



Improve your citizen experience

Strategic approach that adds value for citizens and governments



Fix the process or the technology first?

Picture a government organisation director tackling a growing problem. Their citizens dig through several websites and phone numbers when they have a question or want to access a service. The contact centre is paying overtime to handle the large number of calls coming through, and dealing with frustrated customers when they do get on the line. The organisation has a number of options and not a lot of time to determine the best solution to improve the experience for these citizens. Should they:

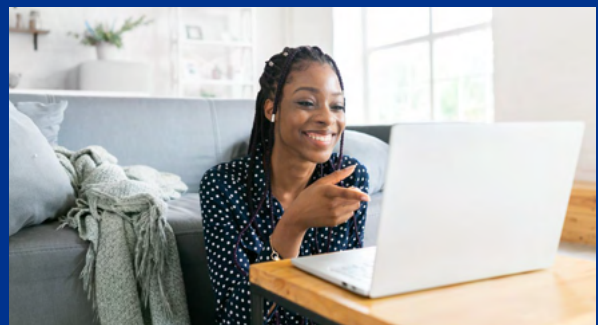
- A. Identify ways to save money and increase capacity such as outsourcing contact centre.
- B. Redesign the website and optimise Search Engine Optimisation.
- C. Understand citizens' changing needs in a timely manner.
- D. None of the above.

We recommend option c) to get to the root of what citizens really need and how they want to interact with the organisation, and design a prioritised action plan around this to consider citizens as customers. Next, determine what the citizen experience should look like. In a recent study, only 38 percent of people feel like a valued customer when dealing with the government.¹ This article will likely help central and local government directors and department heads understand the value of improving citizen experience for end users and the organisation, and provide a blueprint for implementing more strategic, customer-centric, approaches.

¹ "Impacts of COVID-19 on digital transformation strategies and the future of work," Forrester Consulting and KPMG, July 2020

Why modern government is important

Government organisations should modernise in order to keep up with changing user needs, regulations, and health and public safety requirements. Leaders of modern governments rethink business processes and service delivery models to more effectively achieve their mission. This article is one of a series that features how modernising affects the government workforce and the user experience, improves security and public trust, and accelerates the digital journey. KPMG team members offer insights intended to help guide governments in their modernisation efforts to encompass all processes, technologies, policies and the workforce so each works together to create connected, powered and trusted organisations.





Get the citizen experience right without unneeded technology

Governments that follow a **citizen experience approach** better deliver individual, human-facing services that give organisations **insight into who their customers are, the ways they choose to interact with the organisation, and how they conduct their daily business and lives.** This valuable insight guides government organisations as they redesign and rebuild the citizen engagement model to better meet citizens' expectations while lowering the average cost to serve. Governments can also build lasting trust with citizens.

Careful analysis can help determine whether citizen engagement issues are caused by their experience, the programme itself, or something else. Look at a campaign where the organisation contacted people eligible for a programme, for example. Do they abandon the application process or complete it and are denied? Are these the right people according to diversity, equity, and inclusion targets? Is there bias built into the experience? The only way to identify the issue is to understand who customers are, map their journey, and identify pain points for each customer type.

Many government organisations push services out to citizens without considering their point of view. Citizen needs and preferences have changed.

Citizen experience begins with understanding their multiple dimensions and behaviors. What gets their attention and motivates them? How much time and money do they have to spend to access and secure a service? Finally, how do they prefer to connect? Organisations must understand if the service is what citizens need and consumable in the way they want it.

Citizen experience also requires engaging people, so it is equally important to know whether the organisation markets and communicates at the right time and in ways the people can access information. For example, the organisation in the opening scenario could begin by classifying citizens by user segment and building a profile for each. With which organisation does each segment want to interact? Where and how do citizens want these interactions to take place? Do they know what services are available? Do they have smartphones and internet access or just landlines? Then the organisation maps the journey for each group. Next they plan how to build the solution. Once the experience is mapped, they plug in the components — telephony and CRM systems, outsource or build in-house capability, and more. Taking these steps could keep the organisation from spending millions for technology that does not solve the original problem.



Customer experience definition

KPMG defines customer experiences (CX) as the sum of all interactions a customer has or perceives to have with an organisation from the point of awareness and consideration through purchase or acquisition and use of the product or service.

