Chair in Digital Government

MyACC for Business:

A successful digital government case study.

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MyACC for Business: A Successful Digital Government Case Study

Background

ACC is responsible for the operation of New Zealand's national accident compensation scheme which helps individuals recover from accident-caused injuries in the workplace and elsewhere. ACC is a Crown entity governed by a ministerially appointed board. Its legislated mandate is to "provide a fair and sustainable scheme for managing personal injury that has, as its overriding goals, minimizing both the overall incidence of injury in the community, and the impact of injury on the community (including economic, social, and personal costs)" (Accident Compensation Act 2001 s3).

MyACC for Business is one of several web-based digital platforms developed and maintained by ACC to serve as a dedicated self-service channel via the internet for a particular client group, in this case ACC's business customers. This custom-built browser-based web application allows businesses to easily access their documents, payments and reports where and when they want to, ultimately to help them protect and insure their most important asset - their people. The MyACC for Business application is built from different components, predominantly using two frameworks. Springboot is ACC's backend framework, using Java software. This manages any business logic and connections to core systems where business customer data is mastered. Within Springboot, ACC uses things like Spring-data/Spring-JPA to manage the connections to the ACC business customer database and maintains models in a sensible way. React provides a frontend framework. React controls the user interface and user look and feel. Within the user interface, a library - which is React-bootstrap - brings in re-useable user interface (UI) components.
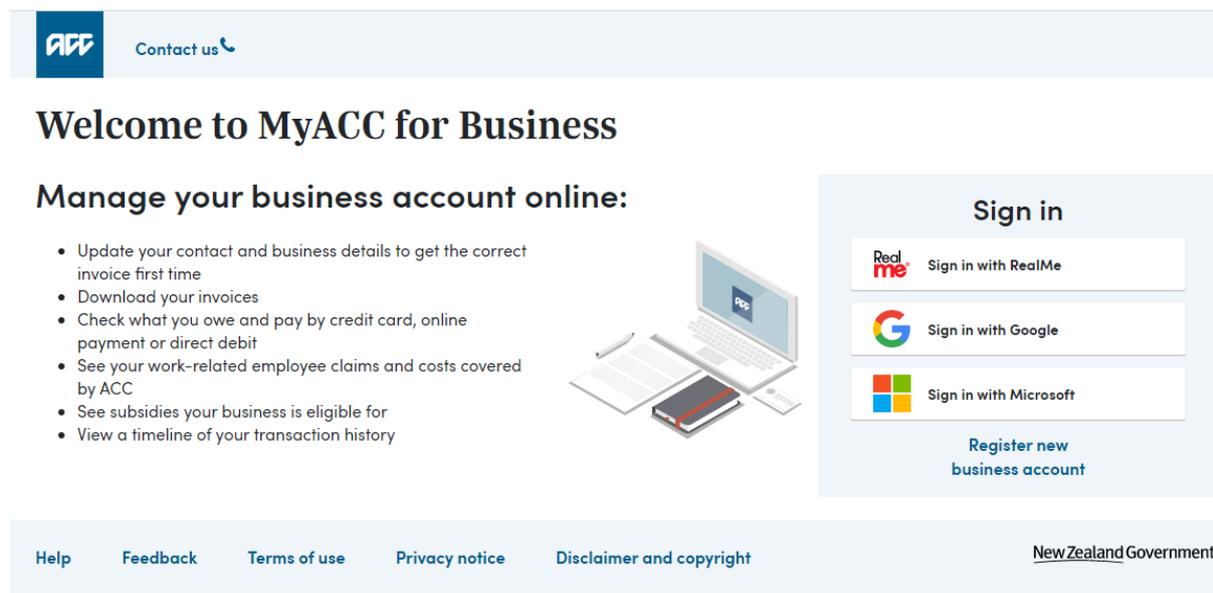
The development of the MyACC for Business channel was commenced in 2016. It was an operational self-service channel for business customers and their agents at the time this case study was conducted in 2020. Its agile development and maintenance is ongoing for as long as ACC identifies new benefits to be gained. This web-based channel is not a stand-alone development but as indicated in the technical description above, is reliant on other digital products, platforms and databases operated by ACC. This means that our case study also touches these other systems. We note where important technical systems and business processes on which MyACC for Business relies needed to be updated before the vision and benefits of the MyACC for Business could proceed or be fully realised.

