The social security industry faces challenging times. There are the well-known challenges of ageing, adequacy, coverage and financing. A rapidly emerging challenge is digital. Digital can be defined as creating value at the new frontiers of the business world; creating value in the processes that execute a vision of customer experiences; and building foundational capabilities that support the entire structure (Dörner, Edelmen, 2015). In contrast to the traditional and well understood social challenges, the digital challenge is disrupting all industries at the same time. Digital disruption is contributing to global growth around the world, while simultaneously adding to instability in financial and labour markets (EY, 2015).

Central to digital disruption is the sharing of personal information between buyers and sellers in the commercial world and governments and citizens in the public sector. A study from the commercial sector revealed that while a small subset of consumers care a lot about privacy, most however are more concerned with security (Turn, 2013). Trading privacy for something in return was valued by over 50% of consumers. While this study does not reflect attitudes towards government held information, it demonstrates public acceptance of some data sharing provided information is secure and value is derived from the exchange. As we see convergence between commercial and public sector service delivery business models through digital government initiatives, community attitudes towards data sharing for public services may follow a similar trend.

The disruption caused by digital manifests within the social security industry as empowerment and choice for individuals engaging in social and economic participation. This is in sharp contrast to traditional social security business models. Social security organisations have traditionally been standalone, controlling policy through to service
delivery for social programs in a manner geared around the capability and capacity of the organisation rather than centred and co-ordinated around the needs of the people they serve.

As digital disruption impacts all industries at the same time, there is a convergence of ideas and innovation delivering new solutions orientated around the consumer. A cross-pollination of ideas and experiences from different industries is enabling the ICT industry to provide business application solutions that meet people’s user experience expectations for all the services they consume – public and commercial.

This paper is presented in two parts:

- SAP’s approach to facilitate the management of corporate and large-scale social security systems in a world defined by digital disruption; and
- SAP’s perspective on standardising and implementing common solutions for social security, by referencing the ISSA ICT Guidelines.

Part 1 examines the common trends and business requirements of the industry, giving rise to a four part strategy from SAP for managing corporate and large-scale social security systems viz:

- A COTS platform to support common business processes.
- Standardised tools and processes to manage unique requirements.
- Ready to co-innovate with the social security industry to meet emerging needs.
- Leveraging an industry leading enterprise applications platform used extensively around the world across all industries enabling ready access to development and implementation capability and capacity.

Part 2 demonstrates SAP’s commitment to standardised and common solutions by detailing the relevant components of SAP for Social Protection1 aligned to the ISSA ICT Guidelines.

**Part 1**

Economic and social developments are closely interlinked, and the global economic shocks are having a significant impact on the entire social security system. The financial crises have reduced government income from taxes and contributions. They have also forced governments to rapidly implement new reforms to pensions, benefit programs, and unemployment schemes.

At the same time, increasing levels of unemployment, ageing populations, disability and labour accidents are driving up demand for social benefits. So too are child neglect and abuse, and rising healthcare costs. Citizens’ expectations are rising too. Citizens want high-quality

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1 Social protection is the term used by SAP to address the global wide industry of organisations involved in policy and service delivery for social security, social services, human services, social insurance, social assistance and employment/labour related programs
services, multi-channel access, and fast, fair and correct decisions about their eligibility and entitlement to social benefits.

Digital disruption is having a significant impact on labour markets, as new digital business models push social risk back to individual responsibility, with a resultant breakdown in social solidarity leading to weakened social safety nets.

Politicians are demanding rapid implementation of new social policy; reductions in the level of fraud, waste, and abuse; and a real-time view of the social impact and outcomes from investments in social security programs. Some jurisdictions are outsourcing service provision to the private sector e.g. labour market and disability services, while others are demanding joined up service provision across the many actors in the social security system, including vertical integration within the different levels of government. Individualised funding and market based service provision are emerging in disability services and aged care leading to the emergence of e-marketplaces for marketing, funding and consuming services. The not-for-profit sector remains a cornerstone of service provision for many countries but as a sector it is often underfunded and lacking capacity.

