



Ask Us Anything: Customer-Centric Digital Service Adoption

April 26, 2023

Granicus is Transforming how Government and People Connect Digitally

Serving
the public's
needs &
interests since
1999



Connecting
with
government-
provided
information and
services

Today's Speakers



Nick Geier

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Experience Group (GXG)



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Lead, Granicus

Trust as a Measure of Success

"of the people, by the people"

Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government

 BRIEFING ROOM PRESIDENTIAL ACTIONS

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered as follows:

Government must be held accountable for designing and delivering services with a focus on the **actual experience** of the people whom it is meant to serve. Government must also work to deliver services more **equitably and effectively**, especially for those who have been historically underserved.

Digital Means Multi-Channel

“Anytime, Anywhere, Anything”



“Services Required To Be Digital. The head of each executive agency shall regularly review public-facing applications and services to ensure that those applications and services are, to the greatest extent practicable, made available to the public in a digital format.”



1. We've started to mature our understanding of customer experience.
2. We are examining previously unexplored concepts around the role communications plays in CX.
3. We are seeing many more leadership roles emerge and evolve as we begin to define "operationalizing."

Taken from the ACT-IAC CX Summit: Presentation by Andy Lewandowski, EOP/Office of Management and Budget

Government is [Changing] Transforming

What does the government hope to achieve by transforming their services to be digital?

