

City of Milan

Profile overview

Public sector digital transformation is a key challenge identified in the COVID-19 recovery strategies outlined by the European Union to help EU economies emerge stronger and more resilient from the Coronavirus crisis. For years, the City of Milan has been regarded as one of the most innovative and exemplary entities in Italy, often seen as the driving force behind the transformation of citizen services.

One of the primary goals of the Milan Administration is to accelerate the transformation related to the digitisation of citizen services, in order to be able to ensure a level of effectiveness and efficiency as well as transparency in municipal activities and in the interaction with the end user.

Why Appian

The list of digital services provided by the city is extensive. It's a complex and multifaceted environment: over 350 administrative procedures have been catalogued, translating into nearly 600 services available on the city's website, around 200 of which are directly accessible online and many others in testing or development phases.

Time to market is crucial. The city maintains direct contact with its residents, and front-end services must meet user needs and expectations. Citizens expect to access municipal services with the same ease they experience daily with private sector services.

Additionally, there are the results that the institution must achieve within the deadlines defined by the PNRR (the Italian National Recovery and Resilience Plan) as well as to improve the internal organisation.

Impact of the solution

To provide a positive experience for citizens using municipal services, a simple front-end experience must be matched with an equally effective digital back-end. This applies not only to high-volume services but also to the 'long tail' of back-office services that need digitalisation, dematerialisation, and automation.

An automated back-end positively impacts administrative processes in terms of time, cost, and citizen satisfaction. Since 2021, the City of Milan has chosen Appian technology as its business process management (BPM) software platform for back-office management and service orchestration.

The first process implemented was the issuance of disabled parking permits (20,000 in Milan). Previously, the service required a two- to three-week wait from request to actual delivery. Today, the process takes only 13 hours, with



The City of Milan is one of the largest municipalities in Italy, serving over:



1.4 million residents

more than 20% of whom are non-native residents



3 million city users



1 million tourists

every month



300,000 businesses

operating within the metropolitan area.



24 Milan government processes

are in production with Appian

over 30,000 requests processed to date. Additionally, Appian acts as an orchestrator, communicating the vehicle number plate associated with each pass to the Department of Motor Vehicles, which then shares it with other Italian municipalities.

Currently, 24 Milan government processes are in production with Appian, covering areas from the allocation of public and emergency housing to youth education services, urban planning, major payment instalments, and welfare requests (inclusion allowances, grants, etc.). By automating the entire back-end of various processes and many workflow phases that were previously manual, significant time savings are now possible, along with reduced inaccuracies and manual work. The Appian Platform also allows the retrieval, comparison, and orchestration of data and documents from disparate sources.

Future developments

Until recently, most Milan public sector services were managed through vertical software solutions, often developed ad hoc for each service. The journey towards automation began because some services could not be supported by dedicated software.

The city chose the Appian Platform to act as a unified back-office tool. Its value is evident when integrated with dedicated legacy applications, letting the IT department avoid the need for data migration. Instead, legacy systems are enhanced in their strengths (integration, consistency, etc.), and freed from silos. Additionally, low-code development enables the organisation to focus its limited resources on process knowledge rather than technology, achieving quick results in simplification and automation.

It is now easier and faster to respond to inquiries, whether internal or from citizens, which previously took a long time to handle.

Furthermore, the strategic shift from code reuse to process reuse can be applied across different departments, significantly saving resources and implementation time. Currently, eight more processes are in development, and six are in the project phase. These include welfare processes, housing department processes, and internal processes for IT expense management and forecasting.

The City of Milan is successfully tackling the challenges of numerous, diverse services and stringent time-to-market requirements, supported by the Appian platform.

For its success in leveraging the Appian platform to transform citizen experiences and drive service innovation, the City of Milan was honored with the Customer Innovation Award at Appian World 2024.



Appian is a software company that orchestrates business processes. The Appian Platform empowers leaders to design, automate, and optimize important processes from start to finish. With our industry-leading platform and commitment to customer success, Appian is trusted by top organizations to drive transformational process change.

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