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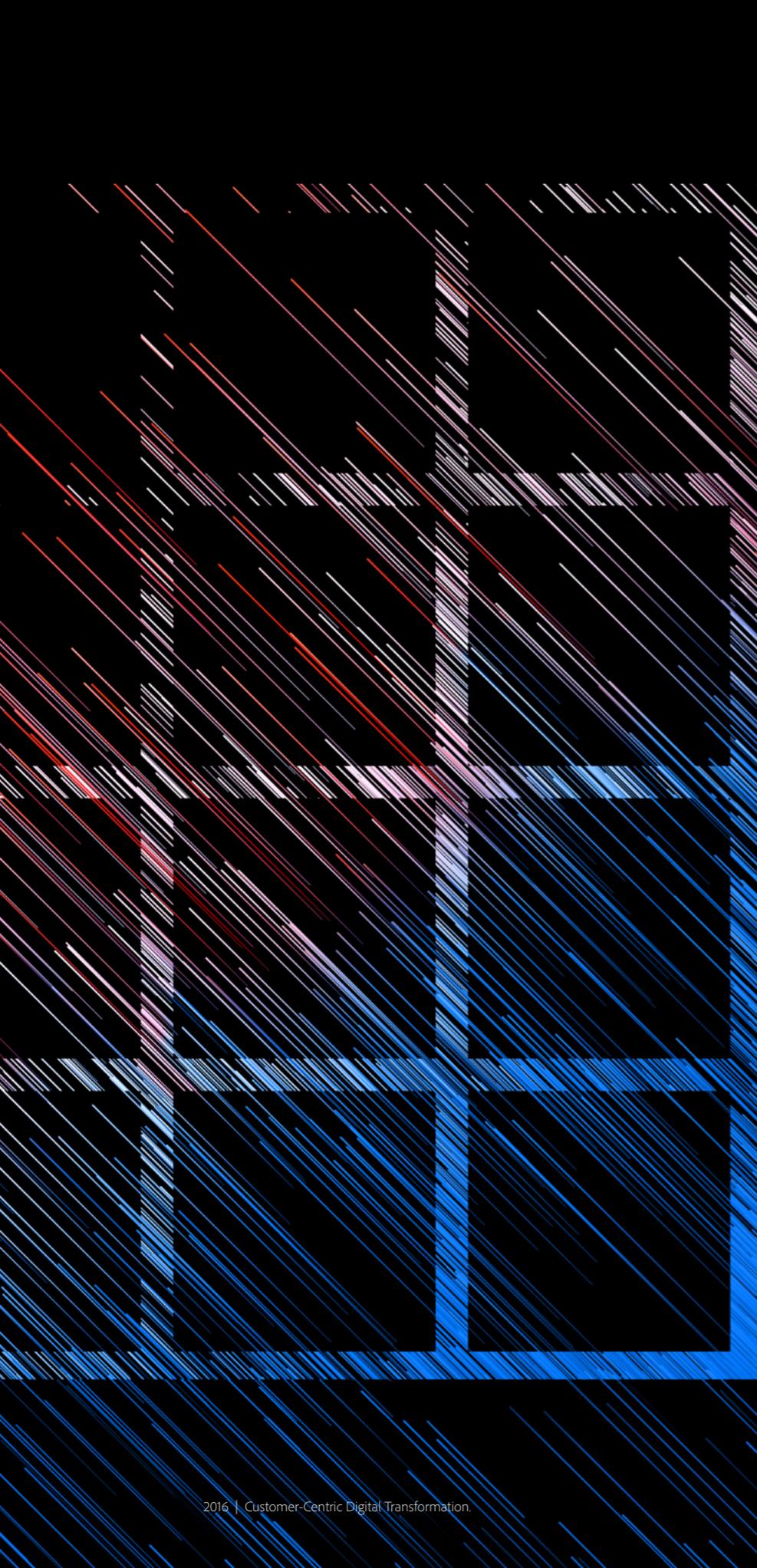
# CUSTOMER-CENTRIC DIGITAL TRANSFORMATION

What you need to know.

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# The Evolution of Digital Services in the **PUBLIC SECTOR.**

There's no doubt the world has become more digital. From your desktop computer to your mobile phone, easy-to-use technologies have streamlined the way we communicate—and made the world feel smaller and more connected.

The private sector has led the charge in digital innovation—and set a high bar for the public sector. Citizens now expect more personalized and interactive experiences everywhere they engage—including with government agencies. But the public sector has struggled to keep pace, leave behind legacy IT practices and systems, and create truly customer-centric experiences.