Understand the problem before solving it

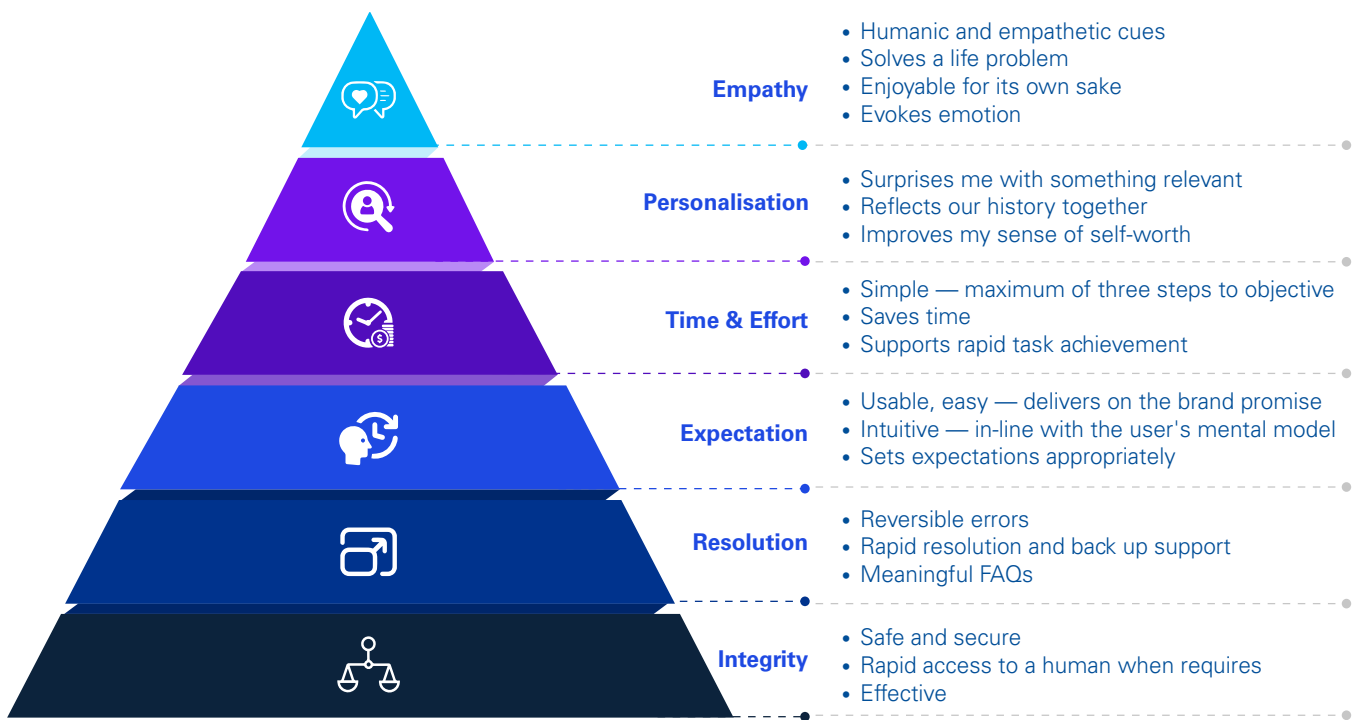
The challenge for governments is effectively providing the service and outcomes citizens expect based on the modern digital experiences they receive in the private sector.

KPMG offers its **customer experience excellence methodology** as a strategic delivery approach to help governments deliver citizens a positive experience all the time. Organisations that use this method to create customer experience strategies will likely:

- Understand **citizens'/customers' needs**, the moments that matter most to them, and their pain points in meeting those needs.
- Determine what **channels citizens/customers are able and prefer to use** to interact with the organisation.
- Develop a **customer experience strategy and delivery model** that meets customers' needs and adds value to the organisation.
- Create a tactical plan to **cost-effectively deliver** thorough, personal, and equitable customer experiences.

The customer experience excellence **approach includes six fundamental components**, or pillars, of every great experience that we identified and validated through more than 3 million evaluations across multiple markets over 10 years. As shown in the illustration, digital basics are personalisation, resolution, integrity, and time and effort. Once organisations effectively deliver digital basics, they focus on the human differentiators, empathy and expectations. These pillars are the basis of employee and citizen interviews and deep analysis to identify the main service delivery gaps and possible solutions. With the strategy in place, organisations can establish and execute change management, communication and training plans. They can also transition employees and clients to their new experience.

