

# Designing and implementing new technology: 7 steps to success

Hazel Lachée – May 2009



# Transformational Government...

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*“The process of improving services by leveraging the benefits from technological investment through business process re-engineering and re-design.”*

- the services enabled by IT must be designed around the citizen or business – not the provider – and be provided through modern, co-ordinated delivery channels
- government must move to a shared services culture – in the front-office, back-office, in information and in infrastructure – and release efficiencies by standardisation, simplification and sharing
- there must be broadening and deepening of government’s professionalism in terms of the planning, delivery, management, skills and governance of IT enabled change

# ...Or Database State?

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# It doesn't have to be that way!

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# Step 1

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## **Issue:**

We need to understand and take account of consumer/citizen attitudes so that we can enhance uptake and address implications early on for service design and policy.

## **Solution:**

- (1) Consumers are the best source of consumer insight. Establish an early dialogue between those who shape the technology and the consumers of those technologies.
- (2) Consumer views change over time - extend the dialogue by continuously investigating how and why they utilise technology and choose particular products and services.

# Step 2

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## **Issue:**

Accept that the technology is not perfect and that adoption is a complex process.

## **Solution:**

- (1) Apply mixed, interdisciplinary research with associated mixed, interdisciplinary methodology.
- (2) Use a good interdisciplinary research team that can demonstrate their ability to deliver.

# Step 3

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## **Issue:**

Consumers do not trust technology per se, but they may trust the people or institutions involved in the delivery of technology.

## **Solution:**

- (1) Do not rely on technology alone to assure trustworthiness; do not expect customers to trust technology for technology sake.
- (2) Become trustworthy to become trusted. Maximise benefits of brand and reputation without endangering them.
- 3) Specify a fair deal and deliver straightforward promises; do not over-promise on issues such as security or availability; provide honest guarantees and adhere to restitution measures.

# Step 4

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## **Issue:**

Consumers assess trust both through and beyond technology.

## **Solution:**

- (1) Be master of the medium: identify and understand the values that are being communicated; convey appropriate messages through and with technology.
- (2) Make your message heard: provide clear and unambiguous messages that support shared societal values; present messages in a simplified form made relevant to everyday experience.
- (3) Continuously investigate whether consumers receive the message appropriately, whether they believe in value compatibility etc.

# Step 5

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## **Issue:**

Adoption is driven by the perception of risks weighed against benefits.

## **Solution:**

- (1) As customers are conditioned to think in terms of risk, support the risk-benefit analysis by facilitating the consumer journey; increase the benefits that we know consumers value and decrease the perceived risks.
- (2) Perceived benefits act as mitigating factors that tip the balance in favour of using particular services. Understand how customers view benefits by mastering and combining several impact factors to maximise impact and uptake.
- (3) Minimise major perceived risks by offering trusted deals: accept your role and liability in minimising the perception of risk.

# Step 6

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## **Issue:**

Consumers vary in their ability to weigh up risks and benefits accurately.

## **Solution:**

- (1) Education is key - better informed consumers make better and more responsible choices. Engage in consumer education.
- (2) Become the most trusted provider of information about your own products. Provide accurate, up to date, reliable information that is easily and appropriately accessible.
- (3) Understanding brings trust. Offer a deal that consumers can understand - simple, stable, relevant.

# Step 7

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## **Issue:**

Consumers value privacy but ICT may shift the balance of power in the politics of privacy.

## **Solution:**

- (1) Privacy-related value compatibility creates its own virtuous loop - demonstrate that consumer privacy concerns are taken seriously. Implement audit measures and provide greater transparency in data collection and use.
- (2) Reciprocity is key to ensuring that data is used in a fair and equitable manner; there needs to be far greater communication between data subjects and data gatherers.
- (3) Improve reciprocity; return some of the value bound up in an individual's information to that individual.

# In summary

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- Public engagement is a rich and largely untapped vein in the context of technological development.
- E-enabled service delivery is as much about human decisions as it is about technology but the human decision process has been largely ignored.
- It is accepted wisdom that trust lies at the heart of the use of e-enabled services, but trust in ICT engagement has tended to focus upon technology.
- We have to stop relying on technology “to do the work for us.”
- Convey the ‘right’ messages that support cultural/societal values.
- Minimise risks and maximise benefits.
- We need a radical culture change - one that encompasses greater respect for vulnerability AND privacy of data.

# Thank you

Any questions?

