

## Delivering on Citizens' Needs



## Meeting Citizens' Needs

### Citizens' Needs

Responsive Citizen Services

Citizen-Centric Processes

SAP Innovations

Despite being challenged by financial pressures, governments must provide constituents with efficient services and programs. And they must deliver these in an open, transparent, and cost-effective manner while meeting overall program goals.

Citizens and companies alike expect governments to use leading technology innovations to promote transparency, empower people, improve program and service performance, and strengthen governance.

To meet these needs, many organizations are deploying a variety of new technology solutions.

Citizens can use mobile apps to initiate service, receive or make payments, or file documents. Public workers employ mobile solutions to deliver field-based services, such as social care, and implement improvements to the infrastructure. Mobile apps can also help agencies use social media to improve communication and collaboration.

Governments are using cloud computing to consolidate information and analytics and Big Data capabilities to detect and prevent fraud and abuse, measure the performance of policies and programs, and streamline decision making. Conversely, citizens rely on social media channels to access information and solve problems.



## Creating Responsive Citizen Services

Citizens' Needs

**Responsive Citizen Services**

Citizen-Centric Processes

SAP Innovations

To deliver responsive citizen services, agencies need tightly integrated technology solutions that can support the complex, end-to-end processes of programs and services. Rather than developing costly custom software, organizations need rich functionality from a commercial off-the-shelf (COTS) solution.

To effectively deliver programs and services that meet citizens' needs in a cost-effective, sustainable manner, governments must first address their legacy IT systems. Too often, multiple, disparate, custom-built systems offer outdated technology and siloed solutions.

Governments need a technology platform that allows them to do more with fewer resources. They need to integrate and standardize all programs and services on a single, standard off-the-shelf solution that offers the functionality and technology needed to support their mission – now and into the future.

What's more, governments require a solution that supports Big Data, cloud computing, predictive analytics, self-service, and mobile technologies.

Instead of mixing niche, point solutions or developing custom applications, organizations can reduce their cost and risk by deploying a proven, integrated solution that supports the complete range of strategic processes.



## Citizen-Centric Processes

Citizens' Needs

Responsive Citizen Services

**Citizen-Centric Processes**

SAP Innovations

# 15%

Higher business satisfaction rating where an organization's IT performance management is linked with business outcomes

Source: SAP Performance Benchmarking

Citizens and stakeholders expect governments to provide responsive services and results-oriented programs through multiple channels. In addition, agencies must ensure fiscal responsibility, operate transparently, and enhance the quality of life for the public, while preparing for the future.

The best way to effectively meet citizens' needs is to place the citizen at the center of government processes. As part of this effort, best-run governments develop innovative ways to empower employees and citizens.

Agencies must predict which services and programs citizens will require, based on their circumstances and life events. By collaborating and sharing data within and across organizational boundaries – in a secure, efficient manner – organizations can deliver automated services that anticipate citizens' needs.

To mitigate against future IT upgrade costs, governments should select off-the-shelf software that can be configured and upgraded as legislative or organizational requirements change. Standardized software typically provides the rich functionality that helps agencies support the entire process of delivering citizen services and programs.

Continuous improvement of programs and services is also essential. Analytics and performance management solutions can help governments measure and analyze program effectiveness and service-specific results and KPIs. It's the fastest way to understand how well programs or services are meeting their intended goals.



## SAP Innovations

Citizens' Needs

Responsive Citizen Services

Citizen-Centric Processes

**SAP Innovations**

Governments are adopting analytics, mobile, and in-memory technologies to improve citizen safety and quality of life while enhancing cost-effectiveness. These technologies also help improve information access and service responsiveness.

Governments are one of the largest creators and curators of data. Innovative database and technology solutions such as the SAP HANA platform make huge volumes of information available instantly, at any level of granularity, agency-wide.

Gaining insight from this information requires flexible, scalable, and cost-effective analytics to enable real-time modeling and optimization of business processes and smart decision making. Analytics also enables governments to measure program performance, detect fraud, assess risk, and increase spending transparency.