~~Analog~~
Program
Success



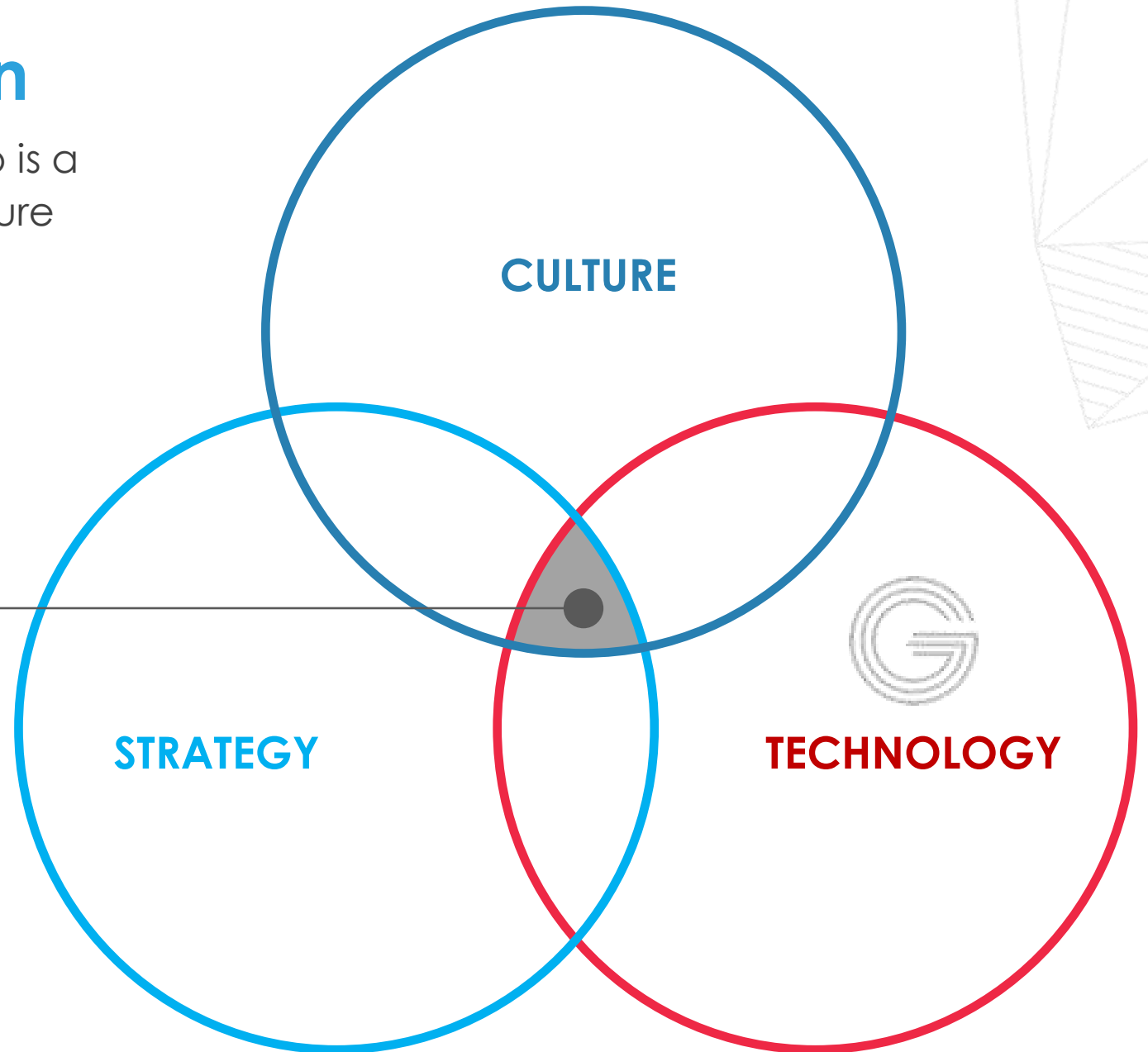
Digital
Service
Adoption

Technology should remove barriers and enable seamless, omni-channel experiences for the customer. But why is it so hard?

Digital Transformation

The right technology is critical, but so is a long-term strategy and an agile culture

**DIGITAL
TRANSFORMATION**



THE GXG FRAMEWORK

HUMAN-CENTERED

GOALS

Determine what success looks like. Align on measurement plan.

AUDIENCE

Identify key audience segments, including their needs, motivations and barriers.

JOURNEY

Map the steps audiences take across multiple channels or touchpoints to achieve desired goals.

CONTENT

Access and create content needed at various touchpoints and phases of the journey.



GOALS: Know where you are going


When developing a content strategy, it is important to first align around a set of goals.


These goals should support your overall agency goals and objectives.

These goals will help inform what types and categories of content should be prioritized at different phases of the program.

Website Goals





The customer has set forth the following goals for the website refresh.



 <p>24/7 City Hall Improve municipal technology to better serve the city, residents, stakeholders and others.</p>	 <p>Government Transparency Enhance the County's transparency, efficiency, and accountability.</p>	 <p>Economic Development Make the City easier to transact with, make payments, permitting</p>	 <p>Talent Recruitment Education and recruitment of young professionals for the</p>
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Website Objectives

Customer will need to achieve the following objectives in order to achieve larger goals.

Website Goals	Website Objectives
 <p>24/7 City Hall: Improve municipal technology to better serve the city, residents, stakeholders and others.</p>	<ul style="list-style-type: none"> Streamline the user experience to complete popular actions like checking sanitation schedules, getting Covid-19 information, contacting the Police, booking Riverboat Harbor tickets, and checking Employee payroll. Create all website content with a mobile-first mentality. Lower reading level across website to a 4th-grade reading level. Set up Goal Composites in Google Analytics to monitor towards a better user experience.
 <p>Government Transparency: Enhance the City's transparency, efficiency, and accountability.</p>	<ul style="list-style-type: none"> Increase visibility of Contact information across city departments. Dedicate section of website to dynamic news-sharing, including live-streaming town-halls. Create a "City Council" webpage where constituents can interact with city councilors and sign up to speak at City Council meetings. Create "Public Safety Portal" to share statistics on crime in Montgomery.
 <p>Economic Development: Make the City easier to transact with, make payments, permitting and licensing and keeping the community informed and engaged.</p>	<ul style="list-style-type: none"> Create a uniform user experience for all online permit and payment processes for businesses. Promote Business Toolkit and steps to open a business in Montgomery. Create dedicated section of the website to highlight newly opened businesses, entrepreneur success stories, and target minority-owned businesses.
 <p>Talent Recruitment: Education and recruitment of young professionals for the Future City of Montgomery.</p>	<ul style="list-style-type: none"> Create dedicated section of website to promote tourism, culture, and history to recruit visitors, students, and entrepreneurs. Increase awareness of Montgomery's attractive business environment and reputation as an economic hub of the South. Highlight Montgomery's livability for current and prospective residents.

