

Government Service Model Canvas. v0.1.8. Unofficial Alpha.

BETTER ENGAGEMENT, BETTER INFORMATION, MORE INNOVATION.

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key partners	key activities	value proposition	user relationships	user segments
Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform?	What key activities do our value propositions require? Our distribution channels? User relationships? Service KPIs?	What value do we deliver to the user? Which of our user's problems are solving? What bundles of services are we offering to each user segment? Which user needs are we satisfying?	What type of relationship does each of our user segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our service model? How costly are they?	Who do we create value for? Who are our most important users? What are our user's needs?
	key resources		channels	
	What key resources do our value propositions require? Our distribution Channels? User relationships? Service KPIs?		Through which channels do our user segments want to be reached? How are we reaching them now? How are our channels integrated? Which work best? Which are most cost-efficient? How are we integrating them with user routines?	
cost structure		service KPIs		
What are the most important costs inherent in our service model? Which key resources are most expensive? Which key activities are most expensive?		The four key Digital by Default Standard KPIs are: <ol style="list-style-type: none"> 1. Cost per transaction, 2. User satisfaction, 3. Completion rate, 4. Digital take-up. 		

Government Service Model Canvas. Guidance notes.

The **Government Service Model Canvas** is a one page template to enable Service / Delivery Managers to design and test the business model for a digital service. It is based on the Strategyzer Business Model Canvas [1] and references the Government Service Design Manual [2], Digital by Default Standards [3], Government Service Design Principles [4], HM Treasury Green Book [5], HM Treasury Checklist for assessing business cases [6] and TechUK's Three Point Plan [7] for the delivery of public services.

Key questions to answer

Better engagement, better information , more innovation.

Does the proposed delivery of our digital service achieve one or more of the following? *Better engagement* - particularly between government, delivery partners and end users; *better information* - moving towards best practice, open, standardised formats of reporting; *more innovation* - allowing for lower risk delivery models to explore new ideas. [7]

Value proposition

What do we deliver to the user? Which of our user's problems are we helping to solve? What bundles of products / services are we offering to each user segment? Which user needs are we satisfying? Value propositions may be quantitative - price and efficiency based; or qualitative - overall customer experience and outcome based.

CHARACTERISTICS OF VALUE PROPOSITIONS		
Newness Design Cost reduction Usability	Performance Brand Risk reduction Customisation	Status Accessibility Getting the job done Price Convenience

User segments

For whom are we creating value? Who are our most important users? What are our users' needs? As the Government Service Design Manual [2] states:

'Service design starts with identifying user needs. If you don't know what the user needs are, you won't build the right thing. Do research, analyse data, talk to users. Don't make assumptions. Have empathy for users, and [you] should remember that what they ask for isn't always what they need.'

Channels

Through which channels do our user segments want to be reached?
How are we reaching them now? How are our channels integrated?
Which ones work best? Which ones are most cost-efficient?
How are we integrating them with user routines?

CHANNEL PHASES

1. **Awareness:** How do we raise awareness about our service?
2. **Evaluation:** How do we help users evaluate our Value Proposition?
3. **Transact:** How do we allow users to transact with our services?
4. **Delivery:** How do we deliver a Value Proposition to users?
5. **Continuous Delivery:** How do we provide post-delivery user support?

User relationships

What type of relationship does each of our user segments expect us to establish and maintain with them?

Which ones have we established? How are they integrated with the rest of our service model? How costly are they?

Key activities

What key activities do our value propositions require?

Our distribution channels? User relationships? Service KPIs?

CATEGORIES OF KEY ACTIVITIES

Production

Problem Solving

Platform/Network

Partner network

Who are our key partners? Who are our key suppliers?

Which key resources are we acquiring from partners? Which key activities do partners perform?

MOTIVATION FOR PARTNERSHIPS

Optimisation and Economy

Reduction of risk and uncertainty

Acquisition of particular resources and activities

Key resources

What key resources do our value propositions require? Our distribution channels? User relationships? Service KPIs?

TYPES OF RESOURCE

Physical

Intellectual (brand patents, copyrights, data)

Human

Financial

Cost structure

What are the most important costs inherent in our service model? Which key resources are most expensive? Which key activities are most expensive?

(from HM Treasury Business Case checklist [6]) Does the business case include each aspect of the 5 case model: Strategic; Economic; Commercial; Financial; and Management? [5] What stage has the business case reached?

CHARACTERISTICS OF COSTS

Fixed Costs - Costs are unchanged across different applications. e.g. salary, utilities

Variable Costs - These costs vary depending on the amount of production of goods or services.

Economies of Scale - Costs go down as the service delivery increases.

Economies of Scope - Costs go down due to incorporating other services which have a direct relation to the original service.

Service KPIs

The four key Digital by Default Standard KPIs [8] are:

1. Cost per transaction
2. User satisfaction
3. Completion rate
4. Digital take-up

Other example aspects to consider measuring are: number of downloads, transaction's drop off rate, payment success rate.

References and further reading

1. Business Model Canvas <http://www.businessmodelgeneration.com/canvas/bmc>
2. Government Service Design Manual <https://www.gov.uk/service-manual>
3. Digital by Default (18) Service standards <https://www.gov.uk/service-manual/digital-by-default>
4. Government Digital Service (10) Design Principles <https://www.gov.uk/design-principles>
5. HM Treasury Green Book <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>
6. HM Treasury Checklist for Assessment of Business Cases
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/190603/Green_Book_guidance_checklist_for_assessing_business_cases.pdf
7. Three Point Plan to transform public services (Tech UK) <https://www.techuk.org/insights/news/item/2266-techuk-3-point-plan-to-transform-delivery-of-public-services>
8. Measurement and KPIs <https://www.gov.uk/service-manual/measurement/index.html>

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