The research focuses on the factors that assisted (or hindered) the success of MyACC for Business' creation and functionality. It delves into the lessons learned by the organization in the process of its development with the intent that other organizations might find them useful. We have used the term project as a collective noun for this development because this term is in common across the digital government sphere in New Zealand and elsewhere. We note here however that ACC people most usually refer to this development as a digital 'product' and eschew the notion of a project that has a timeframe and sequence of steps known at the start. The reasons for this should become more apparent in the reading of the case study but it is essentially a service that is undergoing continuous adaptation.

Document review and interviews with key actors within ACC during 2020 are the source data for the identification of the factors leading to the creation of a successful public sector digital government initiative. Our working definition of successful is that the product is in use and delivering benefits for customers and the digital service owner.

The MyACC for Business Story

MyACC for Business is an online self-service channel for ACC's 535,000 business customers. These are the ACC Levy-paying businesses operating in New Zealand. These businesses range in size from large multinational firms to self-employed and small business owners. All such businesses are required by law to pay a levy to ACC in return for no-fault, accident compensation arrangements for their employees.

MyACC for Business design and build began in 2016 and has continued to add new features for customers since. It is one of several web-based service channels operated by ACC, others for example being for their accident clients and the general public. It is viewed by the Chief Executive and senior team at ACC as part of the delivery on a multi-year aspirational business transformation programme, envisioned in the organization's strategy document *Shaping our Future*, commenced in 2014. The 2016 ACC Annual Report said that the programme of work envisioned by the strategy was 'focussed on refreshing our systems, organization design and the way customers interact with us and experience our services' (ACC, 2017). Use of technology was one of the five pillars of that strategy (see Figure 1).

'SHAPING OUR FUTURE' – THE NEW OPERATING MODEL

Four targeted outcomes:
A step change in trust and confidence
A professionalised and empowered workforce
Enhanced service delivery
Custodianship and future proofing

Customer experience — Operating structure — Organisational design — Capabilities and culture — Technology

FIVE PILLARS

Source: Excerpts from 'Shaping Our Future' Executive Memorandum

MyACC for Business was designed and built through an internal collaboration between the part of ACC responsible for Business Customer Service Delivery, and the team responsible for digital developments with input from the Customer Insights and Experience unit of ACC. The people responsible for these areas are referred to at times as the Senior Responsible Officer (SRO) for MyACC for Business, the SRO Digital and the SRO Customer Insights and Experience respectively. This intra-organizational partnership marries the relationship between a business customer focus, ACC's transactions with business customers via various channels, and the overall experience of these customers when interacting with ACC. The development of technology-based solutions to make transactions between business customers and ACC more customer orientated, efficient and effective as well as meeting the strategic objectives of ACC, promised benefits to the business customer and to ACC. While the SRO Business Customer has overall responsibility for MyACC for Business, in practice all three SROs contributed to the oversight of the development of this project and have an ongoing governance role.

A vision for what the development of MyACC for Business could be became more possible following the replacement of ACC's core legacy system which managed business customers, invoicing and payments of levies. Project Juno, as it was known internally, gave ACC a modern system called Guidewire which is now ACC's core background system for levy management. Guidewire links to other systems in government, such as those of Inland Revenue Department (IRD) and the Ministry of Business, Innovation and Employment (MBIE), and uses the Cloud for data storage. These linkages allow ACC to comply with all-of-government regulations and guidelines, such as the use of New Zealand Business Numbers (ACC, 2017).