AUDIENCE: Know who you are talking to

County's Audience Ecosystem

The website attracts a wide variety of stakeholders. In the following sections, we'll focus on two representative audiences that encompass the several segments outlined below.



Your Priority Audiences

Resident: Roy



"How do I establish a better life for my family in the City?"

Machine Operator

- Family man who is new to the City. Married with 2 young children.
- Wants to quickly and easily pay bills online.
- Has a hard time finding fun things to do with family in the City.

Current Issues

- Needs schedules & calendar for residential services (trash pickup, bulky item pickup, etc.)
- Only one computer at home, so he needs content and services that are mobile-friendly.

Partner Organization: Claudia



"What can I do to help the most vulnerable groups in the City thrive?"

United Way Community Resource Director

- City native who's passionate about helping and serving others.
- Engaged in the City's happenings and has considered running for office.

Business Owner: Paul



"What do I need to help my business succeed in this new place?"

Restaurant

- Looking to expand BBQ restaurant franchise with new location in the City.
- Single father who lives out of state.

JASON & TRISH
Customer Residents

DEMOGRAPHICS

- ♂ and ♀, 37 years old
- Married couple, with two children (ages 14 and 20)
- Jason is a retired Farmer, high school and Microsoft Certified As Force Lead

WHO AM I?

- Married couple with two children, both of whom are old enough to be looking for work and school opportunities, hopefully in Customer
- Recently new to Customer - recently moved here to be close to research Center Air Force Base
- Both worked in the defense industry and consider themselves to be military leaders with a firm belief in service to others.
- Have strong tech background with a preference for digital solutions

WHAT ARE MY GOALS?

- Locally access basic city services online in a clear and accessible way
- Find out when my trash will be picked up, how to pay it parking fees
- Get more engaged in the City and community, and stay updated to local issues and city happenings
- Identify in good-quality of life and feel confident that Customer takes care of residents.
- Build our trust and faith that local leaders and city government are doing right by the community.

WHAT ARE MY PAIN POINTS?

- I think the every time we need something from the city, we need to go on a stranger's hard-to-navigate and contact-inefficient people
- Our trash isn't getting picked up regularly and we need to talk to someone at customer
- We still haven't updated our voter registrations to our Customer address and we're not sure how to do that before the next local election
- I don't know phone who waits for the city and I'm not sure where I can go to get answers

WHAT DO I NEED?

- A City website that makes it easy for me to find the information I need, contact the appropriate representatives, and complete routine actions
- Clear friendly and mobile-friendly interfaces with clear and helpful explanations about city services
- Opportunities to engage local government as a voter, citizen and member of the public
- Online information on local jobs and education opportunities for our kids

KEY WEBSITE PAGES

- City Council Meetings and Agendas
- City TV
- Colleges and Universities
- Communications Department
- E-Notifications
- How Do I Register to Vote
- Mayor Steven Reed
- Customer Police Department
- Online Citizen Payment Portal
- Sanitation
- Share Ideas
- Traffic, Transit
- Volunteer

KEY SEARCH TERMS

- "City of Customer 21"
- "Customer garbage schedule"
- "Customer services"
- "Pay parking ticket Customer Address"
- "Send light camera fine"
- "Where to park in Customer"
- "Customer city council"
- "Customer issues"