Faced with all these pressures, public agencies simply cannot stand still. Transformation is needed if they are to deliver what is expected of them. We see a design paradigm for social programs and the business systems needed to enable them, running in parallel with what has been experienced in the manufacturing industry. This design paradigm features highly personalised and tailored product development and service delivery targeted at discrete sub-segments of the population right down to servicing individual needs – similar to the cycle of craft production through to personalised products in manufacturing as per Figure 1.
SAP for Social Protection is designed in the context of servicing the socially empowered citizen - a citizen who is:

- Socially and economically participating – Impact: work for those who can remains at the centre of the social model, while those who can’t work are encouraged to socially engage;

- Consuming services anywhere anytime – Empower: the smartphone enables new business models where people are empowered;

- Enjoying the benefits of being naturally connected – Context: the ready access to digital information enables services to be delivered without intervention or human process steps; and

- Informed of their rights and entitlements – Choice: people use networks including peers and people in similar situations to access and consume information.

Central to the design paradigm for SAP for Social Protection is the omnichannel experience. Omnichannel, while an evolving concept within the ICT industry, has the following characteristics (Ovum, 2015):

- The most relevant experience to the customer wherever, whenever, and however.

- People can choose to interact with the social security ecosystem – physically, digitally, and from the device of their choice.

- Unified view of the person, their context, and their intent throughout the customer journey.

- Dynamically deliver relevant, high-quality content to the customer at the point and moment of need and in a format that suits the device used by the customer.
• Feature smart, connected interactions across any channel with no loss of contextual information.

It is important to note the generic nature of the above statements. An omnichannel experience is relevant to all industries where customer or citizen facing services are offered. Needs and requirements of the nature described above and how the ICT industry responds with products and services are universal across industries, including the social security industry. People are seeking a similar omnichannel experience from the social security system and from government services in general, as experienced in the commercial sector i.e. retail, banking, insurance, telecommunications and travel.

2.1. Needs of the socially empowered citizen

The needs of the socially empowered citizen can be categorised within the four quadrant framework as shown in Figure 2 above.

• Impact – achieving social outcomes;
• Empowered – a service delivery experience like other industries with mobile and digital first business models;
• Context – the use of personal information to streamline business processes; and
• Choice – control and consent over the use of personal information.

With these categories in mind, SAP for Social Protection addresses the following requirements through the combined capability of the SAP business application, platform and network suites:

• Flexibility within the business application to support rapid changes to policy settings, while preserving historical provisions. Governments want new policy implemented successfully in weeks and months, not years. This includes machinery of government changes where organisational constructs for service delivery can change rapidly.
• Very high transaction volumes with high levels of automation including decision making, comparable to the largest financial and banking sector organisations in a country.
• Rich, integrated data sets spanning citizen circumstances, relationships and life events. In many cases, citizen data is distributed across multiple internal (and even external) systems.
• Data protection and privacy settings operating at similar levels to national security requirements.
• Distributed customer service networks: the social protection ecosystem, demanding rapid response times when interacting with internal and external facing systems.
• Support for all forms of social risk across the breadth of social programs, notwithstanding legislation, policy and business rules that are country/program based.
• Multiple channels of service delivery – traditional, new and emerging, including web, email, phone, post, shopfront and mobile devices.

• Promote a digital first agenda to optimise the efficiency and effectiveness of service delivery.

• Be citizen-centric in the way programs and services are designed, orchestrated and consumed rather than a one size-fits-all approach. This includes taking inspiration from innovations occurring in other industries such as retail, banking and insurance and adopting a business model based on the ‘customer of one’ marketing model (Peppers, Rogers, Dorf, 1999).

• Empower people within the social security system to self-manage where and when they are capable.

• Flexible business processes based on real-time assessment of risk, in terms of compliance, and levels of vulnerability and social risk (rather than a one-size-fits-all).

• Proactively address the unique needs of cohorts experiencing deep social and economic disadvantage that the standard social policy and service delivery methods do not address.

• Engage interactively and in real-time to exchange data (subject to privacy and security protocols) within the service delivery ecosystem, including other government organisations, non-government organisations, service providers, financial institutions and employers.

Meeting these requirements in today’s world requires a digital government design paradigm. Digital government is the production and access to data, services and content, sourced and distributed across the digital ecosystem, to create public value (OECD, 2014). It is the concept of creating public value that signifies the shift in emphasis towards consumers ahead of the traditional government or agency centric design paradigm.

2.2. Characteristics of SAP for Social Protection

Meeting the needs of the social empowered citizen i.e. today’s consumer expectations, through business application software puts a new set of pressures on the ICT organisation as legacy ICT architectures struggle with the rapid testing, failing, learning, adapting and iterating that digital product innovations require (Caitlin, Scanlan, Willmott, 2015). Social security organisations need to operate both a specialised, high-speed ICT capability designed to deliver rapid results and a social security focused capability optimised to support traditional business operations.