Having this more modern platform and the use of the Cloud was widely viewed within ACC as important enablers for the development of MyACC for Business. The successful implementation of Project Juno was a necessary precursor to the development of MyACC for Business. Prior to the completion of the Juno project, attempts to be more customer-centric, and achieve customer satisfaction, required considerable resources behind the scenes: the service user might not necessarily have experienced it, but some processes required significant manual intervention by ACC

at the back end. This added costs to ACC and vulnerabilities to the quality and consistency of the customer service experience. Transactions were fragmented, non-uniform and more error prone because of this manual processing and other workarounds of the inadequate legacy systems.

Because these legacy systems presented such a barrier to achieving the vision for ACC articulated in *Shaping our Future*, considerable resources and time were invested in finding a product that would help ACC be among the best, not just in the New Zealand public sector but in their class of industry globally. ACC was aware that some of their business customers were international companies and they wanted their experience of dealing with ACC to be as good as it would be when dealing with any other service provider across the world.

Completion of Project Juno in 2016-18 was a significant milestone for ACC. As well as the capability gained through the new Guidewire platform built by Juno and the removal of risks inherent in the legacy system, it gave ACC new technological capabilities and grew its organizational digital capability and confidence. In moving to the next stage of business transformation, the Senior Executive team were keen to leverage their investment in the Guidewire system for improving customer experience and efficiency benefits.

To support the technological developments, in parallel, there were incremental adjustments to ACC's organizational structures and processes. The Digital team were responsible for the building of MyACC for Business and this team deliberately embraced an agile methodology as one well suited to the kind of incremental build envisaged. This meant that rather than a traditional waterfall project where the final product is fully designed at the outset of the build and the product does not emerge for the customer to see and use until the end of the technology build, a minimal viable product (MVP) began to be released within weeks of commencement of the build of MyACC for Business in 2018.

Right from the beginning, this development was customer focused. The Business Customer SRO was keen to remove the 'pain points' experienced by business customers in their dealings with ACC. This meant better quality information for the business customers and 24x7 access to services via the website given the diversity of the business customers. Achieving this came with the inherent challenge that many ACC business customers are small businesses or sole traders, and many of them view the ACC levies they are required to pay as a tax. Therefore, ACC's challenge was to make these interactions simple to do, and to make paying this compulsory and largely unwelcomed levy as transparent, easy and pain free as possible.

To achieve these aims ACC drew on insights it had into customer's experiences of dealing with ACC and how these might be best alleviated, for the development of MyACC for Business. The internal capability to achieve this vision is an ongoing work in progress. The customer personas that had been developed by ACC in 2014 were refreshed and personas such as 'frustrated self-employed' were added. These customer personas guided a lot of the early MyACC for Business development. Since around 2016, ACC's digital development processes have been evolving away from the traditional waterfall project approach, widely used in the public sector and on ACC's Juno project, towards more agile methods and a focus on products aimed at meeting customers' needs and increasing their positive experience of dealing with ACC.

Using an agile methodology (Kanban) and human-centred design approaches, the Digital Product team responsible for building and maintaining of the MyACC for Business product, one of the first cabs off this rank, were able to release viable versions of a working product as soon as they were ready and to use the customer feedback they received from these releases to inform their ongoing

development and refinements. In-built customer feedback is an important feature of MyACC for Business's product design and this was used to help with sequencing the build and priorities within the development. Heartbeat is the ACC name for their online customer feedback and experience data collection. Senior management at ACC get daily updates on customer feedback on their experiences of dealing with ACC and this is used to inform follow-up action to better understand customer experiences and future developments.

The move to agile required adaptation of the business processes at ACC focused on digital programme governance, monitoring and financial drawdowns for the development. The overall business transformation programme was signed off at Ministerial and Board level in 2014 as a multi-year programme. Over time ACC has refined how it prioritises within this overall budget and product development to achieve business benefits and the transformational goals sought from this programme. The agile development methods bring with them inbuilt processes for continuous development, monitoring, prioritisation and right sizing.