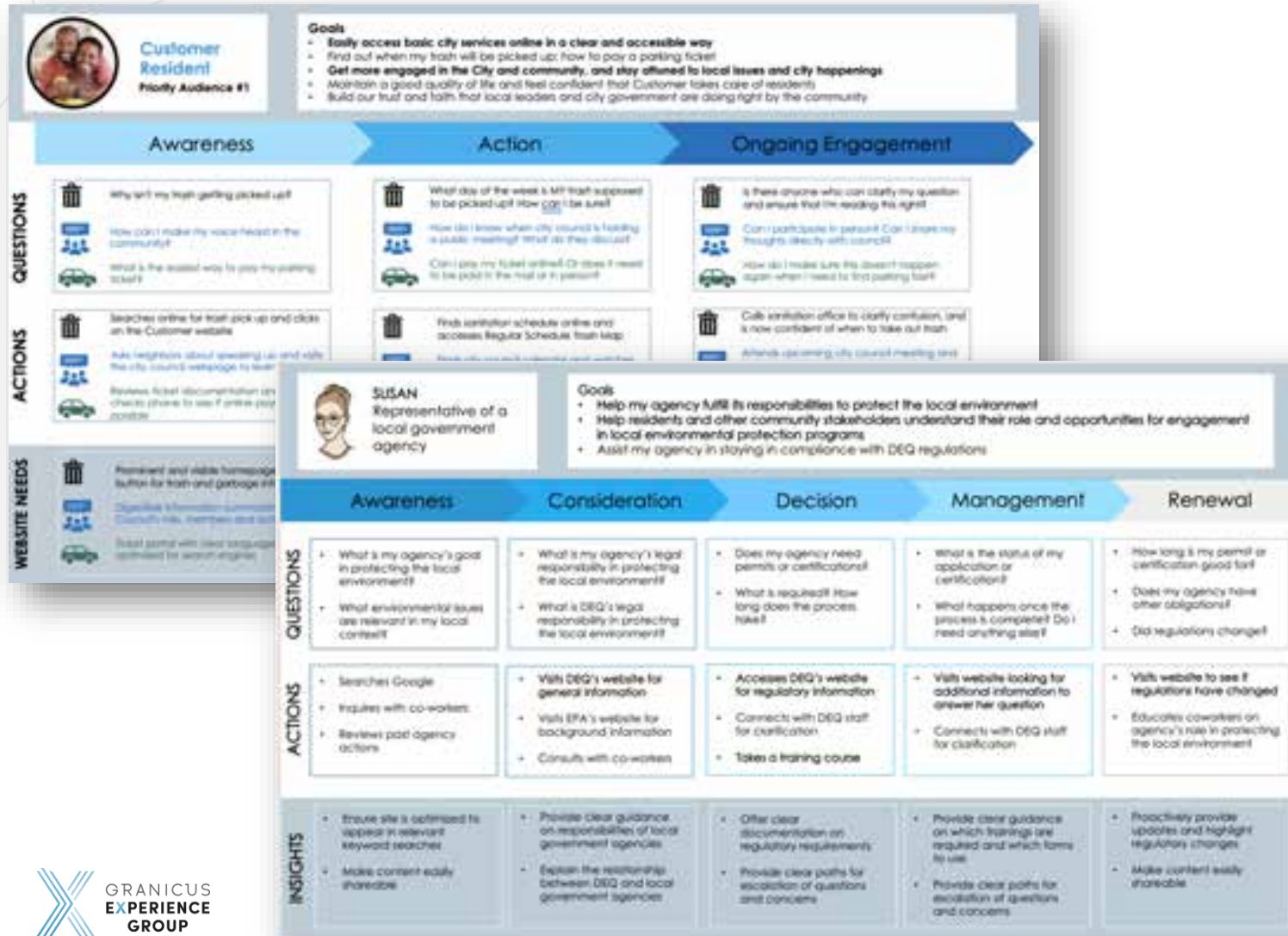
A persona is a snapshot of the needs, motivations, goals and pain points of your audience.

Informed by research, these audience analysis tools add a human touch to data.

Understanding your audience will better inform content decision to fit your users' needs.