**“One of the best ways to get started with digital transformation at your agency is to recognize the importance of a customer-centric approach.”**

**ERICA FENSOM**

Director, Digital Government Marketing & Campaigns  
Adobe

**“[Digital transformation in government] takes working and meeting with the customer, building a strong relationship, and digging into their business models to understand citizens’ goals. You must ensure every level in your organization connects with your customers and understands what’s done in terms of customer and digital strategy.”**

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**WILLIAM CHUMLEY**

Chief Customer Officer  
Colorado Governor’s Office of Information Technology (OIT)

In fact, 40 percent of state and federal citizen transactions are still completed using traditional channels, including in-person meetings, phone calls, and snail mail. While these systems remain useful, agencies should strive to work with citizens at a more digital level. Making this shift will help agencies respond to requests and complaints more quickly—and result in huge cost savings over time.

More than ever, government agencies are ready to embrace digital transformation, capitalize on the innovation of the private sector, and put the customer experience first—whether they’re engaging with one or 1 million constituents. And it all starts with putting the right people, tools, and processes in place to make it happen.

In this pocket guide, we’ve partnered with GovLoop to show you how agencies in Denver, Colorado, New Mexico, and Canada have already transformed their digital experiences, and the steps you need to take your citizen services to the next level.



# Your Guide to a Customer-Centric **TRANSFORMATION**

## The next frontier in digital government.

Customer-centric, design-led experience is the next frontier in digital government. In May 2012, The White House released its Digital Government Strategy which established a year long roadmap for building a 21st century government that delivers better digital services to the public.

The main objectives were clear:

- Enable citizens and an increasingly mobile workforce to access high-quality digital information and services anywhere, anytime, and on any device.
- Ensure the government adapts to the new digital world by procuring and managing devices, applications, and data in a smart and secure manner.
- Unlock the power of government data to spur innovation and improve the quality of citizen services.

Since the strategy's release, federal agencies have made a concerted effort to embrace a "digital-first" mindset. They are rethinking manual and paper-based processes and opening the door to more dynamic and online

self-service offerings. The creation of digital service teams at the White House, the General Services Administration, the Department of Veteran Affairs, Department of Defense, and others across government is helping to institutionalize this digital services approach.

But by far the biggest driver in this digital services transformation in government is the new expectations citizens have of all entities, driven by the customer-oriented, data-driven approaches now offered by most of the private sector. The majority of citizens aren't just accustomed to instant gratification, they expect it. They want a relevant and engaging experience with their government agencies right from the start.

They have a specific checklist of demands, and it goes something like this:

-  Seamless availability on all platforms and channels
-  Search results that meet their intentions
-  Uncluttered, easily digestible information
-  Clear, straightforward calls to action with no hoops to jump through
-  Multiple contact paths, including social media

The path to being able to create digital services that meet these needs starts with one approach: *the customer-centric approach.*

## What it means to be customer-centric.

A good starting point of understanding and defining what a customer-centric approach means comes from the [White House and its Digital Government memorandum](#):

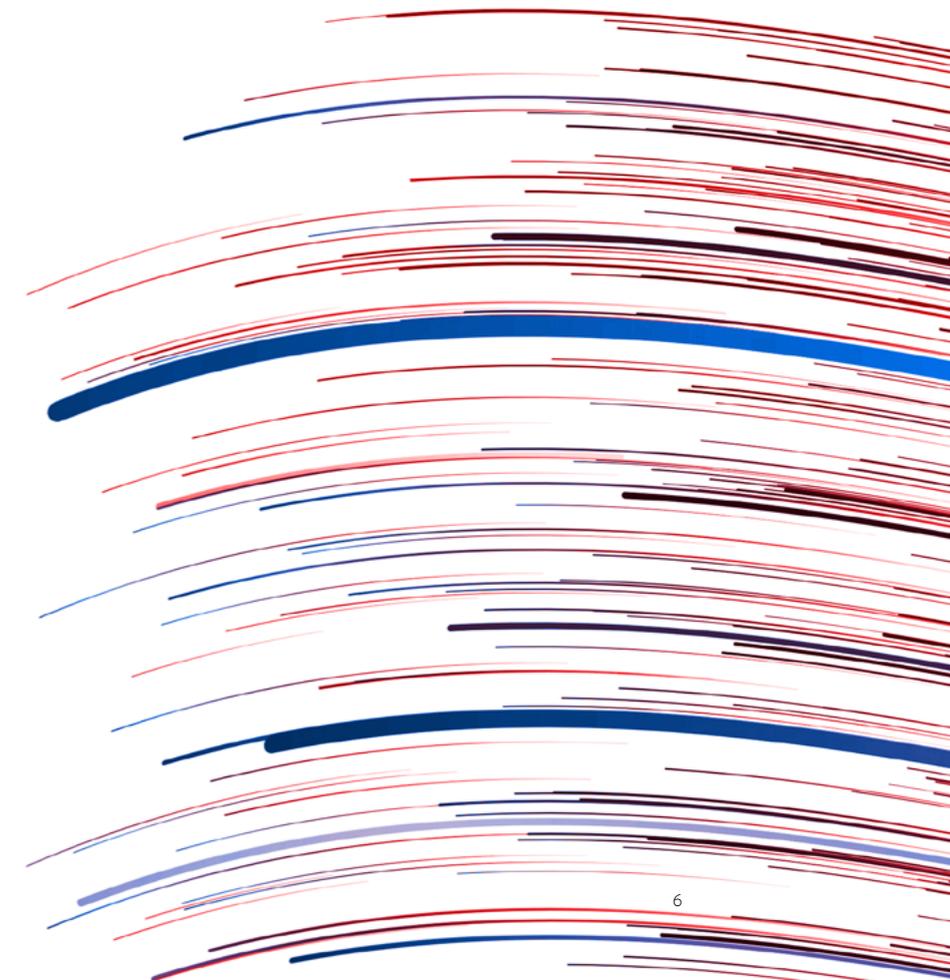
*"Customer-centric government means that agencies respond to customers' needs and make it easy to find and share information and accomplish important tasks. It requires holding ourselves to a high-standard of timely data, informative content, simple transactions, and seamless interactions that are easily accessible. The mantra of "anytime, anywhere, any device," is increasingly setting the standard for how information and services are both delivered and received in a two-way exchange of information and ideas. We must embrace the ability of new technologies to drive participation in the digital public square. To develop innovative, transparent, customer-facing products and services efficiently and effectively, the Federal Government must also focus on the fundamentals of customer-centric design: measure how well we are providing meaningful services; focus our efforts on those interactions that have the most use and value; institutionalize performance measurement; and continuously improve services in response to those measurements.*