At its initiation, the MyACC for Business product was scoped for the resources needed for its initial development and ongoing maintenance and budgeted for within the ACC Board's Shaping our Future initiatives. Yearly funding for ongoing development is now bid for internally based on benefits identified and priority. This ongoing investment by the Board may eventually reach a point of requiring maintenance only when no further customer benefits can be identified. In 2020, the product team consisted of 11 members of multi-disciplinary squads with, for example, business analysts, SCRUM masters, customer experience expertise, digital coders.

The work that has been done and what still needs to be done is reviewed and reprioritised quarterly by the business owner(s) from Business Customer, Customer Experience and Digital, referred to above. This ensures ongoing and evolving ownership, relevance and priority for the organization as a whole in meeting business strategy and ACC's transformation goals, emanating from the vision document *Shaping our Future,* to be customer centric.

ACC's agile approach to the development of MyACC for Business means that this is not a project that began, had an intensive period of work and came to an end when it was adopted as business as usual. The product continues to be maintained, and is also added to, to further enhance the customer experience and deliver further benefits to ACC and its business customers. ACC continues to be using customer experience data to improve the quality of the overall customer experience with ACC and to maximise the returns on the investment so far in delivering business benefits to ACC and their customers.

The agile methods adopted by ACC have proved themselves resilient under times of change and stress. For example, during the period of Covid-19 levels 4 and 3 in 2020, when large numbers of New Zealanders were staying home, ACC was able to pause their developments, review priorities and reallocate capability and resources as needed under the new circumstances. Developments such as advancing telehealth, a development already on the drawing boards, could be sped up, because the necessary resources and prioritisation processes to do this were controlled in-house.

Success Factors

In this section we use our data sources to illustrate the main contributors to the success of MyACC for Business to deliver benefits sought and appreciated by its business customers and ACC. While many of these factors are interlinked and work in tandem, below we have isolated ten that contributed strongly to MyACC for Business' success. Many of these overlap and reinforce the seven noted in 2012 research on successful digital projects and benefit realization (OAG, 2012). They also reflect the digital development time gap and the evolution of maturing public sector digital capability.

Business strategy driven

The Product Manager for MyACC for Business whose team built and maintains the product began her conversation with us by stressing the product's origins in a wider organizational transformation strategy. The product owners, everyone else we spoke to and all the documentation echoed this. MyACC for Business was a step on a five-year business transformation process begun in 2014 which aimed to deliver six key benefits for New Zealand: customer trust and confidence in ACC; improved productivity of ACC; reduction in the number of productive days lost to injury; empowerment and engagement of ACC's staff to deliver services more effectively; enhanced operational resilience; and improved levy collection (ACC, 2016). The product owners have this strategic intent firmly at the front of their minds in their governance oversight, monitoring and ongoing decisions about the development of MyACC for Business.

Technology was seen as an important enabler of the envisioned 2014 organizational transformation roadmap called *Shaping our Future* and was one of its five pillars from the outset (see Fig 1 above). The use of technological solutions sat alongside organizational and cultural change and a central focus for serving ACC's diverse array of customers. Six years later, the threads of this strategic direction continue to be refined through customer insights work and drive the development of MyACC for Business.

> *The direction we were getting from the new Board [in 2014] was let's rise to the challenge. Let's change the value of this organisation by changing the way we have been operating from an organisation that works for ACC to an organisation that is for and works for New Zealanders.* ACC Chief Operating Officer

> *We needed to invest in our people; we needed to simplify our processes to make them much more customer-led and customer focused; and we needed to replace technology, particularly around our legacy platforms. Shaping our Future created that vision. It created that light on-the-hill and the pathway we needed to be on to really start to change everything.* ACC CEO

Digital as provider of solutions to business problems

At ACC the digital team is seen as a provider of digital solutions to the problems identified by the business arm and consequently a servant of business transformation. This orientation between business strategy and digital resulted from an organizational mindset change. The new mindset saw what needed to be done through the eyes, experiences and aspirations of ACC's customers.