And because electronically connected citizens expect quick access to information as well as timely services, governments are developing mobile solutions for bidirectional communications and to deliver services and programs.

Finally, as IT transforms from a support entity to a strategic driver, SAP is now offering low-cost, low-risk cloud-based solutions that help ensure flexibility and scalability and enable full integration across end-to-end business processes.



## Deliver on Citizens' Needs

### Deliver on Citizens' Needs

Process Requests Faster  
and Smarter

Delight Citizens

Balance the Budget

Streamline Grant Operations

When services are delivered efficiently and effectively, governments can spend less on program overhead and services and apply those savings toward achieving the program goal.



#### Process Requests and Applications Faster and Smarter

Governments need to quickly and accurately process all benefits requests and provide assistance.



#### Delight Citizens

To impress demanding citizens, agencies must offer world-class service, cost-effectively.



#### Balance the Budget

Governments need to improve fiscal stability and transparency and enable growth by using an integrated financial solution that supports tax and nontax revenue types.



#### Streamline Grant Operations

To manage costs and make the most of resources, agencies need an integrated solution to manage the end-to-end grants process.

## Process Requests Faster and Smarter

Deliver on Citizens' Needs

### Process Requests Faster and Smarter

Delight Citizens

Balance the Budget

Streamline Grant Operations

# 40%

Organizations that lack a high degree of integration across the IT ecosystem

Source: SAP Performance Benchmarking

To increase decision-making speed and quality, agencies need to process requests and applications faster and smarter than ever before. A harmonized system with a state-of-the-art business rules engine can help them access all relevant information and share consistent information across programs.

When citizens apply for benefits, best-run governments respond rapidly and even proactively.

This is quite a departure from the past, when governments operated in a siloed manner with discrete systems and processes. A lack of integration forced citizens to provide information for each application that had already been provided to other government programs, departments, or agencies. Many manual, paper-based processes caused tremendous delays and frustrations for citizens and employees alike.

A better solution is to harmonize all programs and processes on a single, integrated, end-to-end platform that can manage both the contribution lifecycle and also the benefits and payment lifecycle. Regardless of program or benefit being applied, a unified system generates consistently high-quality data and an integrated business rules engine that helps drive fair, rapid decisions.



## Delight Citizens

Deliver on Citizens' Needs

Process Requests Faster  
and Smarter

### Delight Citizens

Balance the Budget

Streamline Grant Operations

# 5%

Higher agent utilization rate  
for organizations using a  
knowledge repository to  
effectively handle customer  
interactions

Source: SAP Performance  
Benchmarking

Governments must provide the same world-class service that citizens have come to expect from commercial companies. Agencies must know their citizens, consistently service them on their preferred channels, and use all necessary resources to solve their problems promptly.

When citizens seek assistance, best-run governments respond using the channels where requests originated – whether that means phone, mobile, e-mail, chat, Web, or social media.

Next, agencies quickly identify the citizen and assemble a complete data profile that provides a fuller context. Citizen information can come from various internal systems as well as from the social Web. With a complete, data-enhanced view, service reps can intelligently engage with citizens without wasting time asking basic questions.

Once the problem is understood and documented, service reps can use all available resources to solve the problem – including knowledge repositories and other experts, both inside and outside the government. To tap these resources, service reps can use collaboration tools to pull people together and solve citizen issues.





## Balance the Budget

Deliver on Citizens' Needs

Process Requests Faster  
and Smarter

Delight Citizens

**Balance the Budget**

Streamline Grant Operations

To improve fiscal stability, transparency, and growth, governments must support tax and nontax revenue types, increase compliance and revenues, and reduce operating costs.

Governments need to maximize revenue collection for services provided. They must also ensure that only authorized benefits and grants are paid out to eligible parties.

For social benefits, best-run agencies make payment information available to the recipients and electronically deliver the monies to their accounts via integration with the appropriate bank's IT system.