3

JOURNEY: Know what you want them to do

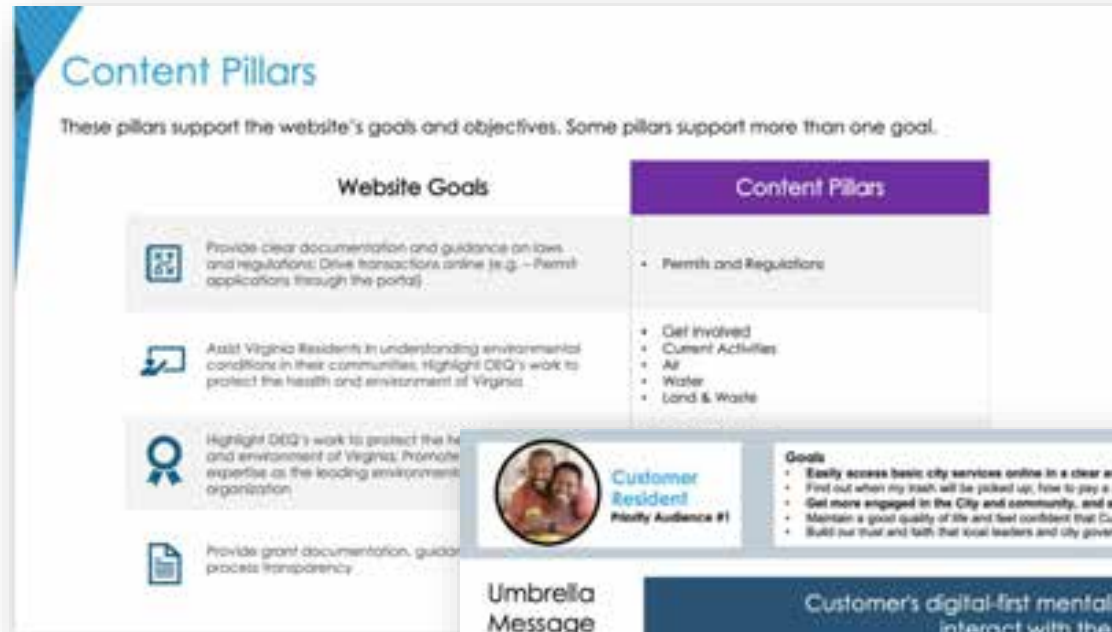


Our journey maps will outline the key questions and actions an audience member would take in their experience with the county.

These questions and actions are informed by the goals and pain points outlined in the personas, allowing you to understand what your audience needs.

4 CONTENT: Know what you are saying

With clearly defined goals and an understanding of audience needs, we develop content that meets their needs and drives the action you need.





