



# Re-visit citizen journeys

Understand their priorities to provide a seamless experience

KPMG Smart Government

Catalyse digital progress

Executive Summary



## Fix the process or the technology first?

When improving citizen experience, government organisations need to get to the root of what citizens really need.

Governments can learn from leading private sector organisations that focus on the customer when solving problems. The first step is to consider citizens as customers, then determine what the optimal citizen experience should look like.

## Get the citizen experience right first

A citizen-first experience is rooted in human-facing services built on insight into who citizens are, the ways they choose to interact with the organisation and how they choose to conduct their daily business and lives.

Many government organisations have a long way to go when it comes to experience design. Using careful analysis, organisations can find out if citizens are disengaged with services because of the experience, the service itself or other potentially detracting issues.

The only way to identify the issue is to understand who customers are, map their journey and identify pain points for each customer by creating customer personas.

## Consider:

- What gets their attention?
- What motivates them?
- How much time and money must they spend to access a service?
- How do they prefer to connect?

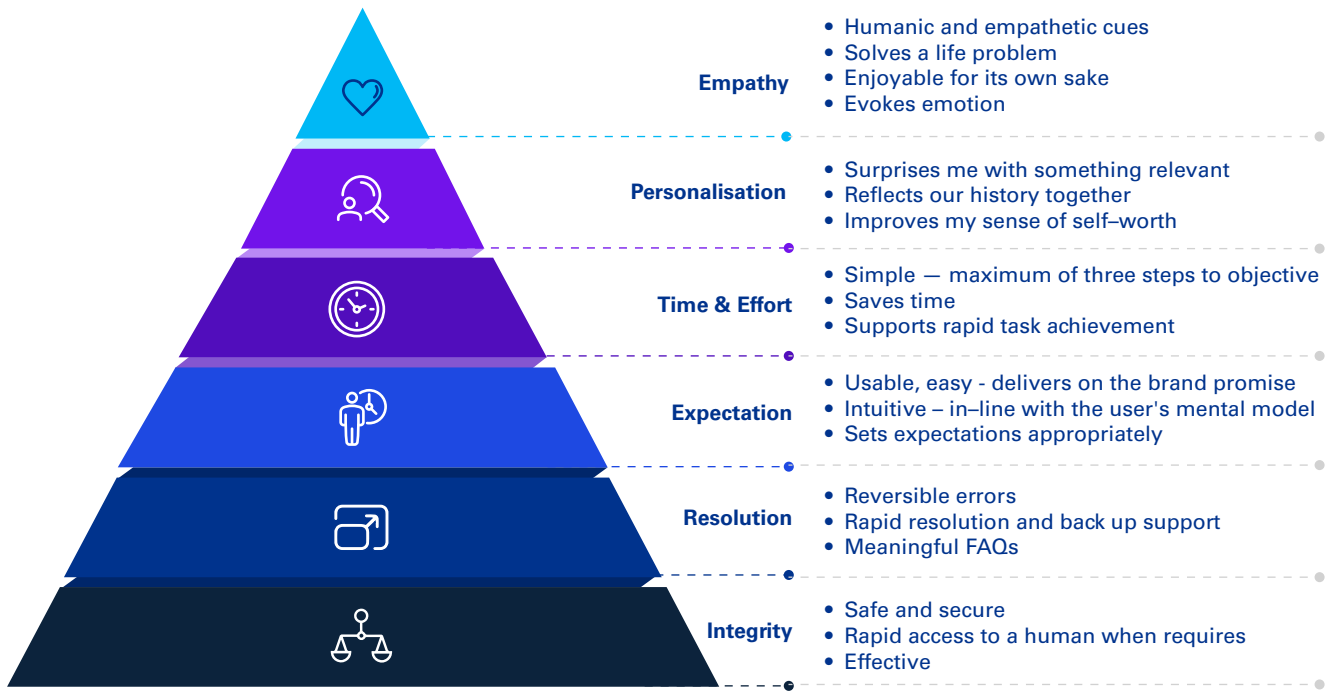
Once the experience is mapped, start thinking about the technology. What should be outsourced vs. built in-house? Taking these steps could keep the organisation from spending exorbitant funding for technology that does not solve the original problem.

## Understand the problem before solving it

Governments should provide the same equitable, seamless experiences that citizens receive in the private sector. The KPMG customer experience excellence methodology helps governments provide excellent experiences every time. It's built on six pillars for success.



# The Six Pillars of Customer Experience



Source- KPMG Nunwood 2017 US Customer Experience Excellence Analysis

## Balance customer experience with value

Customer experience economics, an approach we use to measure value in the commercial sector, still matters to government organisations since they need to provide equitable experiences for citizens while remaining fiscally responsible.

What makes financial sense for an organisation to deliver can depend on many factors, including how it makes citizens feel and how much satisfaction it drives for the end user.

### We recommend following four actions to achieve customer experience economics:

1. Measure to understand what citizens value in the experience and why. Then measure from the inside-out — the cost of an individual experience
2. Analyse the data from citizen value to extract actionable insights
3. Prioritise using data and insights from the prior two steps based on the department's mission
4. Refine with a process to improve to continue meeting customer expectations over time

# Balance customer experience with value



**Only 60%**

of surveyed UK citizens claimed that they were more confident using digital public services now than before the pandemic began



**75%**

UK citizens claimed that they would feel comfortable accessing digital public services via their smartphones



Frustrated with baffling interfaces and technological difficulties, **15%** of them claim they have had to utilise digital public services more than once in order to get their problems resolved



By 2024,

**more than 30%** of governments will use engagement metrics to track citizen participation quantity and quality in policy and budget decisions

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