In case of open debts, government agencies use dunning and collections tools to pursue payments from citizens.

They also should have in place customer care services to support communication with citizens about payment-related issues. A contact center environment is well-suited for distributing relevant information.

When handling grants, governments need to ensure that funds are available and that only authorized payments are made. These payments should be checked at the line-item, expense-type, and budget-period level.



## Streamline Grant Operations

Deliver on Citizens' Needs

Process Requests Faster  
and Smarter

Delight Citizens

Balance the Budget

### **Streamline Grant Operations**

Organizations must harmonize and integrate the end-to-end grant lifecycle, eliminating manual tasks and automating processes where appropriate. To manage costs, agencies need to streamline grant processes so they can make the most of scarce resources.

Providing grants to constituents is a common process for most government agencies. Best-run organizations work to harmonize the grants process across all departments and grant programs.

Agencies need a single, government-wide, comprehensive grantor solution that can support all program types. Using an integrated solution eliminates data redundancy and inefficiencies and also helps governments create accurate, compliant payments and adhere to budgets.

To ensure compliance with regulatory requirements, governments need to enforce program-level business rules over the entire grant lifecycle. A solution that captures agreement terms and conditions helps agencies optimize grant management processes.



## Delivering on Citizens' Needs Value Map

### SAP Solutions

SAP solutions address key requirements for delivering on citizens' needs.

Social Benefit  
Decision Making

Benefit Payment Services

Multichannel  
Citizen Services

Grants Management



## Make Informed Decisions

SAP Solutions

### Social Benefit Decision Making

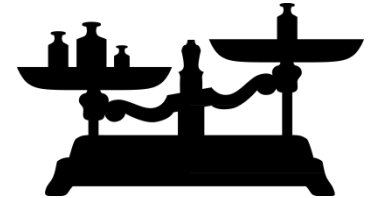
Benefit Payment Services

Multichannel  
Citizen Services

Grants Management

### Manage citizen applications for social benefits.

SAP software supports decision making, which covers the end-to-end process of benefits payment – from application to disbursement. A rules engine determines an applicant's eligibility and entitlements. The software also contains calculation rules for benefits to be paid.



#### Application Processing

Submit client applications using different methods, such as an online application form, a paper form, or via electronic message.

#### Collaborative Case Management

Organize and document the workflow and application processes.

#### Benefit Decision Making

Determine the applicant's eligibility for social programs and the entitlements for benefits. Calculate benefit amounts using automated tools.

#### Deduction Decision Making

Determine deductions from benefit payments.

## Benefit Payment Services

SAP Solutions

Social Benefit  
Decision Marking

**Benefit Payment Services**

Multichannel  
Citizen Services

Grants Management

# 75%

Agencies that cannot settle  
disputes online when the  
dispute management system  
is not integrated with  
collections

Source: SAP Performance  
Benchmarking

### Manage inbound and outbound payments.

Now you can support communication with clients about payment-related issues by giving contact center reps access to relevant financial information. You can also make payments for social benefits and grants and use dunning and collection tools to secure outstanding debts.



Credit and  
Collections  
Management

Segment customers according to credit risk and give agents the information they need to make the right choices during the collections process.

Financial  
Customer Care  
and Dispute  
Management

Enable call center reps to address inquiries regarding invoices, account balances, dunning notices, and payments status, while handling disputes and adjustments to customer accounts.

Invoicing

Integrate accounting process to handle account maintenance and create outgoing correspondence to inform beneficiaries of their statuses.

Payment  
Handling and  
Receivables

Manage the revenue realization process by aligning it with accounting principles and reconciliation needs; enable reliable interaction between all payment channels.