FUTURE STATE USER JOURNEY

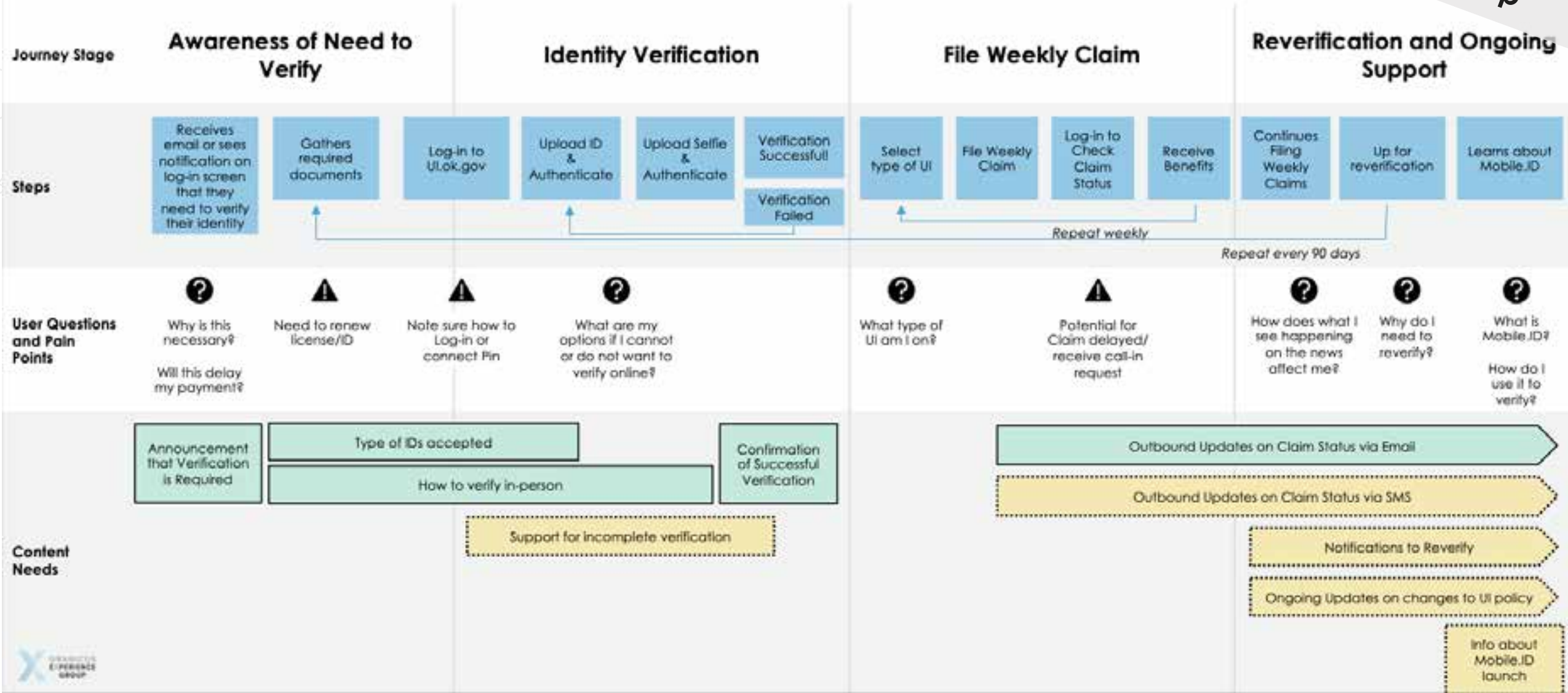
Resident Currently Receiving Benefits

KEY

Existing or Planned Content

Recommended New Content

EXAMPLE
Service Journey Map

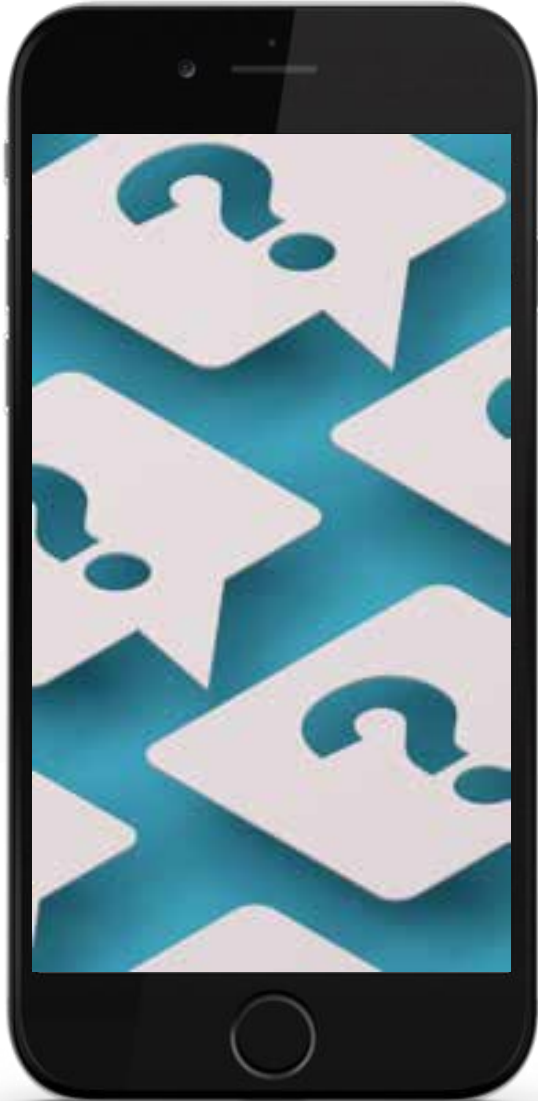




Questions?

