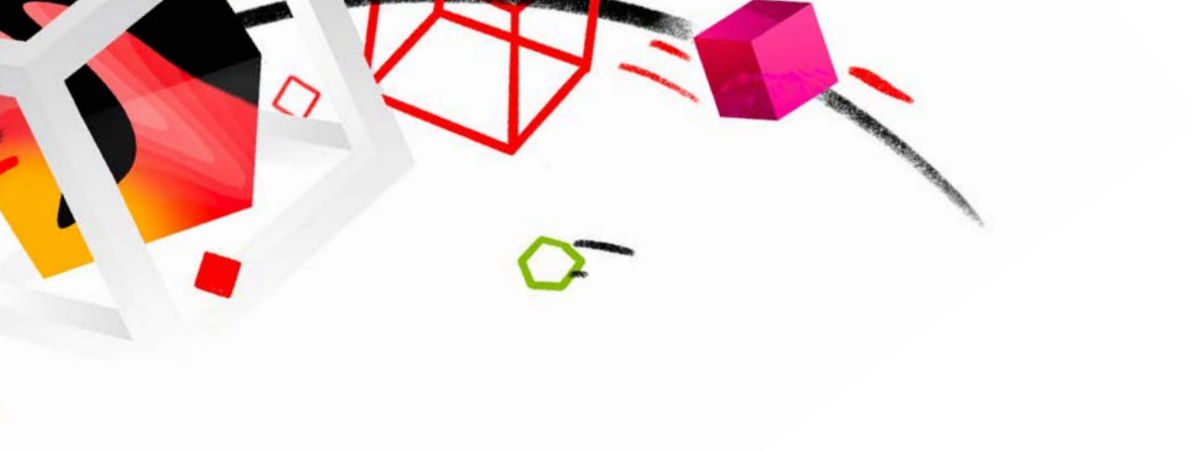




Using business intelligence for continuous excellence in public services





Gut instinct

Historically, organisations had to make decisions on gut instinct. If it felt right, it would get done. If it felt wrong, it would be left.

Organisations that were successful were those led by people with great gut instinct, or who were lucky.

Where decisions could be made using some data, it was limited.

Now, data is abundant

More than 90% of the world's data has been created in the last 10 years. Organisations, individuals, applications and everything in between churn out and feed into the over 1 trillion megabytes of data that are generated every single day.

Organisations no longer want data to make decisions: there is too much of it. It is no longer the organisation with gut instinct that succeeds, but the organisation that can understand and use the data at its fingertips.

Intelligent organisations use business intelligence

Business intelligence is the practice and technologies that allow organisations to understand and analyse the data they create, collect and purchase to make the right decisions.

By knowing what has happened and is happening, organisations can use business intelligence to make predictions about what will happen. This allows for resources to be allocated, processes to be tweaked and services to be improved.

Business intelligence allows organisations to get rid of "gut-feel" decision making, and replace it with evidence-based decision making.





The benefits of business intelligence in the public sector



The UK public sector generates an enormous amount of data in the course of delivering services to citizens and businesses.

There are well over one billion transactions on GOV.UK every year as citizens and businesses pay their taxes, apply for passports, renew their driving licences and more. There will be many abandoned and incomplete transactions on top of those that are completed. More than 10 million people now have and use the NHS App.

The data that is created and collected through this usage can show how long customers use different services for, where services are abandoned and where processes fail. This data, analysed with the right business intelligence tools, can allow the public sector to:

Manage demand and allocate resources

Delivering high quality public services is often resource intensive, and the public sector has limited resources. This puts pressure on the public sector and can lead to suboptimal outcomes.

Business intelligence can provide the insights an organisation needs to understand drivers and moments of particularly high demand. With this, the organisation can manage that demand, and put the right resources on the right tasks and services to deliver first-rate outcomes for citizens and for the organisation.