The core business processes of a social security system have remained largely static since the early days of automation enabled by ICT. New social programs emerge and existing ones are modified in line with social and political cycles. The core social risks of age, disability, employment, labour accident, health and families remain as important today as they have for the past one hundred years or more. The core business processes such as register, claim, assess, decision and payment delivery are largely similar today in terms of their intent and execution as they were twenty years ago. What is changing (and rapidly) is how people:
• are informed of product and service offerings;
• communicate their needs; and
• consume products and services when and how they choose.

For product/service provider organisations, what is changing?

• Convergence of the expectations of consumers towards a common standard of service experience.
• Availability of digital data to inform decision making in real-time leading to better products and services.
• Collaboration with partner organisations to deliver better product and service outcomes via digital networks and ecosystems.

In terms of the description of what is changing, the words above can be applied to almost any industry. Much of the innovation occurring in these areas is largely agnostic towards any industry sector – public or private. SAP for Social Protection is designed to take advantage of the platform and software related advances occurring on an industry wide basis (high speed capability for rapid results), while providing a solid foundation for the core social security business processes with the mechanisms to enable specific organisation requirements to be addressed (traditional business operations capability).

To address this two speed environment, the following fundamental characteristics define a business application solution for the social security industry:

• Support for business processes across the social security spectrum that are common and suitable for enabling through COTS\(^2\) software.
• Appreciation of the material variations within a country, within programs and within organisations that demand customisation of COTS software.
• An architecture and underlying technology platform with the flexibility and agility to grow in line with known and unknown policy, business and technology trends.
• A business application architecture that can adapt and take advantage of the digital disruption occurring through technology advances in cloud computing, analytics, mobility platforms and social media.
• A business application platform infrastructure to facilitate third party application providers to innovate with value adding applications in line with digital government initiatives.

SAP for Social Protection addresses these characteristics through:

• Applying common reusable business processes through a COTS platform, centred on the core functionality within SAP CRM and ERP software - leveraging 40 years of software engineering excellence.

\(^2\) Commercial Off the Shelf Software
- Addressing material variations through proven structured processes for customisation of software components using software configuration and development tools, processes and services capabilities. *Listening to organisations’ specific needs.*

- Growing solutions through deep social security industry knowledge to develop new software components in collaboration with clients, leveraging core platform capabilities as well as new capabilities from software acquisitions. *Continuous improvement in our core social security industry components to maintain relevance with industry trends and be ahead of the game to provide flexibility and options for new policy initiatives.*

- Adopting an open approach to new technology and related initiatives in particular the ICT drivers of digital disruption (cloud computing, analytics, mobility and social media), to stimulate innovation in policy development and service delivery in both the administrative efficiency and program effectiveness dimensions. To facilitate and promote innovation relevant for the social protection industry, SAP has established the SAP Institute for Digital Government\(^3\). *Value adding to organisations’ investment in SAP by aligning and learning from digital trends from all industries.*

- Providing an enterprise platform for application development to meet digital government agendas including the production and access to data, services and content, sourced and distributed across the digital ecosystem to create public value. *Leveraging the capability of the actors in the social protection ecosystem to leverage data and offer service provision options beyond the capability of the social security organisation operating alone.*

SAP for Social Protection is based on the rich and functional suite of solution components proven as reusable across all industries, with social security specific variants where necessary. The unique requirements of individual social security organisations can be addressed by configuring, customising and orchestrating these out-of-the-box solution components. This also includes taking components of SAP for Social Protection and integrating with legacy applications.

### 2.3. SAP for Social Protection Business Capability Model

SAP for Social Protection has the flexibility to be orchestrated to meet the specific needs of a given social security organisation. This is done by examining the business capabilities an organisation needs and aligning them against the suite of SAP products and services, including social security industry variants. Business capabilities for social security are grouped within four categories viz:

- **Empowerment** – giving social security stakeholders choice and control (e.g. empowering customers to achieve their social and economic potential through self-service).

- Enablers – key products, services and programs supporting stakeholders to achieve their goals (e.g. enabling the organisation to deliver highly efficient and effective social programs through capabilities supporting service delivery excellence).

- Foresight – insight gained from stakeholder interactions and outcomes that can be applied to improve the efficiency and effectiveness of the social security system (e.g. foresight to enable tailoring of the thresholds of social programs to deliver improved social and economic outcomes for customers).

- Fulfilment – key processes and activities supporting the delivery of Social security products and services (e.g. fulfilment of service delivery activities from application/referral to payment/outcome, including support for high volume straight-through processing for low risk customers).

