



Re-visit citizen journeys

Understand their priorities to provide a seamless experience

KPMG Smart Government

Catalyse digital progress

Insight Briefing



Fix the process or the technology first?

Picture a government organisation director tackling a growing problem. Their citizens dig through thousands of websites and phone numbers when they have a question about renewing their drivers' licence, Universal Credit or UK Global Health Insurance Card (UK GHIC). 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 such as outsourcing call center operations
- B** Purchase a new telephony system
- C** Understand citizens' changing needs in a timely manner

We recommend option c) to get to the root of what citizens really need and how they want to interact with the organisation. 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. Next, determine what the citizen experience should look like. In a 2022 study by the UN, only 60 percent of surveyed UK citizens claimed that they were more confident using digital public services now than before the pandemic began.¹ This article

will likely help national, and local government directors and department heads understand the customer blueprint before designing the experience. It also includes strategic approaches to build the citizen experience.

Why smart government is important

Government organisations and departments around the world should modernise in order to keep up with changing user needs, regulations, and health and public safety requirements. Leaders involved in government modernisation are reviewing their user's experiences to plan what upgrades are needed in their business processes and service delivery models.

This article is one of a series that features how modernising can affect the government workforce and the user experience, improve security and public trust, and accelerate the digital journey. KPMG offers insights intended to help guide governments and public sector organisations in their modernisation efforts to encompass all processes, technologies, policies, and the workforce so each works together to create connected, powered, and trusted organisations.



¹ "E-Government Survey 2022," United Nations, 2022



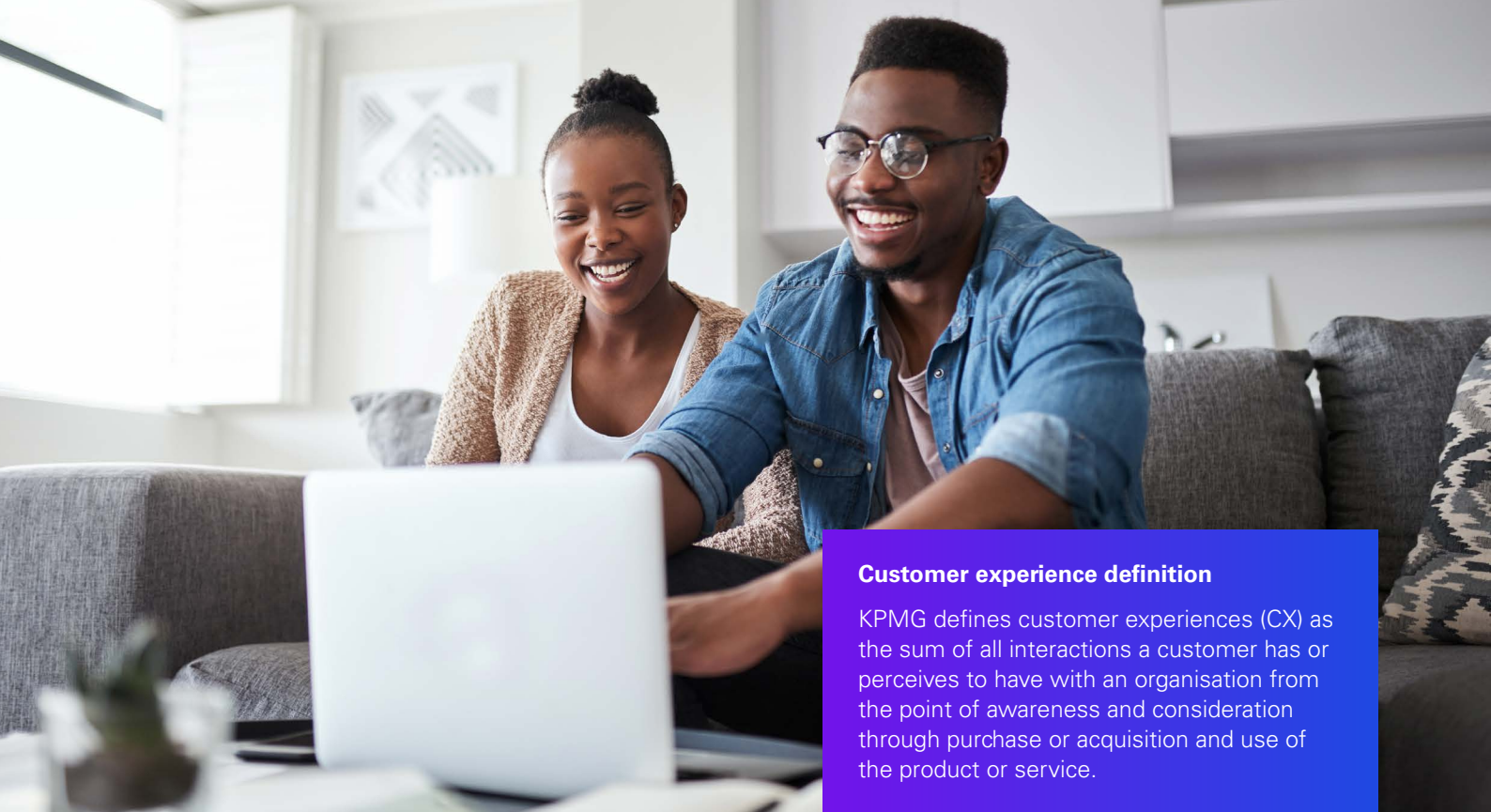
Get the citizen experience right without unneeded technology