> *This was not just about giving us a shiny new box in the corner and everything is going to be fantastic; i.e. we needed some new technology. We needed to do all three things and do it through the lens of our customers. Significant investment was needed and this is the work we embarked on from early 2014, while continuing to run our business.* ACC CEO

In reality, such changes take time and the business must continue to deliver in the meantime. The SRO Digital is responsible for the people who do the work of building and maintaining MyACC for Business.

> *The decision to move down this online self-service pathway goes back to the Shaping our Future strategy. … translation of that very high-level aspirational document to a more specific digital vision happens here in Digital and we usually do that in partnership with a customer facing business unit. In this instance we have teamed up with the Business Customer Group.* Manager Digital Services

This digital team and their senior people were very clear that their role is to come up with technical solutions to business problems and to so as servants of the ACC business goals in partnership with the business owner.

> *We were desperate to not make this a project but to make it a product.* Manager Digital

Collaboration and Co-design

MyACC for Business comes from an internal collaboration within ACC involving three parts of the organization: the area of responsibility for services and transactions with business customers; the area responsible for digital capability; and the area responsible for engaging with customers and seeking their feedback.

There is some creative tension inherent in this collaboration because each partner has a different focus. The SRO Business aims to think holistically about the Business Customer and their experience interacting with ACC across all channels.

> *My team is ostensibly responsible for all the services we provide business customers. They can range from the insurable products suite that we put together for business customers is all it needs to be, through to how we inform and collect levies, through to all the communications that we have remotely, via teams on the ground or out there in the region. Because I have responsibility for the services delivered, I have oversight, not formal accountability, for what happens in the digital world…*
>
> *The [Digital] design team work with my team to make sure anything that we put out there is what we want it to be. … The other part of the equation is the Customer team. We have a very strong customer lens now driven by our Customer team who gather insights, and real time quantitative and qualitative data on customer experience of ACC from which we design our deliverables to business customers in the MyA4B case. … there are different ways different parts of the business are connected and we have quite a seamless way now within ACC of connecting those dots.* SRO Business Customer

SRO Digital and Channel Services and her team align their priorities to those of the business.

> *SRO Business Customer and I would put together a joint bid around business customer funding. We would be identifying the priority areas we want to invest in over the next 12 months. A forward look over 12 months for the next big priorities for investment to achieve the business strategy. We always make sure that where we are prioritising flows up into the ACC Statement of Intent.* SRO Digital and Channel

SRO Customer Insights and Experience gathers solicited and unsolicited feedback from business customers. This feedback informs the design of MyACC for Business and priorities for investment. That intelligence is then fed into the design and prioritisation processes that are reviewed quarterly.

> There are various different forums and performance network groups that my team facilitate to help others understand our customers, whether that is through customers telling us directly or through monitoring the performance data built into out digital products. SRO Customer Insights and Experience

> Internal *business partnering helps ACC to prioritise the right initiative and then helps through the design processes. My team are responsible for understanding customer needs but when it becomes a product or task, then the design team within Digital picks it up. There is definitely a clean handover there. But also, a lot of collaboration … there is a tension, and my team try to reflect the customer-user vie point.* SRO Customer Insights and Experience

User/customer centricity

From its initiation MyACC for Business was conceived, designed and built with the experiences of ACC's business customer driving what was created.

> *We conducted 47 workshops from the top to the bottom of New Zealand; we spoke to five and half thousand people of whom about 1,100 we our own staff who we asked to walk in the shoes of our customers. We gained tremendous insights from the perspectives of people who had had an accident event, our business customer – about 500,000 of them of all sizes from self-employed to large corporations, and our providers. We got a huge amount of information about what people thought of us, good bad and indifferent, and importantly what people would want from our services. That discovery and diagnostic phase that we went through was incredibly important.* ACC CEO

> *There were customer personas that had been developed previously for ACC online, like 'frustrated, self-employed' persona which were refreshed and guided a lot of the early development.* Product Manager

The focus on customer experience with ACC as well as creating business efficiencies and value allowed ACC to leverage to the maximum the customer and benefits realization.