*From how we create information, to the systems we use to manage it, to how we organize and present it, we must focus on our customers' needs. Putting the customer first means quality information is accessible, current, and*

*accurate at any time whether the customer is in the battle field, the lab, or the classroom. It means coordinating across agencies to ensure when citizens and employees interact with government information and services, they can find what they need and complete transactions with a level of efficiency that rivals their experiences when engaging with the private-sector.*

*The customer-centric principle charges us to do several things: conduct research to understand the customer's business, needs and desires; make content more broadly available and accessible and present it through multiple channels in a program- and device-agnostic way; make content more accurate and understandable by maintaining plain language and content freshness standards; and offer easy paths for feedback to ensure we continually improve service delivery. The customer-centric principle holds true whether our customers are internal (e.g. the civilian and military federal workforce in both classified and unclassified environments) or external (e.g. individual citizens, businesses, research organizations, and state, local, and tribal governments)."*

In short, being customer-centric means putting yourself in your customers' shoes as they proceed through a digital journey and digital interactions with your agency. What are their pain points? What works? What would make their interaction or transaction truly seamless? Are you meeting them on the platforms they use? Are you providing the information they truly need and making it easy to find?



## The four components of a great customer experience.

A great customer experience requires four key components. They need to be compelling. Personal. Useful. And they need to be available at every touchpoint. With these qualities, your agency can create a real connection with your customers, which enables improved transparency and builds trust.

### 1. COMPELLING

Citizens who communicate online have constantly evolving needs and expect relevant, even personalized, content from websites. There is no one definition for compelling content, but generally compelling means your content is relevant, inspiring, accessible, trustworthy, and intriguing. Perhaps one of the easiest ways to know if your content is truly compelling to your citizens is that they are motivated to share it with others. To engage citizens, it is critical that public agencies quickly identify what content is relevant and compelling to them—which can be measured by bounce rates, time spent on page, and shares on social, among other metrics. Armed with this knowledge through website tracking and testing, agencies need to continually evolve their sites and target the appropriate content to different citizens.

### 2. PERSONAL

To engage your customers along every step of their journey, you must know exactly how they are interacting with your content. So, you need to collect and analyze a lot of data. With these insights you can test and fine-tune content continually so it's always personalized and relevant. When you understand the makeup of your audience, you can deliver targeted content based on common characteristics like frequent visitors or citizens of a particular age group.

### 3. USEFUL

The content must be the exact information the citizen is looking for in the time and the place that they need it, and it must be information that can help them achieve whatever goal they had in mind when they started interacting with your digital platforms. If a person came to your government's site looking for a specific name or form, and left without that information even while taking in lots of other content, that interaction or content wasn't necessarily of use to them.

### 4. AVAILABLE AT EVERY TOUCHPOINT

As citizens move through their journeys with a government entity, what are relevant changes at every step? It is all about context. Here is where analytics can really help, since citizens' digital actions can be analyzed and translated into behavior patterns. Location-based services can provide relevant context as well. And, most importantly, single transactions must be accessible across all channels available to customers. For instance, they might start the transaction on a phone, continue it on a tablet or laptop, and finish it on a desktop. All channels must work.