## World-Class Services

SAP Solutions

Social Benefit  
Decision Marking

Benefit Payment Services

**Multichannel  
Citizen Services**

Grants Management

# 11%

Lower cost of operations  
where organizations use  
a mix of communication  
channels such as e-mail  
and the Internet

Source: SAP Performance  
Benchmarking

### Provide world-class services to citizens.

Citizen services enable governments to provide a consistent experience across the customer's preferred interaction channels, including telephone, mobile app, e-mail, Web chat, in person, or via social media – all leveraging a single CRM platform.



#### Citizen Connect

Allow citizens to report issues via iPhones.

#### Contact Center Infrastructure

Reduce the costs of communications infrastructure and transmission with the SAP Business Communications Management software for voice over IP.

#### Web Self-Service

Provide 24x7 availability and greater responsiveness to customers, while improving service efficiency and accountability.

#### Multichannel Access

Implement an end-to-end, integrated citizen service process, providing customer support agents with data and tools that empower them to serve citizens, improve results, and foster citizen satisfaction.

#### Case Management

Provide a unified case management solution that enables cross-agency coordination, reduces costs, and improves service delivery to citizens.

#### Service Delivery

Enable government agencies to deliver services to remotely located citizens.



## Grants Management for Grantor

SAP Solutions

Social Benefit  
Decision Marking

Benefit Payment Services

Multichannel  
Citizen Services

**Grants Management**

**Plan, select, manage, and evaluate grant programs with a single integrated platform.**

Standardize and support the end-to-end grants management process with a single integrated solution that supports all program types and eliminates data redundancy and inefficiencies.



Front-Office  
Processes

Manage front-end, applicant-facing grantor processes, including program, application, assessment, agreement, claim, change request, monitoring, case management, and analytics.

Financial  
Processes

Manage back-end, financial processes for grantors, including budgeting and availability control, payments, and repayments.

## SAP Innovations

### SAP Innovations

SAP HANA

Mobile

Analytics

Cloud

Citizens today expect their governments to provide benefits comparable to those of private sector companies. This means delivering service and support 24x7 to ensure the well-being and security of all citizens. That's why many governments are choosing to adopt new cost-cutting technologies.



### SAP HANA

Pull together vast amounts of citizen data from various internal and external systems, giving employees the ability to quickly gain insight from this information while also improving transparency,.

### Mobile

Provide citizens with the ability to interact with their government in real time.

### Analytics

Monitor and manage program KPIs and refine government strategy to deliver true citizen insight.

### Cloud

Monitor conversations on social media and engage when appropriate to service citizens; collaborate with peers and citizens to solve complex problems.

# 32%

Higher use of BI to manage business processes where analysis tools require no technical expertise

Source: SAP Performance Benchmarking



## SAP HANA

SAP Innovations

**SAP HANA**

Mobile

Analytics

Cloud

Governments produce, gather, and analyze huge volumes of information that can enhance decision making, improve services, and reduce costs. With the power of in-memory computing, the SAP HANA platform helps governments gain real-time insights by enabling them to quickly analyze massive amounts of data.



Decision  
Making

Analyze all of your data in real time; process both operational and analytical data in a single, next-generation in-memory database.

Benefit Payment  
Services

Gain real-time business insights with near-zero latency.

Multichannel  
Citizen Services

Quickly identify risks and opportunities with built-in predictive analytics.

Grants  
Management  
for Grantor

Supercharge your core business processes and custom applications.

# 53%

Organizations reporting a large gap between the availability of Big Data and their ability to analyze it for insights

Source: SAP Performance Benchmarking



## Mobile

SAP Innovations

SAP HANA

**Mobile**

Analytics

Cloud

Mobile technology helps governments serve constituents faster, more efficiently, and at lower cost. Anywhere, any-time access helps agencies boost service responsiveness and improve productivity. Real-time online access and mobile apps help ensure citizens get the service they need.



# 24%

Less time to deploy a new app with a single, scalable, secure mobile platform

Source: SAP Performance Benchmarking

### Decision Making

Now you can connect employees to a wealth of information about citizens. With mobile apps, employees can determine status of cases and activities in real time. You can also convert employee downtime into productive use with mobile technologies. When available, employees can register and serve as support for other employees and offices.