> *Right from the beginning MyACC for Business has been very customer-centric, whether it being through the use of personas, using human-centred design methods for how we design and deliver new features.* Product Manager

> *We don't just collect feedback. Where someone has scored their experience poorly and makes a comment, that automatically opens a case file that goes to the operational or the digital teams to get in touch with the customer to fix it. This is a bit of a cultural change we are going through. We expect someone in the relevant team to contact the customer and fix the problem: ask them to tell us more about it.* SRO Customer Insights and Experience

Human-centred design lies at the heart of ACC's digital product development.

> I would definitely call out customer centricity and Kanban [an agile methodology] as … key to the success of the product [MyACC for Business]. Particularly that taking a human-centered approach to the design of the product, how we deliver features and prioritise our developments. We have customer touch points for features that are in production, but we also strive to involve the customer in the product development and delivery along the way as much as we can. Product Manager MyACC for Business

ACC has at least one annual interaction with 535,000 business customers, either directly or through an agent, to enable them to pay their ACC levy. These are all the businesses operating in New Zealand ranging in size from large multinational and national corporations to small businesses and the self-employed people that must pay an ACC levy based on the size and type of their business and its accident risk profile. Making the payment of this perceived tax as painless for businesses as possible for business customers and ACC is ACC's challenge. To meet it ACC must know their customers well and align ACC's internal business processes to appear coherent and seamless to the customer.

> *Huge amount of work on customer profiles. Everything that we have done on MyACC for Business has been insight-led. It is based on segmented customer profiles for example large businesses, SMEs, self-employed, and the agents and advisers as well who represent a lot of those businesses.* SRO Digital and Channel Services

> *Beginning to think in a service design way around its customers and the services. For example, around a levy and the services that ACC might deliver to its customers; and around the payment of the levy, what are all of the bits of ACC we have to line up to get there?* Product Manager

Communication

Frequent and full communication with all stakeholders within the organization and with customers is very important. This means also being upfront about progress even when it is less positive than desired.

> *You have to be very transparent about both success and failure. You have to communicate incredibly often. For me the communication plan was a weekly update from the product manager. Often in email form i.e. a short email update with a more detailed attachment. You also had monthly showcases of MyACC for Business where you can come and actually see the work live. We would have quarterly system demos where we would show how the whole thing would hang together. We would have multiple engagements with [other parts of the business]. You need to avoid people having any excuse for saying they don't know what is going on.* SRO Digital

Timely replacement of legacy systems and strategic, fit-for-purpose, technology choices

In 2014, while ACC were sure about the kind of organization they wanted to become, they were less certain about the specific ways and means. They needed to identify and prioritise the impediments to their becoming a world-class, customer-centric organization.

In common with many organizations in the public sector at that time, ACC had some aging legacy systems that stood in the way of delivering 24x7 customer-centric services. As well as being based on older, less enabling technologies, these systems involved business processes requiring

considerable person-to-person interaction with customers and users, at their front and back end, which affected customer experiences through undesirable quality variability, costs and risk. ACC settled on a few things such as replacing their legacy systems, which was time and resource intensive and required persistence. Having achieved that, the focus then could shift more easily to creating new benefits on the back of the new capability gained

> *Some of our processes at the time that had been built up over 40 years. In times of adversity additional processes had been layered over existing processes … [they] had become overly complex and the technology we had to operate the business was going to become challenging because we had legacy platforms. As time went on, they were going to become more challenging in terms of servicing them and getting the kind of outcomes we wanted.* CEO ACC

ACC's new platform was chosen with international industry best practice in mind.

> *Choosing technology is about choosing a platform that will enable you to be positioned as an outstanding performer in your field benchmarked internationally against like organizations not just NZ or public sector.* Chief Operating Officer, ACC

MyACC for Business is not a one-off project. It is one of several customer-facing digital self-service channels operated by ACC, each one tailored to a particular customer group; in this instance, their business customers.