Improve processes and provide exceptional citizen experiences

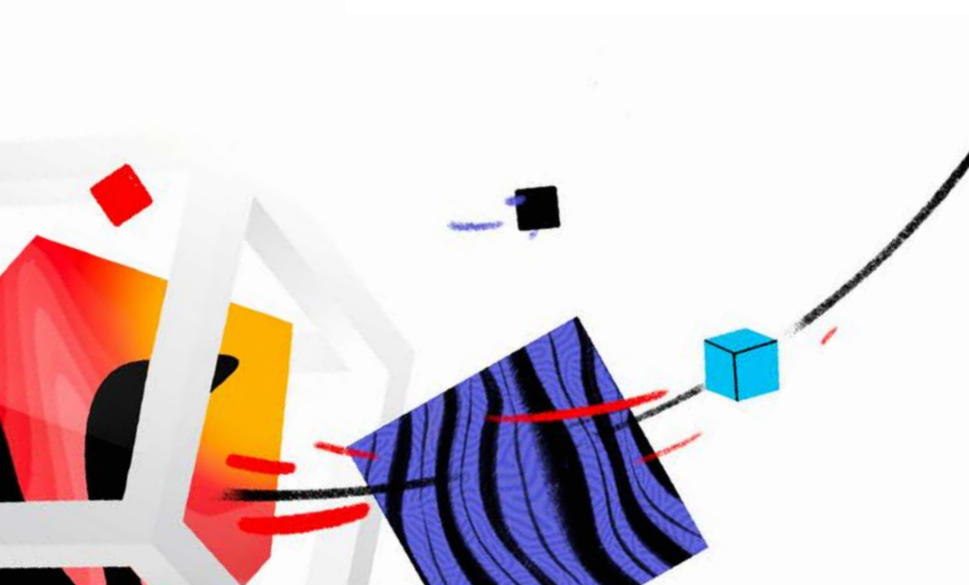
The public sector is necessarily home to many high volume complex processes. These processes will have multiple moments when responsibility for completion moves from the organisation to the customer, and vice versa.

Organisations can use business intelligence to assess drop-off rates, moments of abandonment, and sections at which customers give up on the digital form and ring the call centre. With this knowledge, processes can be continuously improved to facilitate exceptional citizen experiences and to increase completion via desired channels.

Reduce costs

The public sector is under constant pressure to do more with less and to reduce costs. This pressure has only intensified during the pandemic and will remain throughout the recovery.

By using the detailed understanding that business intelligence allows for, the public sector can make evidenced decisions on resource allocation, process improvement and change. This means that services can be maintained, combined or improved all while ensuring that costs are reduced.





The challenges of implementing business intelligence and how to overcome them



Despite these benefits, the implementation and use of business intelligence can often pose challenges to organisations. At Adobe, we have worked with public sector organisations across the world to provide our business intelligence solutions. These are the challenges we most frequently see, and how we think they are best overcome.

Using one side of the data

Business intelligence is most effective when it draws together various data sources into a single source of truth. These data sources could be various internal flows (for instance, call centre data and digital form abandonment data), or could also include external data (for instance, standard call centre data to measure against).

Organisations need to determine what they want to understand, and then consider which data sources they have available, and which ones they need to procure or access from elsewhere, that will support them in this goal. Adobe's solution consultants and account executives work with organisations to understand the right data sources and to bring them together.

Business intelligence is as good as the data available

As well as using the right sources of data, it is essential that the data that is analysed is uniform, clean and readable by the system. Too often business intelligence efforts suffer or even fail because the data input has not been of the right quality.


Sometimes this can be fixed by changing the way that data is collected, generated and presented. Sometimes, and especially when the number of data sources is significant and their relation complex, this can only be achieved by using the right software solution. These solutions need to allow for mixing, matching and simultaneous analysis of various data sources from a customer's journey.

Compliant data use

Effective data use is fraught with difficulties across industries, as organisations seek to maximise the value and benefits they can derive from data while remaining compliant with relevant legislation and regulation. Between 2019 and 2020, central government reported thousands of data breaches, many of which included personally identifiable information. This can often leave organisations paralysed in their use of data. This does not need to be the case.

The right software solution, alongside the right training and internal frameworks, allow for rigorous interrogation of data from processes and service provision in a fully compliant way. Adobe's solution consultants and account executives regularly work with customers to deliver this.





Access for the organisation

Business intelligence is at its most effective when everyone involved in a process or the provision of a service can both access and interrogate the relevant data with the right tools. Insights and understanding can come from anywhere in an organisation, but too often business intelligence access is restricted and limited. This restricts and limits the possible results and insights that can be derived.

Organisations that use business intelligence to greatest effect organise themselves to allow for broad access to business intelligence tools, while also choosing a software solution that encourages and allows for collaboration across team members.