### Benefit Payment Services

Agencies can use the CitizenInsight mobile app for iPad to provide citizens and employees with direct visibility into the performance of public sector organizations. The app displays details on organizational goals and KPIs in a scorecard format with drilldown access. Performance information is provided by the SAP Strategy Management application.

### Multichannel Citizen Services

With the SAP Citizen Connect mobile app, you can make it easier for citizens to report issues to local authorities. This app enables citizens to send information quickly, conveniently, and ubiquitously. They can also receive status updates on reported issues. The agency can also automate the processing of issues, reducing workload for call center agents and improving operational efficiency.



# Analytics

SAP Innovations

SAP HANA

Mobile

**Analytics**

Cloud

High-performing governments use analytics solutions from SAP to understand citizen service costs, mitigate risk, anticipate shifts in policy and program priorities, and detect and prevent fraud, waste, and abuse. Key metrics help agencies align goals and resources while improving support offerings.



# 14%

Higher data accuracy where organizations continuously monitor the data warehouse architecture and allow integration of new data

Source: SAP Performance Benchmarking

Decision Making

With SAP software, you can maximize the business value of large data sets – both structured and unstructured – across your organization. SAP solutions for enterprise information management (EIM) can help you better manage Big Data, improve governance, and accelerate decision making with timely, consistent, and trustworthy information at every level of government.

Multichannel Citizen Services

Now you can easily see what your citizens are talking about online and in social channels. You can assess the buzz, trends, and sentiment about your service and identify new ways to better serve your constituents and improve citizen satisfaction.

Grants Management for Grantor

With SAP software, you can make better decisions and determine if the grants programs are meeting goals, using accurate, real-time information. SAP Strategy Management and SAP BusinessObjects solutions offer the flexibility required to turn data into useful information that can drive strategy and improve performance.

# Cloud

SAP Innovations

SAP HANA

Mobile

Analytics

## Cloud

Best-run governments encourage the adoption of cloud technologies, which can help improve responsiveness to citizen service demands and lower IT costs. Cloud solutions can help agencies monitor conversations on social media, collaborate with peers from other areas or departments, and solve complex problems.



### Decision Making

You can now empower case workers to create ad hoc collaboration teams to solve complex citizen issues. Agency employees can collaborate with peers from other areas as well as citizens and service delivery partners to solve complex citizen problems.

### Multichannel Citizen Services

With the SAP Social OnDemand studio, you can monitor conversations on Facebook, Twitter, and other social channels. You can deliver exceptional customer experiences by listening to and engaging with your citizens who are online. Agencies can also prioritize and route conversations based on keywords, sentiment, and importance of speakers.

### Grants Management for Grantor

With business intelligence on demand, agencies can now explore and share data anytime, with “software-as-a-service” business intelligence solutions. They can use unique search and browse functionality to perform ad hoc, what-if analyses. In addition, governments can increase transparency across lines of business with clear, eye-catching reports and share information directly rather than via e-mails or printouts.

# 85%

Agencies that believe cloud computing can deliver operational improvements, business process innovation, or competitive differentiation

Source: SAP Performance Benchmarking



## Best-Run Customers

### Best-Run Customers

Birmingham City Council

Country Fire Authority

Guatemala City Council

Municipality of Maturín

Stevenage

Why SAP?

SAP provides solutions to 54% of United Nations member governments to help improve citizen services.

Eleven of the 17 regions and the 3 largest cities in Spain run SAP.

In the United Kingdom, 56 cities, councils, and boroughs run SAP.

SAP can reach more than 97% of the world's wireless subscribers via text messaging.

# 54%

United Nations member governments using SAP solutions to improve citizen services

Source: SAP Fast Facts



## Customer Co-Innovation

### Best-Run Customers

Birmingham City Council

Country Fire Authority

Guatemala City Council

Municipality of Maturín

Stevenage

Why SAP?