Topic: Guiding the Journey of Change

Trust, transparency, communication, and mission



Question: What are the components needed to ensure change isn't painful?

Topic: What does trust have to do with it?

Trust, transparency, and program success

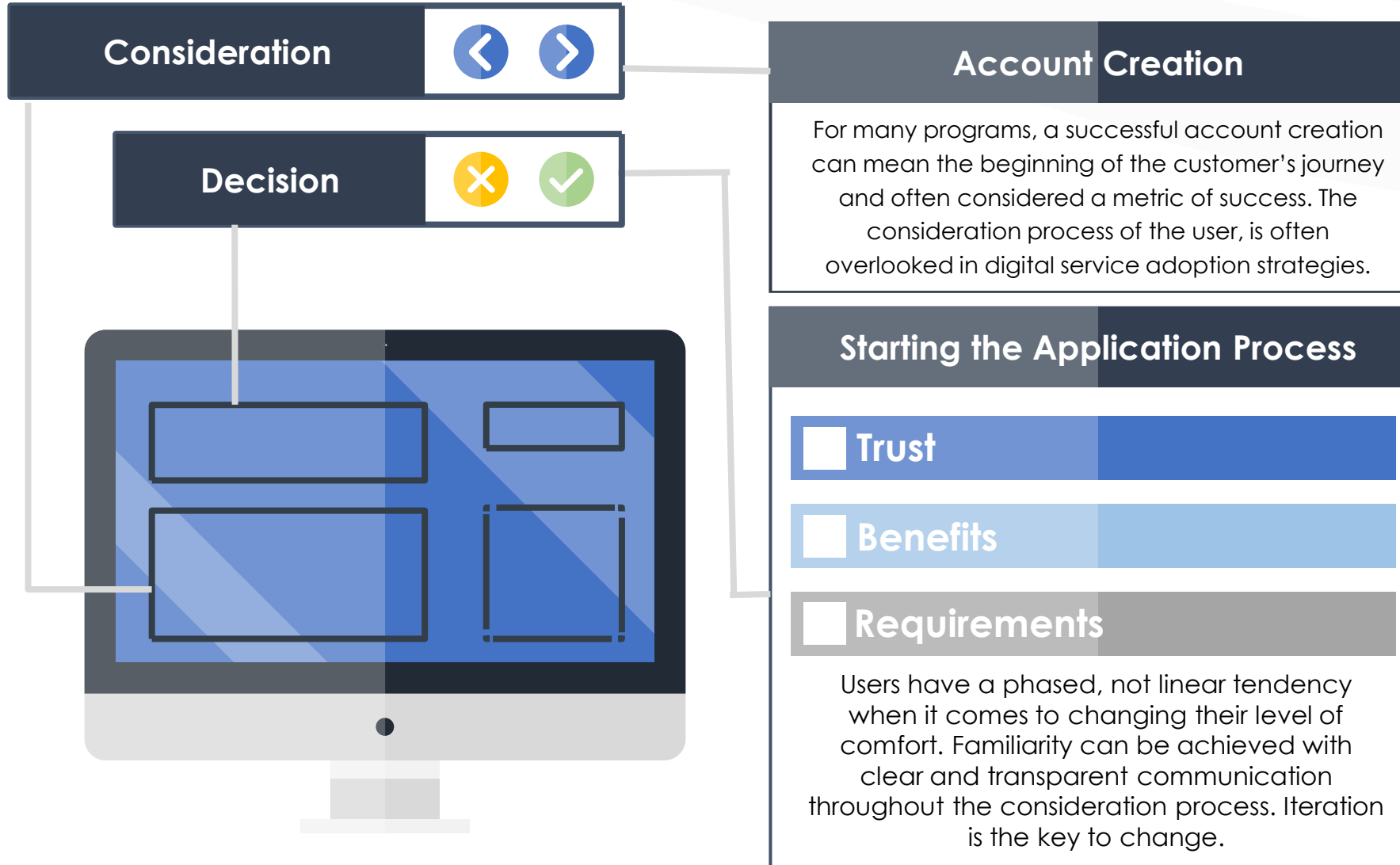


Question: What might be some barriers to trust in the digital adoption process?