The Six Pillars of Customer Experience



Source: KPMG Nunwood 2017 Customer Experience Excellence Analysis

Balance customer experience with value

Using a customer experience approach can enable organisations to balance the ability to deliver experiences that meet citizens' expectations with what makes financial sense for the organisation to deliver. We call this customer experience economics. The return varies by organisation and by each organisation's goal. Some organisations measure value gained by improving the citizen experience while others measure the return in good (or not bad) media coverage or number of citizen complaints.

For example, one government organisation was on the verge of bringing customer service in house after outsourcing for years. They had selected customer resource management and telephony vendors. After helping the client explore what was and was not working before settling on a solution, they made a few discoveries. They knew they were unhappy with the outsourcer. They also did not grasp the complexities of today's customer service centers — the capacity and capabilities they would need to build and manage such a function. Learning their citizens' needs and preferences helped them determine how to choose a new vendor that could deliver the experience citizens expect within the budget. Setting specific objectives and key performance indicators helped manage the vendor to their expectations.

We recommend following four actions to achieve customer experience economics:

- 1. Measure** to understand what customers value in the experience and why. Use experience preference and value analytics with outside-in measures such as customer satisfaction, customer effort, and net promoter scores, which measure how citizens perceive the government organisation. Then measure the inside-out — the cost of an individual experience.
- 2. Analyse** data from the previous step to extract actionable insights. The analysis must connect customer experience value measures and operational cost measures into a singular ratio versus cost to deliver.
- 3. Prioritise** using data and insights from the prior two steps based on the organisation's mission.
- 4. Refine** with a process to improve the prior three steps and continue meeting customer expectations over time. This includes bringing your staff on a journey to understand the importance of citizen experience, and using a range of levers to remain relevant and drive continuous improvement.



Value of citizen experience for the long term

Citizen expectations, technology and the overall digital landscape will continue to change and become more important in government strategy and day-to-day operations. According to a recent prediction, by 2024, more than 30 percent of governments will use engagement metrics to track citizen participation quantity and quality in policy and budget decisions.⁴ If this prediction becomes a reality, the investment in citizen experience will be valuable for the long-term.

With data, analysis, methods and technology advances, government organisations can access what they need to improve citizen experiences. Organisations with the ability to rethink processes, manage data and use emerging

technologies to adapt experiences in a fiscally responsible way will maintain trust with citizens today and in the future. Starting can be the most difficult part. We can help your organisation begin today with these initial steps:

1. Understand your citizens' and citizen segments' needs and pain points.
2. Define your organisations most under-performing experience(s) and determine how to improve.
3. Determine the capabilities and technologies your organisation needs to deliver these improved experiences. Bring your people on a journey to better understand your citizens and advocate ongoing improvement on their behalf.

"When improving the citizen experience, government organisations should get to the root of what citizens really need. Organisations that master customer experience economics can adapt and continue to deliver better quality experiences while also realising value in the investment when it matters most."

Sophie O'Sullivan - Director, Customer & Digital

⁴ "Gartner Identifies Top 10 Government Technology Trends for 2021," Gartner, Inc. March 29, 2021



About KPMG

KPMG has worked with central and local governments for more than a century, so we know how organisations work. Our team understand the unique issues, pressures, and challenges you encounter in the journey to modernise. We draw on our government operations knowledge to offer methodologies tailored to help you overcome these challenges and work with you from beginning to help you achieve the results that matter.

We start with the business issue before we determine the approach because we understand the ultimate mission. When the way people work changes, our teams bring leading training practices to help ensure your workforce have the right knowledge and skills. We also help your people get value out of technology while also assisting with cloud, advanced analytics, intelligent automation, and cybersecurity. Our passion is to create value, inspire trust, and help government clients deliver better experiences to workers, citizens, and communities.

Contact us



Cormac Deady
Partner, Head of Government
E: cormac.deady@kpmg.ie



Saoirse Stronge
Director, Strategy & Operations
E: saoirse.stronge@kpmg.ie



Sophie O'Sullivan
Director, Customer & Digital
E: sophie.osullivan@kpmg.ie

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