SAP co-innovates with leading governments that are members of the Public Sector Advisory Council and user groups. Member organizations influence priorities and enhancements for all front- and back-office processes, such as management and budgeting.

### Public Sector Advisory Council

Federal, state, and local government executives discuss new innovation and technology requirements and share best practices on being more citizen centric and cost-efficient.



Best-Run Customers

**Birmingham City Council**

Country Fire Authority

Guatemala City Council

Municipality of Maturín

Stevenage

Why SAP?

**With an annual budget exceeding €2.8 billion and 57,000 employees, Birmingham City Council is the largest local authority in the United Kingdom and one of the largest in Europe, serving over 1 million constituents.**

The implementation of the SAP Customer Relationship Management (SAP CRM) application as an integration tool for customer interfaces, with real-time data exchange between SAP CRM and the back office, has had a significant impact on the delivery of the council's mission. It is allowing the council to roll out services more cost-effectively and efficiently and has brought transparency to the service process.

### Key Benefits

- Customer satisfaction in top 25% of councils
- Lower local tax increases than those in other major cities
- Excellent service delivery

“SAP CRM is not just a customer access solution. It's a customer fulfillment solution in the sense that you get visibility of your performance as well.”

Glyn Evans, Corporate Director of Business Change, Birmingham City Council

**86%**

Customer satisfaction level, up from 59%

**£1.6**

Billion savings projected over 10 years, with £250 million achieved so far.

**£1.6**

Million net contribution to BCC revenue budget in 2011/12





Best-Run Customers

Birmingham City Council

**Country Fire Authority**

Guatemala City Council

Municipality of Maturín

Stevenage

Why SAP?

**CFA (Country Fire Authority) is one of the world's largest volunteer-based emergency management organizations. It protects 3.3 million people and more than 1 million homes and properties across the State of Victoria and outer metropolitan Melbourne in Australia.**

You might not think customer relationship management (CRM) software and firefighting go together but the SAP CRM application enables CFA staff to communicate with citizens and provides an infrastructure for the transfer of crucial information and updates during emergency situations.

### Key Benefits

- Enabled authority to create risk profiles for residents, households, and businesses and better assess emergency requirements during an incident
- Achieved a better way of interacting with the community

**3x**

More meetings held by authorities

**150%**

Increase in number of people attending meetings

**12**

Weeks time for rollout

“SAP CRM is enabling us to create a two-way relationship with the community, and it is helping community members strengthen their relationships with each other.”

Michael Foreshew, Executive Manager, Technology Services,  
Country Fire Authority







Best-Run Customers

Birmingham City Council

Country Fire Authority

**Guatemala City Council**

Municipality of Maturín

Stevenage

Why SAP?

**Guatemala City is the capital and largest city of the Republic of Guatemala and the economic, governmental, and culture capital of the republic.**

The Guatemala City Council implemented the SAP ERP application to support technological innovation in finance and budget management, as well as improvements in collections, services, and citizen care. A year after installation, significant benefits have been noticed, the most important being 20% growth in the collection of single property taxes.

### Key Benefits

- Full automation of the collection process
- Single account implementation and integration of collections information
- Improved citizen care, thanks to more reliable and transparent information

“Not only have we gained quality improvement with SAP ERP, but we are now able to change the future of the city council, its information systems, and its complete finance machinery.”

Alvaro Arzu, Guatemala City Council

**99.5%**  
Recovery of income  
paid with rejected  
checks

**20%**  
Monthly growth in  
collection of single  
property taxes

**33%**  
Government  
procedures  
managed with  
SAP ERP



Best-Run Customers

Birmingham City Council

Country Fire Authority

Guatemala City Council

**Municipality of Maturín**

Stevenage

Why SAP?

### **Municipality of Maturín, State of Monagas, Venezuela**

To keep revenues on pace with population growth, Venezuela's municipality of Maturín needed to transform its treasury department's tax collection, budgeting, and administration processes. Maturín implemented the SAP Tax and Revenue Management for Public Sector package followed by the SAP ERP application. With reliable data and better processes, tax revenues jumped six-fold in five years. Accounting and administration processes also improved dramatically.