What might happen if government services do not instill trust?

Overcoming Barriers to Adoption

Establishing connection with a multi-channel, guided experience



Communications Drive Better Experiences

— For Communities and Employees

HUMAN-CENTERED
& DATA-DRIVEN

1

DE-RISK SERVICE DELIVERY

Deliver **ongoing community engagement** through two-way SMS, email and surveys, collecting feedback and insights to inform products and services.

2

MANAGE EXPECTATIONS

Give people **proactive status updates on claims or application processes** with personalized, action-triggered messaging, helping to alleviate call center volume.

3

DRIVE SERVICE ADOPTION

With intentional data capture and insights, **break down audiences of millions into microsegments** based on need-, demographic- and behavior-based categories.

4

TRUST AS TRANSPARENCY

Begin to **restore trust** through micro-moments of personalization. Co-create solutions to anticipate community and employee needs, then deliver solutions.

“This focus on customer experience will not only **improve the delivery, efficiency, security, and effectiveness** of our Government programs, it will **advance equity** and enhance everyday interactions with public services and **uplift the lives of those who need it the most.**”

- **President Joe Biden**, *The Biden-Harris Management Agenda Vision*

Topic: Engagement as a New Standard

Who is listening? Who has access?



Question: How might government learn from the “engagement”-obsessed world of private sector companies?

Maturing Service Delivery with Opt-In Subscriber Data Collection

Single Agency Customer Service to Interagency Customer Experience

1

Offline Services

- High cost for staff for administrative services
 - Call centers
 - In-person events
 - Paper-based
- High burden on public to discover and access available services

2

Supplement with Digital

- Add multiple digital channels, features, and functions
- No unified processes or data collection.
- Tracking basic digital KPIs, but not connecting to program outcomes

Most of U.S. government is here

3

Omnichannel Self-Serve

- Proactive, personalized experiences to guide people to relevant, on-demand services
- Data-driven understanding of their unique needs.
- Unified, opt-in data capture
- Reduces customer burden for accessing services
- Measurement for diversity, equity and inclusion

4

Interagency Experiences

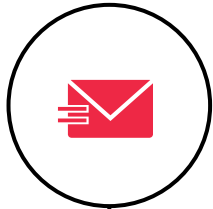
- Multiple agencies integrate experiences
- Proactive, personalized messaging guides through complex processes and timing across multiple agencies
- Limits confusion, boosts customer confidence
- Further reduces customer burden while expanding measurable DEI&A

Opted-in data collection is key

The ROI of Engagement

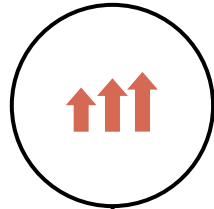
Broader Awareness

Start with hello! Send subscribers informative communications on **latest product, service updates and offerings**.



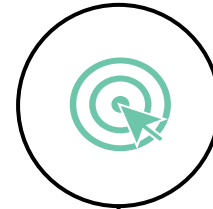
Measurable Inclusivity

Use data analytics to track **subscriber growth**, expand reach, and amplify messages. Understand and meet DEIA objectives.



Increased Engagement

Send personalized and relevant messages about **happenings, ideas, and events** with TTS that raise engagement and meet strategic objectives.



Adoption, Customer Advocacy & Mission Impact

Improve **customer relationships**, develop brand presence, and **achieve mission success**.





Thank you

Questions? Contact info@granicus.com