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 program itself, or something else. Look at a campaign where the organisation contacted people eligible for a program, 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 behaviours. 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 £10 million 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. A study found that 75 percent of UK citizens claimed that they would feel comfortable accessing digital public services via their smartphones. However, frustrated with baffling interfaces and technological difficulties, 15 percent of them claim they have had to utilise digital public services more than once in order to get their problems resolved.²

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:

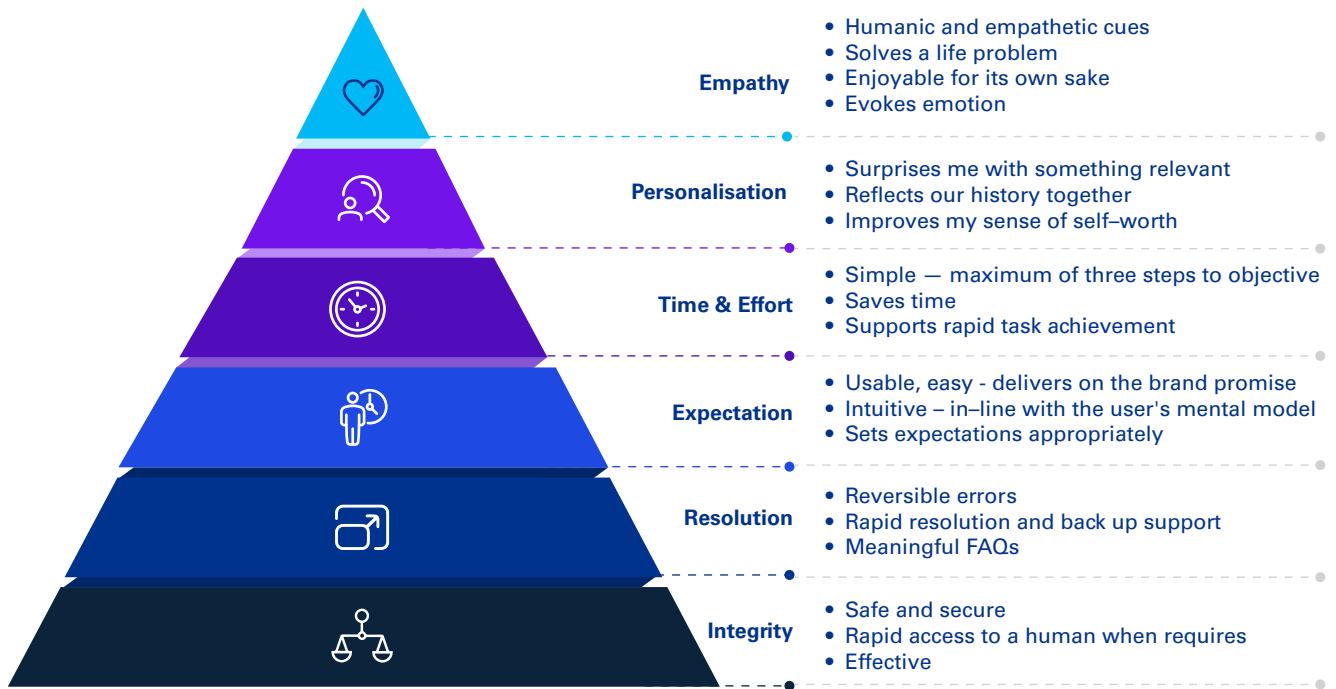


- Understand **citizens'/customers' needs**, the moments that matter most to them, and their pain points in meeting those needs.
- Determine what **channels citizens/customers are able and prefer to use** to interact with the organisation.
- Develop a **customer experience strategy and delivery model** 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.

² "Public confidence in accessing public services online skyrockets during pandemic," Public, October 13, 2021.

The Six Pillars of Customer Experience



Source: KPMG Nunwood 2017 US 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.

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.



Understand the problem before solving it

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:



Understand your citizens' and citizen segments' needs and pain points.



Define your organisations most underperforming experience(s) and determine how to improve.



Determine the capabilities and technologies your organisation needs to deliver these improved experiences.

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

About KPMG

KPMG firms have many years of experience of working with national, regional and local governments, so we know how departments work. KPMG professionals understand the issues, pressures, and challenges you encounter in the journey to modernise. Drawing on KPMG firms' government operations knowledge to offer methodologies tailored to help you overcome these challenges and work with you to deliver the results that matter.

KPMG teams start with the business issue before we help clients determine their preferred approach because we understand the ultimate mission. When the way people work changes, KPMG firms can offer client insight on leading training practices to help ensure your employees have the right knowledge and skills. KPMG in the UK is one of the largest learning providers in Europe, specialising in helping our clients build the skills and talent they need for future plans. With our Powered Government offering we provide a blueprint for a customer centric, digitally enabled public sector organisation.

KPMG firms are committed to helping clients create value, inspire trust, and help governments deliver better experiences to workers, citizens, and communities.



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