> *So in working on that product, the most important shift for us was getting people to understand that this wasn't a one off and done thing. The worst case scenario, for me, would be doing a product and letting it decay; a one off done and dusted thing; a project that once it is finished is left to decay over ten years and then you have to come back and spend another $10 million and do it all over again with another large project.* Manager Digital Services

> *The original rebuild began was what could be described as 'lift and shift' i.e. replacing the capability of the original ACC online, not without purpose or thought … we needed to replace the functions that existed before and alongside that it was also about migrating MyACC for Business to the Cloud. The corporate decision to move to the Cloud vastly enabled the delivery team to release on demand and release when ready and speed up delivery*. Product Manager MyACC for Business

> *Moving to the Cloud was among the ingredients that made MyACC for Business so successful. That happened around 2017.* Product Owner MyACC for Business

Aligned organization design, operational management and digital technology management
As mentioned already, three perspectives are brought to bear in the development of the MyACC for Business product: the business outcome; customer service and satisfaction experience, and digital technology as a support for more customer-centric and efficient business processes. The senior executive responsible for business customers, and the MyACC for Business product owner (SRO), works in partnership with the Customer Experience manager and the Digital manager to ensure that what gets built in MyACC for Business aligns with and supports delivery of the ACC Business customer strategy.

> *Shifting the organizational mindset from projects to products and continuous delivery.* SRO Digital and Chanel Services

It was also recognized that technology alone could not achieve the vision of the organization ACC wanted to become.

> *If we go back to some of the changes in behaviour and what was expected of our staff, you didn't have to have [new] technology to drive that change. Technology is not going to change behaviour. What we did recognise is that if we were going to change behaviour than we absolutely needed to have an infrastructure that supported the behaviour change that needed to happen.* ACC Chief Operating Officer

ACC's approach in its digital strategy was to make sure that, wherever it made sense, they leveraged what they did technically across all their channels while maintaining their focus on the needs and preferences of a particular client group.

> *If we are deploying a capability on one platform then we make sure we are not reinventing the wheel on another. Document upload is a good example. We have a document upload capability in MyACC for Business and MyACC. They use the same underlying technology and patterns, so we want to make sure that we are implementing that once and not having different bespoke solutions for each product [unless of course there is a strong rationale not].* Self Service Manager

Agile

The adoption of agile as a digital development approach was a deliberate decision in support of ACC's customer-centric strategy.

> *It gives the team a lot of freedom to release when we are ready to release. We have exemption from most formal change and release requirements.* Product Manager

> *We knew what we wanted to do. We began to think we needed to develop that kind of capability internally instead of always needing to rely on [the use of external] consultants. It was a deliberate move to recruit that capability [internally].* ACC Chief Operating Officer

The adoption of agile methods in their digital services design for MyACC for Business enabled ACC to deliver progressive improvements to their business customer service delivery while needs and technology continued to evolve. They could remain flexible about the detail of what was most important to do next while remaining true to a vision of the future.

> *What we set out to do on day one back in 2014 and where we are today are different. Every time we go through our 3-monthly planning and prioritisation we are finding that there are new opportunities and ideas that have been fed in through our customer insights programme and feedback loops. [i.e. what was thought might be needed back in 2014 is no longer because business, the organisation and what is have all changed].* ACC Chief Operating Officer

Effective governance

ACC found it necessary to rethink their digital project governance. It has a corporate governance capability led by the business 'owners' and has developed structures and governance practices suited to agile development. It has adopted organizational processes that enable agility in the deployment of resources and adaptiveness to ongoing customer intelligence and feedback.

> *When we are talking about the Business customer, the SRO Business Customer and I report jointly to the CEO and Board. This has been a maturing thing for us. Up until the last financial year, I'd report all things digital and Phil would report things in his world, whereas now we have come together and recognising that jointly we are business customer. More often than not, he will take the lead and I will play the supporting role – which, to my mind, is actually the right way around.* SRO Digital and Chanel Services

> *When you are in an organization that has both traditional waterfall practices, and is also moving towards agile, it always comes to a head around your governance structures. It comes around how these things are funded. You are wanting to move at pace but you feel like there is a handbrake due to the normal bureaucracy practices around funding and sign off. Its quite a difficult thing to balance.* SRO Digital and Chanel Services

There is continuing evolution of organizational structures and processes to retain their fitness to new ways of working such as the adoption of agile development methods. The effectiveness of these is viewed from the governance, ownership and delivery arms of the organization.