These categories of business capabilities are decomposed to the next level of detail which is shown in Figure 3.

Figure 3: SAP for Social Protection Business Capability Model.

Organisations will require different combinations of business capabilities depending on their circumstances and relative business and ICT maturity. SAP for Social Protection can be consumed in a variety of different business capability combinations, thereby providing flexibility and agility in terms of integration with existing platforms and legacy systems right through to wholesale replacement and/or development of end-to-end systems.
Part 2

3. Enabling Social Security institutions to comply with ISSA’s ICT guidelines through SAP for Social Protection

The ISSA ICT guidelines (ISSA, 2015) are categorised under two headings:

- Governance and Management
- Key Technologies

The Governance and Management guidelines (Guidelines 1 through 20) provide a sound basis for managing the ICT function towards excellence in enabling the business of social security. In our view, these guidelines are suitable for all social security institutions and are independent of the underlying technology platform and business solutions in use.

Guidelines 21 through 39, under the heading of Key Technologies, are also vendor and product agnostic. For the information of ISSA members, we have identified the characteristics, features and/or components of SAP for Social Protection that are relevant to these guidelines. The purpose for providing this information is to demonstrate that SAP for Social Protection is consistent with the guidelines.

Using the guidelines as the base provides an opportunity to explore some of the more technical aspects of SAP for Social Protection. For institutions using and/or considering the adoption of components of SAP for Social Protection, they can be assured they are positioned to use the guidelines to promote continuous improvement and service excellence within their ICT departments.

We recognise the guidelines are evolving. We understand the next round of enhancements to the guidelines address master data management and ICT based implementation of new social security agreements. These two areas introduce a new dimension to the ISSA Guidelines beyond the boundaries of managing internal ICT operations. The definition and management of data to can be exchanged in a digital manner between social security organisations participating in international agreement programs, raises the question of international level standards for data exchange.

3.1. Introduction

As a key technology enabler, SAP for Social Protection can assist social security institutions to comply with ISSA’s Key Technologies guidelines. Specifically, SAP for Social Protection provides an enterprise ICT platform that can be a mechanism for achieving interoperability, addressing issues of data security and privacy, and delivering services through mobile technologies.

As illustrated in Figure 4, we have assessed the degree to which SAP for Social Protection aligns to and/or enables social security institutions to comply with ISSA’s guidelines. For each of the Key Technologies guidelines we have indicated whether there is no alignment (for which there are no instances), architectural alignment (where the design of the SAP for Social Protection platform is aligned to the purpose of the guideline), or where SAP for Social Protection goes beyond alignment to providing enabling products (where institutions can
apply SAP for Social Protection products as a mechanism for achieving compliance with the guideline).

**Figure 4**: Summary of SAP for Social Protection alignment/enablement of ISSA’s Key Technologies guidelines.

### 3.2. B.1. Interoperability

ISSA’s interoperability guidelines focus on implementing integrated ICT systems by ensuring the interoperability of the Social Security institution’s own systems with independent ICT-based systems. SAP for Social Protection provides an enterprise ICT platform that can be a mechanism for achieving interoperability between the systems of the Social Security institution, and with the systems of other Government agencies and providers.

<table>
<thead>
<tr>
<th>ISSA Guideline</th>
<th>SAP alignment</th>
<th>SAP for Social Protection as an enabler</th>
</tr>
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</table>
22. Workplan for the implementation of interoperability-based social security programmes

SAP for Social Protection provides many of the technologies and products required to implement interoperable Social Security applications, from industry-specific components (Social Service Management, Public Sector Collection & Disbursement, Grants Management) to platform capabilities supporting Channel Management, Decision Service Management, Real-time Analytics, Business Intelligence, Service & Provider Management, Data & Content Management, Process Orchestration, Mobility and Cloud Solutions.

23. Institutional interoperability application model

SAP for Social Protection has been designed in accordance with the principles of Service-Oriented Architecture (SOA). Application interoperability is enabled through SAP Process Integration, including ESB capabilities. Technical integration is possible via SAP, industry standard and open standards technologies (OData, RFC, SOAP, JMS, JDBC, etc).

24. Institutional semantic interoperability

SAP for Social Protection provides the foundation capabilities to enable Social Security institutions to centrally govern metadata. SAP Master Data Governance provides opportunities to enhance data governance processes, data stewardship and data quality.