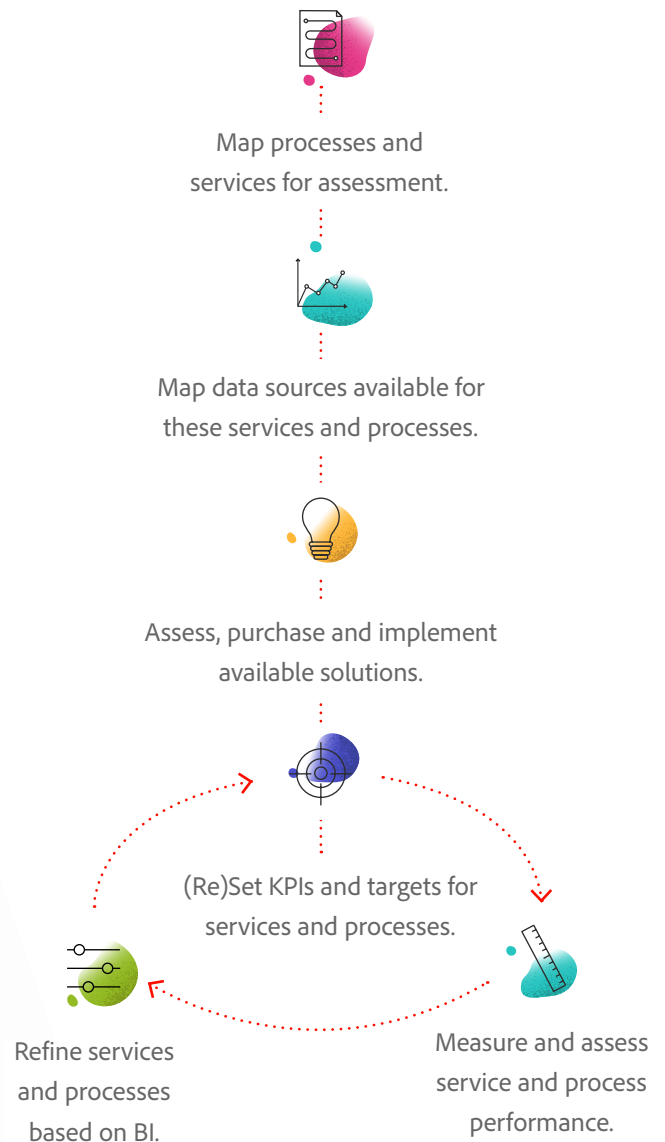
Continuous improvement is a process

Organisations that use business intelligence have the ability to continuously improve through regular assessment of the insights provided and by taking corrective action on services and processes where necessary.

Continuous improvement is a process, but often an organisation will take a “once and done” approach with their business intelligence solution. Those that truly succeed integrate business intelligence into their ways of working, and choose a software solution that facilitates this.

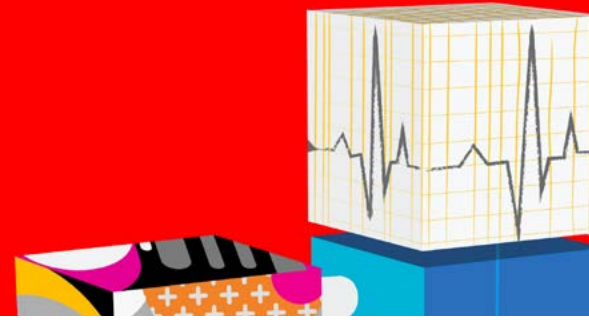
A model for implementing business intelligence

Implementing an effective business intelligence solution and making the most of it will always require an approach tailored to the organisation. The below provides a starting point for consideration.





About Adobe



Adobe Experience Manager enables next-generation digital government in countries across the world, reducing costs and improving services.

Adobe Analytics is designed to allow for powerful analysis of multiple, complex and disparate data sources to deliver meaningful business intelligence that allows organisations to continuously improve. Adobe Target supports organisations to use this intelligence to reach their stakeholders and customers in the most effective, compliant way.

We would love to talk to you about how Adobe can support business intelligence in your organisation.

To find more information, please visit our website at business.adobe.com/uk/solutions/industries/government.html

Or contact us at business.adobe.com/uk/request-consultation/experience-cloud.html

Sources

GOV.UK, "[Services Data](#)," March 15, 2021