> The governance we now have is right. That is not to say it is light, but it is fit for purpose. We got there but it is certainly painful being the first people doing it in the organization. It's a slog. SRO Digital and Chanel Services

> *Our business unit has continuously reviewed and refined. It's also questioned its own operating rhythms and structures. The shape of the digital part of ACC has just evolved through the digital team being quite rigorous in asking 'are we meeting our customers' needs?' and 'are there things we need to do to make our teams work well?' … One of the areas we have iterated and improved is how we prioritise what work comes next across the products.* Product Manager

> *ACC is on an overall journey where everything used to be thought about as projects. It has moved to thinking about products and in the case of digital as distinct from say a levy product. I think of those products as a user experience: a responsive website; a digital product that we need to continuously refine and iterate; extend to capability of. ACC as a whole is starting to think more in terms of service and service design in the same way as other government departments think about service design and employed service design teams.* Product Manager

Knowing what success will look like: monitoring progress and committed to achieving benefits
There is a strong focus on delivering measurable benefits to customers and the organization. The governance and delivery arms of the organization have these front of mind and review and refresh them in their quarterly and annual review processes enabled by the agile methodology.

> *One of the determinants of the programme increment process is what are the benefits that will be realised. I think I can say that nothing is done without understanding the benefits. Every quarter we say what are the benefits (of doing x) and what is the line of sight through to organisational benefits.* SRO Business Customer

> *When we think about MyACC for Business customers, what we have done there is serviced over 490,000 business customers, levy payers, through our digital*

applications. There are about 220,000 levy payers, either directly or through their agents. They are all managed through that digital channel. We are seeing a major shift to the digital channel away from phone calls and face to face. … That is where we are getting our [direct] benefits. So far in our digital spend we must be in the $15 million vicinity over 4 years and we have easily paid that back now, and our business channel continues to develop. In terms of channel shift towards digital over the last year we got a 27% increase and that is continuing to climb. There are more benefits to be garnered from a purely financial and workflow perspective. The value chain is more than just an FTE [saving]. That is an obvious business payback, but the client satisfaction survey, and the measures of ease of doing business with ACC, are all part of the benefits of why we did this, and these are also increasing. Reductions in postal costs, reductions in calls coming in – all of these have been made visible because of the digital move. Chief Operating Officer ACC

Not everything has worked; we have tried some things for the right reasons that haven't worked. An example is chat bots. They might end up being a great solution, but we haven't reaped the benefits from it yet. We are not going to give up on it just yet. For example, round levy producing time, our enquiries begin to increase and being reliant solely on human systems is not the best solution, there is plenty of room for us to develop a variety of alternative solutions. SRO Customer Insights and Experience

The talk of where we are today and where we were back in 2013 are vastly different. Clients think differently of us. We are getting better in our performance and customer service and we don't want to give that up. Our staff don't want to give it up. We have the tools for working differently … and we have to get our benefits back on that. But there are no qualms that we will do that. What we have delivered has been successful… I am not saying that we are brilliant, and we are done. We still have some challenges ahead of us and the continuing drive for benefits is still ahead of us. Chief Operating Officer ACC

Lessons for Practice

The researchers asked each of the people interviewed what they had learned in the process of building MyACC for Business that was important and contributed to its success. We have collated these here as their participant lens on the ten success factors we have identified above.

Be informed by customer insights.

We know that the product features we develop are likely to meet customer needs because of how we develop them … for me it always comes back to the customers.

Success is when we deliver to our customers' needs and we know that when the customer feedback comes through.

Ensure that collaboration occurs across your organization – My AC for Business can only be as good as every other thing that supports it.

Being nimble and agile – not everything you try works

Keep an open mind about possibilities

References

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