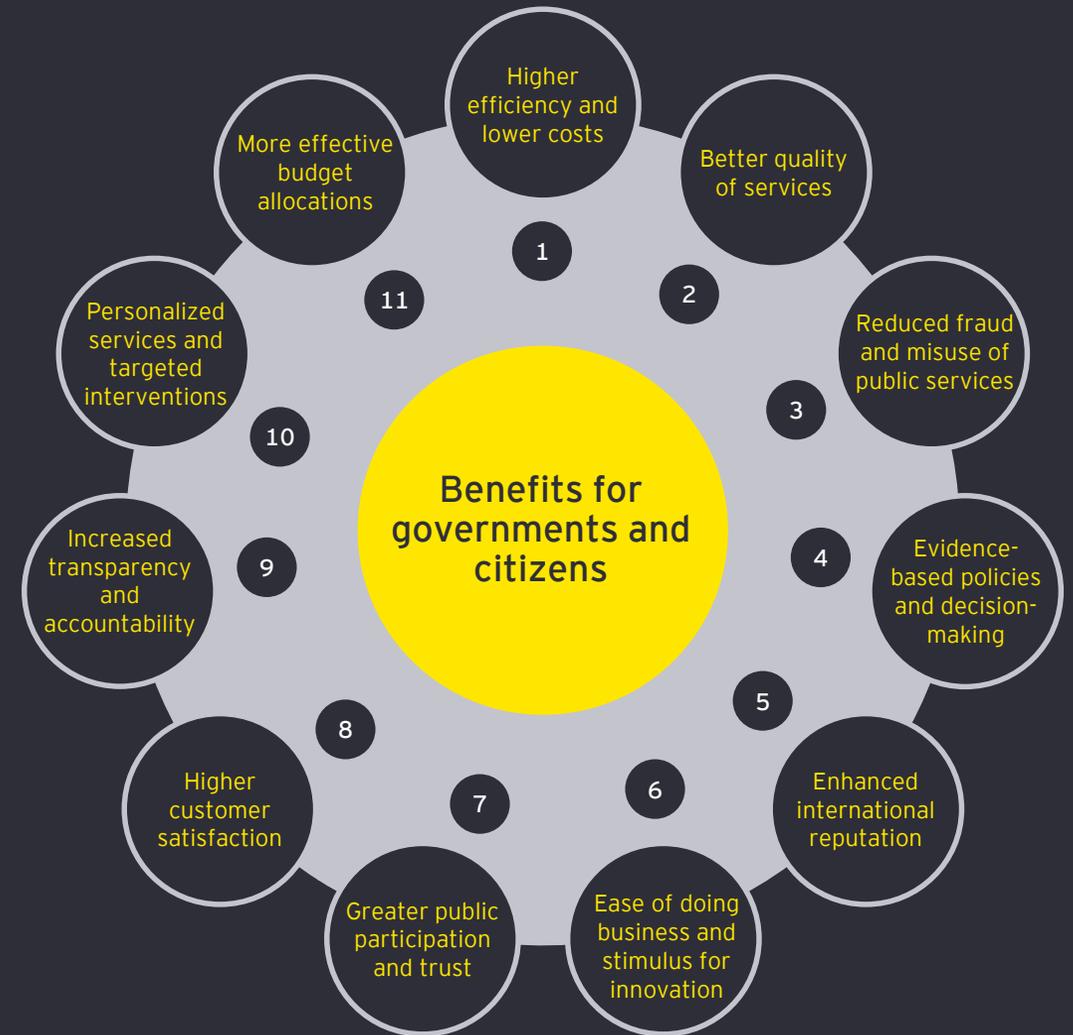
- ▶ Digital IDs, recognized internationally
- ▶ Tax, pensions, health care and welfare policies for mobile, transient workers
- ▶ Reformed immigration systems
- ▶ Policies to integrate migrant workers into local communities and job markets
- ▶ Digital platforms for information sharing
- ▶ Single government accounts that offer seamless services across borders

## Improving collaboration through the EY Digital Passport

EY has developed the Digital Passport – a technology platform for the secure and traceable exchange of information for SMEs – which can help streamline how SMEs interact with governments on digital identity and digital tax across different jurisdictions.

# Digital technologies will play a critical role in transforming the public sector

Governments that effectively harness digital technologies will create a world-class quality of life for their citizens, regain public trust and improve their country's competitiveness within the global economy. They will also be in much better shape to weather the next wave of disruption, whatever form that may take.



# Experimentation and fresh thinking are needed to address these disruptive changes and meet the diverse needs of the future citizen

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- ▶ How can we find innovative ways to develop and deliver policy?
- ▶ How can we develop better approaches to managing public procurement, so citizens are getting value for their taxes?
- ▶ How can we introduce intelligent automation technologies to transform government, while safeguarding jobs and ensuring that no one gets left behind?
- ▶ How can we harness data and analytics to drive efficiencies and deliver better outcomes?
- ▶ How can we innovate in the workplace to provide greater opportunities for employees and improve collaborative working, workforce diversity and staff morale?
- ▶ How can we develop new approaches to designing and delivering public services, to save public money and improve outcomes?

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