25. Interoperable shared data services (basic registries)

SAP for Social Protection can facilitate implementation of shared data services, through the combination of SAP Master Data Governance (a master data solution) and SAP Process Integration (for SOA data services).

26. Institutional technical standards on interoperability

SAP for Social Protection incorporates and supports standard technologies for data communications (HTTP, FTP, etc), integration (RFC, JDBC, etc), exchange (SOAP, JMS, etc) and presentation (REST, OData, etc).

3.3. B.2. Data Security and Privacy

ISSA’s data security and privacy guidelines address the issues of providing data security and protecting data privacy when integrating data from social programs. SAP for Social Protection provides an enterprise ICT platform that can be a mechanism for addressing issues of data security and privacy, and governing access to and sharing of data on the basis of need-to-know.

<table>
<thead>
<tr>
<th>ISSA Guideline</th>
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<th>SAP for Social Protection as an enabler</th>
</tr>
</thead>
<tbody>
<tr>
<td>27. Management framework for information security</td>
<td>Enabling products</td>
<td>SAP for Social Protection can enable Social Security institutions to govern interaction between human resources and institutional data. SAP Governance, Risk and Compliance provides a suite of tools for proactively reducing risk (eg unauthorised access to sensitive customer data) and providing insight into the effectiveness of compliance initiatives (eg removal of user access upon termination of employment).</td>
</tr>
<tr>
<td>28. Data privacy policies and regulations</td>
<td>Enabling products</td>
<td>SAP for Social Protection can support compliance with data privacy policies and regulations, including audit logging of access to institutional data. SAP UI Logging provides logging of user interactions to record when and by whom sensitive data has been accessed an updated.</td>
</tr>
<tr>
<td>29. Security measures for data privacy</td>
<td>Enabling products</td>
<td>SAP for Social Protection can support enforcement of data privacy policies for personal and sensitive data. SAP UI Masking masks sensitive data from unauthorised users and logs when sensitive data is accessed.</td>
</tr>
</tbody>
</table>
30. Comprehensive access control system  
Enabling products  
SAP for Social Protection can support access control to software systems. SAP Identity Management can assist Social Security institutions to centrally manage their user accounts, across SAP and non-SAP systems.

31. Security in database systems  
Enabling products  
SAP for Social Protection can support implementation of security measures in database infrastructure. SAP HANA incorporates authentication and single sign-on, user and role management, an authorisation framework, communication and data encryption, and audit logging capabilities.

32. Security in networks and communication systems  
Architectural alignment  
SAP for Social Protection incorporates and supports secure communication protocols, both between SAP components (e.g., Secure Network Communications) and with non-SAP systems (e.g., support for SSL).

33. Security in application development  
Enabling products  
SAP for Social Protection can support implementation of security measures in software application development. SAP Identity Management can assist Social Security institutions to centrally manage their user accounts, across SAP development, test and production environments.

34. Security in ICT operations  
Enabling products  
SAP for Social Protection can support enforcement of security policies in ICT operations through software patch management and centralised administration. SAP Solution Manager provides an end-to-end platform for managing the application lifecycle, including software implementation, testing, maintenance, upgrades and incidence response.

### 3.4. B.3. Mobile Technologies

ISSA’s mobile technologies guidelines address mechanisms to implement ICT-based services for use through mobile devices (phones, tablets, etc). SAP for Social Protection provides an enterprise ICT platform that can be a mechanism for delivering services through mobile technologies, from mobile connectivity to enterprise applications, through offline mobility solutions.

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<tr>
<th>ISSA Guideline</th>
<th>SAP alignment</th>
<th>SAP for Social Protection as an enabler</th>
</tr>
</thead>
<tbody>
<tr>
<td>35. Institutional framework for the application of mobile technologies</td>
<td>Enabling products</td>
<td>SAP for Social Protection provides the foundation capabilities to enable Social Security institutions to establish a framework for the application of mobile technologies. SAP Mobile Platform incorporates a mobile app development platform, as well as a runtime environment and management services to enable a mobile-first customer engagement model.</td>
</tr>
<tr>
<td>36. Variety of mobile services to be provided</td>
<td>Enabling products</td>
<td>SAP for Social Protection supports the development of a variety of mobile services. SAP Mobile Platform supports development of mobile apps to run on any device, hosted on-premise or in the cloud.</td>
</tr>
<tr>
<td>37. Mobile device-based user identification</td>
<td>Enabling products</td>
<td>SAP for Social Protection provides the foundation capabilities to enable Social Security institutions to establish user identity and maintain user association during mobile transactions. SAP Fortify by HP provides quality management capabilities for security in-house, web-based and mobile applications.</td>
</tr>
<tr>
<td>38. The mobile device as a gateway for payments and contributions</td>
<td>Architectural alignment</td>
<td>SAP for Social Protection supports the development of mobile apps for the collection of contributions and payment of benefits. SAP Mobile Platform supports development of mobile apps to run on any device, hosted on-premise or in the cloud.</td>
</tr>
</tbody>
</table>
3.5. In summary