#### **Key Benefits**

- Streamlined, simplified, integrated, and sped up tax collection, budgeting, administration, and payment management processes
- Developed single taxpayer database
- Improved quality of service to taxpayers
- Improved payment accuracy and timeliness
- Moved from paper-based to electronic processes

**+601%**

Tax collections

**+359%**

Taxpayers serviced

**-88%**

Monthly closing time

“Our SAP solution has helped us improve control over tax collections and provide better service to citizens. It also delivers information that lets us make timelier decisions.”

Nelson Aleman, General Coordinator of Tax Services, Municipality of Maturín





Best-Run Customers

Birmingham City Council

Country Fire Authority

Guatemala City Council

Municipality of Maturín

**Stevenage**

Why SAP?

**Stevenage is a local government authority located in the eastern part of England.**

Like all council governments, Stevenage strives to meet constituents' needs for government transparency, perform to national government guidelines, and measure performance. To accomplish this, Stevenage decided to install business intelligence (BI) tools for creating balanced scorecard dashboards. And, like many small local governments, Stevenage didn't have a large budget, so needed a proven solution.

**Key Benefits**

- Increased visibility into performance
- Empowered users to access and format their own data
- Improved accuracy and timeliness of bill-back accruals

**24**

Week reduction in time spent on administrative tasks

**5**

Day consulting engagement

**3**

Month in-house build

“With SAP BusinessObjects Dashboards software, we have greater visibility and transparency throughout the organization; we can easily determine how the council is performing.”

Paul Tyler, Business and Knowledge Systems Manager,  
Stevenage Borough Council



## Why SAP?

Best-Run Customers

Birmingham City Council

Country Fire Authority

Guatemala City Council

Municipality of Maturín

Stevenage

**Why SAP?**

SAP enables governments to cost-effectively deliver on citizens' needs by providing industry-proven, comprehensive software solutions that address the end-to-end processes specific to public sector organizations.

### **Tightly Integrated, Functionally Rich Software**

SAP delivers a comprehensive portfolio of solutions that allow governments to administer and manage social services, grants, revenue, and service cases from a single, tightly integrated environment.

### **Comprehensive Solution**

SAP software supports both front-office, citizen-facing transactional processes as well as the back-office financial operations. We also provide solutions for all supporting and related components, such as reports, analytics, and citizen contact centers.

### **Flexible and Agile Platform**

The powerful, flexible SAP technology platform allows business users to manage programs and services without calling IT to change rules or processes. This flexibility enables governments to better respond to citizen needs and legislative changes.



# Find Out More About How Your Organization Can Become Best-Run

## Benchmark Your Performance

Position your organization for dominance in this new economy with the business performance benchmarking program from SAP – available free to SAP customers and select prospects. The SAP benchmarking program has helped more than 3,000 organizations assess their strengths, uncover areas for improvement, and identify best practices and IT strategies that generate clear, tangible value – not someday, but today.

Visit [valuemanagement.sap.com](http://valuemanagement.sap.com) >>

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Here's the fastest way to run your business better: our rapid-deployment solutions. In one package, you get everything you need to be up and running quickly – including preconfigured software and implementation services – in just weeks. With a defined scope and predictable costs, there are no surprises.

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## Join Your Community of Practices

Every day, SAP Community Network (SCN) changes the way that thousands of SAP users work. It lets members help one another solve problems, learn, and invent new ways to get things done – faster. Find out how to connect with people, content, and resources.

Visit [scn.sap.com](http://scn.sap.com) >>



Go for a test-drive. Visit us online at [www.sap.com/industries/public-sector](http://www.sap.com/industries/public-sector).

You can also visit us on our community pages to find out more:

<https://twitter.com/SAPPublicSector>

<http://scn.sap.com/community/public-sector>

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