The “Outside-In” View of E-Services – Defining Citizen Experience

Taha Khedro

Presentation at Expert Group Meeting on ICT Applications and E-Services in the Public Sector
21 July 09

Agenda

- Government view of e-services – the “inside-out” view
- Defining customer experience for government e-services – the “outside-in” view
- Aligning customer experience with government e-service delivery capabilities
Government View of E-Service – “Inside-Out” View

Dimensions Government E-Service – “Inside-Out” View
Challenges of Delivering E-Services

Customer Delivery
► Inexperience with customer service delivery models
► Customers acceptance, trust, and adoption
► Inexperience with IT service support and delivery

Organization
► Non-service oriented organization and culture
► Inter-government approval, administrative, and legal barriers
► Low computer literacy of government users

Business Processes
► Legacy government business processes and services
► Inter-government business process dependencies and integration
► People and document based processes

IT Architectures
► Legacy systems and incomplete data
► Inadequate IT network and security infrastructure
► Lack of integration and service oriented architectures

Agenda

Government view of e-services – the “inside-out“ view

Defining customer experience for government e-services – the “outside-in“ view

Aligning customer experience with government e-service delivery capabilities
The “Outside-In” View Through Citizen Experience

- Citizen Journey and Pathways
- Touch points and interactions e-services channels
- Physical and emotional outcome

Citizen Needs / Behaviors

Citizen Perceptions & Insights

- Reliability & Outcome
- Timeliness & Responsiveness
- Staff Attitudes
- Fairness of the Process
- Actual / Previous Experience
- Service Provider Competence

Value Proposition

Citizen Segments

Citizen Experience

Citizen Perceptions & Insights

Reliability & Outcome

Timeliness & Responsiveness

Staff Attitudes

Fairness of the Process

Actual / Previous Experience

Service Provider Competence

Perception S & Insights

Segment 1

Citizen Experience

► Citizen Journey and Pathways
► Touch points and interactions e-services channels
► Physical and emotional outcome

UN ESCWA Meeting
Citizen Segmentation

EVERY CITIZEN IS "TAGGED" TO A SEGMENT AND CAN BE SCORED IN TERMS OF THEIR VALUE, NEEDS AND THE STRENGTH OF RELATIONSHIP.

SIGNIFICANT BENEFITS CAN BE ACHIEVED THROUGH IMPROVED TARGETING CAPABILITY.

Example of how the strategic segmentation can be used to improve retention targeting

<table>
<thead>
<tr>
<th>Citizen</th>
<th>Value</th>
<th>Need for Product</th>
<th>Strength of relationship</th>
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<tbody>
<tr>
<td>Citizen A</td>
<td>7</td>
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<td>Citizen B</td>
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Adoption Models of New Technology Products & Services

► Service users: citizens, residents, businesses
► Internal service users: government employees
Citizen Needs & Behaviors

A BLEND OF VARIABLES ARE NEEDED TO UNDERSTAND THE VALUE OF CURRENT & POTENTIAL CUSTOMERS

CURRENT & POTENTIAL CUSTOMERS

CHARACTERISTICS
(E.g. LIFESTAGE, DEMOGRAPHICS)

SERVICE NEEDS
(E.g. PRODUCT, PRICE)

ATTITUDES
(E.g. DESIRE FOR CONVENIENCE, CONTROL, APPROACH TO RUNNING BUSINESS)

USAGE BEHAVIOR
(WHAT, WHY, HOW, HOW MUCH, TENURE)

VALUE
(CURRENT, POTENTIAL & FUTURE)

ACCESSIBILITY
(E.g. CHANNEL, INFORMATION)

Customer Experience

THE CUSTOMER EXPERIENCE HIGHLIGHTS CURRENT CUSTOMER JOURNEY THROUGH THE SERVICE KEY TOUCH POINTS WITH GOVERNMENT FUNCTIONS & CHALLENGES

At least 50% of a customer’s experience relates to emotional outcomes.
### Agenda

**Government view of e-services – the “inside-out” view**

Defining customer experience for government e-services – the “outside-in” view

Aligning customer experience with government e-service delivery capabilities

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### Bringing the “Inside-Out” and “Outside-In” Views of E-Services Together

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<td>Customer Experience</td>
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<td>Value Proposition</td>
<td>IT Architectures</td>
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Aligning “Inside-Out” and “Outside-In” Views to Deliver E-Services with Right Customer Experience

**“Inside Out” View**
- Assess business services, organization, and technology
- Develop e-service (IT architectures, business processes, and customer delivery)
- Create e-service implementation & change management plan and program
- Implement e-services and execute internal change

**“Outside In” View**
- CRM and customer adoption models
- E-service delivery design & channel migration
- E-service change management campaign
- E-service delivery with embedded benefit realization

**“Outside In” View**
- Understand and assess customer segments, perceptions / insights, and behaviors / needs
- Define e-services value proposition and customer experience
- Create e-service customer behavior change campaign & measurement
- Execute e-service customer behavior change campaign

Targeting Citizen Segments for Early Adoption of E-Services
- Service users: citizens, residents, businesses
- Internal service users: government employees

Citizen Behavior Change Campaign
- Identify and Target Enthusiasts & Early Adopters
- Citizens, Residents, & Businesses
- Government Employees

Enthusiasts Early Adopters Early Majority Late Majority Laggards

Initial Acceptance Customer Acceptance Chasm
Citizen Value Proposition – Think of Re-Engineering Services

Citizen Needs

Existing Services

Needs & Behavior
Perceptions & Insights
Adoption Models
Customer Segmentation

VALUE PROPOSITION: NEW E-SERVICES

VALUE PROPOSITION: ENHANCED E-SERVICES

Multi-Channel Service Delivery

CITIZENS

DELIVERY CHANNELS

SERVICES

SERVICE ORGANIZATION

CITIZEN SEGMENT 1
CITIZEN SEGMENT 2
CITIZEN SEGMENT 3
CITIZEN SEGMENT 4

FACE TO FACE
TELEPHONE
WEB
KIOSK

NEW CHANNELS
EXISTING CHANNELS
DECLINING CHANNELS

NEW SERVICES
ENHANCED SERVICES
DECLINING SERVICES

NEW DELIVERY FUNCTIONS
ENHANCED DELIVERY FUNCTIONS
DECLINING DELIVERY FUNCTIONS
Embed Benefits Delivery and Sustainable Change to Achieve Successful E-Services Adoption

**Program Delivery**
- Establish service and channel migration as strategic imperatives through change initiatives
- Manage initiative implementations by business and technology vendors and implementers
- Ensure agility is built into the program to respond to changes in the internal/external environment
- Use leading and people change networks to effectively analyze people and culture to develop the most pragmatic and impactful change journey

**Change Delivery**
- Align leadership and change champion network (middle and bottom-up) forces to make the change happen and build change competency
- Bring employees on the change journey and shifting culture & behavior
- Structure benefits realization and delivery to deliver through "business as usual"
- Ensure KPIs and measurements are in place
- Manage and hold benefit owners accountable for delivery

**Benefits Delivery**
- Ensure programme delivery, change delivery, and benefits delivery
- Sustainable Business Improvement

Conclusions

- Understand and define customer experience to support e-services planning for successful adoption through:
  - Citizen perceptions and insights
  - Citizen segmentation
  - Citizen behaviors and needs
  - Customer journey and pathways

- Align e-services architecture, implementation, and delivery with customer experience and e-service value proposition through:
  - CRM strategy and adoption models
  - E-service delivery design and channel migration
  - E-service customer behavior change campaign
  - E-service delivery with embedded benefits realization