SAP for Social Protection can assist Social Security institutions to demonstrate alignment with ISSA’s Key Technologies guidelines through an enterprise ICT platform for achieving interoperability, addressing issues of data security and privacy, and delivering services through mobile technologies. SAP for Social Protection provides enabling products for 4 of the 6 interoperability guidelines, 7 of the 8 data security & privacy guidelines, and 3 of the 5 mobile technologies guidelines. SAP for Social Protection is architecturally aligned to the remainder of ISSA’s Key Technologies guidelines, with no instances of misalignment.

3.6. Moving Forward with the Guidelines

We recognise the ISSA ICT Guidelines continue to evolve. We understand the next round of enhancements will address master data management and ICT based implementation of new social security agreements. These areas of focus introduce a new dimension to the ISSA Guidelines through the extension of competence beyond the boundaries of managing internal ICT operations.

The ICT Guidelines provide guidance for social security organisations in managing their ICT operations but in doing so they do not constrain organisational flexibility in terms of decisions regarding architectural, platform and data solutions and standards. The definition and management of social security information in digital format to be exchanged electronically between social security organisations participating in international agreement programs, raises the question of international level standards for information and data exchange. (Lee-Archer, Brailey Le Noir, Zheim, 2007)

The establishment of industry wide standards from a business perspective for the exchange of international agreement data e.g. contribution history in terms of insurance periods, could be incorporated as a standard capability within ICT products from industry solution providers. The standards could be adopted by solution providers or in-house ICT teams developing custom or bespoke solutions. Such an approach is worthy of research under the auspices of the ISSA ICT Technical Commission with the involvement of leading industry solution providers and member organisations. A standards initiative for international agreements would signify a new direction for the ISSA ICT Guidelines with the potential to provide significant value for member organisations in terms of administrative efficiency and program effectiveness.


SAP for Social Protection is designed around the changing needs of the citizen. In today’s societies, citizen needs go beyond subsistence requirements (e.g. food, shelter, safety, income support) to include aspects of wellbeing (e.g. community inclusion) and opportunity (e.g. access to services).
The traditional model of social security is to apply a one-size fits all approach, where every citizen is assisted or managed through the application to payment/outcome process. This style of service delivery, while relevant for those with complex and special needs (e.g. homelessness, child welfare), falls short in today’s digital society. SAP for Social Protection has the potential to empower a majority of citizens to meet their social needs through self-service and service provision from an ecosystem of joined up providers potentially operating in a marketplace environment.

Many citizens’ circumstances make them candidates for straight-through (automated and naturally connected) processing. They need the tools to connect to the social security delivery ecosystem where they can self-manage their benefits and circumstances online and via mobile devices.

SAP for Social Protection enables organisations to deliver the right level of service to the right people at the right time. It leverages real-time predictive analytics to provide the organisation with the foresight required to identify high risk individuals and cohorts and prioritise them for case coordination, while empowering the majority of people to help themselves through self-service and/or naturally connected systems.

Through this approach, SAP for Social Protection offers capability to deliver payments and services to citizens and provide capability for organisations to deliver sustainable outcomes and help people achieve their social and economic potential in society.

Due to the componentised nature of SAP’s product and services, backed by 40 years of product integration an engineering excellence, SAP for Social Protection can be consumed at an individual component level or as a complete end-to-end solution. The solution can be delivered on premise or in the cloud depending on an organisation’s needs, ICT maturity and the availability of capital or operational expenditure.

SAP for Social Protection depicted in Figure 5 below highlights the business capability categories and the four primary industry service delivery models of naturally connected through to self-managed, assisted and (case) managed. SAP for Social Protection is based on the foundations of the SAP business applications enterprise platform4 and configured for the specific needs of the social security industry. It enables social security organisations to leverage all the advances and innovation emerging from SAPs research and development5 to enable social security organisations to capitalise on this phase of digital disruption.

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4 See [http://go.sap.com/solution/platform-technology.html](http://go.sap.com/solution/platform-technology.html)

Figure 5: SAP for Social Protection
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