# How to gather actionable feedback data from customers and first-line employees.



## 1. DEVELOP CUSTOMER JOURNEY MAPS

Journey maps show you where your customers' experiences with your brand begin and end. But to be effective, they must take into consideration all the contexts and environments in which customers might use your products and services. For example, do customers interact with your brand at home or on the go? Both? Do they depend on you daily or intermittently?

Start by collecting all customer data from throughout your organization, then plug it into a data platform that can help you identify key personas. Learn how those personas interact and respond at different touchpoints to discover what they need.



## 2. PROTOTYPE THE EXPERIENCE

With your new customer journey maps, build out experiences for your key personas. But understand that you don't have to engineer every interaction all at once. You've spent the time understanding these journeys, so you can start to prioritize the touchpoints that will make the most emotional impact on each persona as they move from channel to channel. You certainly shouldn't ignore the other touchpoints, but with your journey maps, you can see where each touchpoint will have the greatest effect and plan accordingly.



## 3. ANALYZE AND REVISE YOUR PROTOTYPE

Use data to learn how customers respond to your experience prototypes. Identifying data anomalies quickly shows you areas within the customer journey where customers are experiencing extreme friction or enjoyment. As you uncover the reasons for these anomalies, you'll know whether to repeat your previous efforts or redesign them to improve the experience. Again, use key informant interviews or focus groups to get qualitative feedback. Find all areas that need adjustment, and make the appropriate changes.



## 4. ROLL OUT AND PERFORM ONGOING OPTIMIZATION

Deliver the revised experience, modified to meet your customers' needs and expectations. Continue to monitor how customers are responding to your experience design through direct feedback, social comments, and reviews.

Also use analytics to identify metrics like low conversion rates, abandoned cart statistics, video completions, repeat visits and others that identify opportunities for improvement.

## 5. AUTOMATE ENGAGEMENT

Reaching each and every one of your customers with personalized content and experiences across channels and devices is impossible without automation.

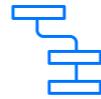
To scale to meet the demands of your customer base, use technology to automate the delivery of one-on-one experiences that are relevant to each customer segment. At the same time, continue to evaluate the experience, both by customer satisfaction and the evolving needs and capabilities of your business.

## Developing your journey map.



### 1. CREATE AN INITIAL MAP

In this phase, participants are challenged to map a journey from the customer's perspective. The most effective mapping activity will identify a specific customer or persona. If an organization has already given some thought to the points of contact, that data should also be included in the development of journey-mapping scenarios. Finally, the mapping process should take into account an organization's entire customer service "ecosystem"—the internal people, processes, and technologies that play a part in delivering customer service.



### 2. EVALUATE AND PRIORITIZE

As you seek to understand the customer's experience, don't just stop at the mechanical problems, such as materials that aren't in the right place or forms that need to be updated. Try to comprehend their attitudes and emotions. If they're angry or frustrated, write it down. If they're confused, record that experience. If they're impressed with something, jot down what they may be thinking at that moment. Then, evaluate each of these attitudes to identify the high and low parts of their emotional journey. These feelings are helpful indicators as to what their true needs may be.



### 3. ADD DETAIL

As you walk in the shoes of your customers, look for core issues to fix and opportunities to improve. Be critical of yourself. Be honest. Sometimes we get so used to our own services and information that we develop blind spots. This phase includes several steps of adding more detail to uncover customers' true functional and emotional needs, in addition to detailing the roles and processes of the people and things involved in the journey. The more you can step outside your perspective and take on the vantage point of your customer, the more valuable this exercise can be for your organization.



### 4. EVALUATE AND FRAME THE ISSUE OR OPPORTUNITY

Once you have a good understanding of customers' needs, you then evaluate how well you're meeting them. This includes evaluating whether the people and systems involved are performing properly. This now gives you a clear, strong understanding of the issue or opportunity, along with what is important to the customer, so that you can begin brainstorming new solutions.



### 5. DESIGN NEW EXPERIENCES

Lastly, the journey-mapping process allows agencies to brainstorm new innovations to redesign the customer experience. The importance of this phase is that it reminds organizations that journey mapping is an iterative process. There are always ways to reset or reimagine the cycle, apply new tactics, and continually improve service or information delivery.

# Learning From Others: **CUSTOMER-CENTRIC CASE STUDIES.**

## City and County of Denver, CO

In an effort to provide residents with a seamless user experience, Denver's Technology Services department implemented a new content management system for denvergov.org and redesigned the site by incorporating a responsive structure, consistent branding, and multi-device compatibility.

In a press release, Scott Cardenas, Denver's Chief Information Officer, said, "Modernizing the city's website was a strategic decision that married technology and marketing in an innovative way, giving Denver a competitive edge in a crowded online environment."



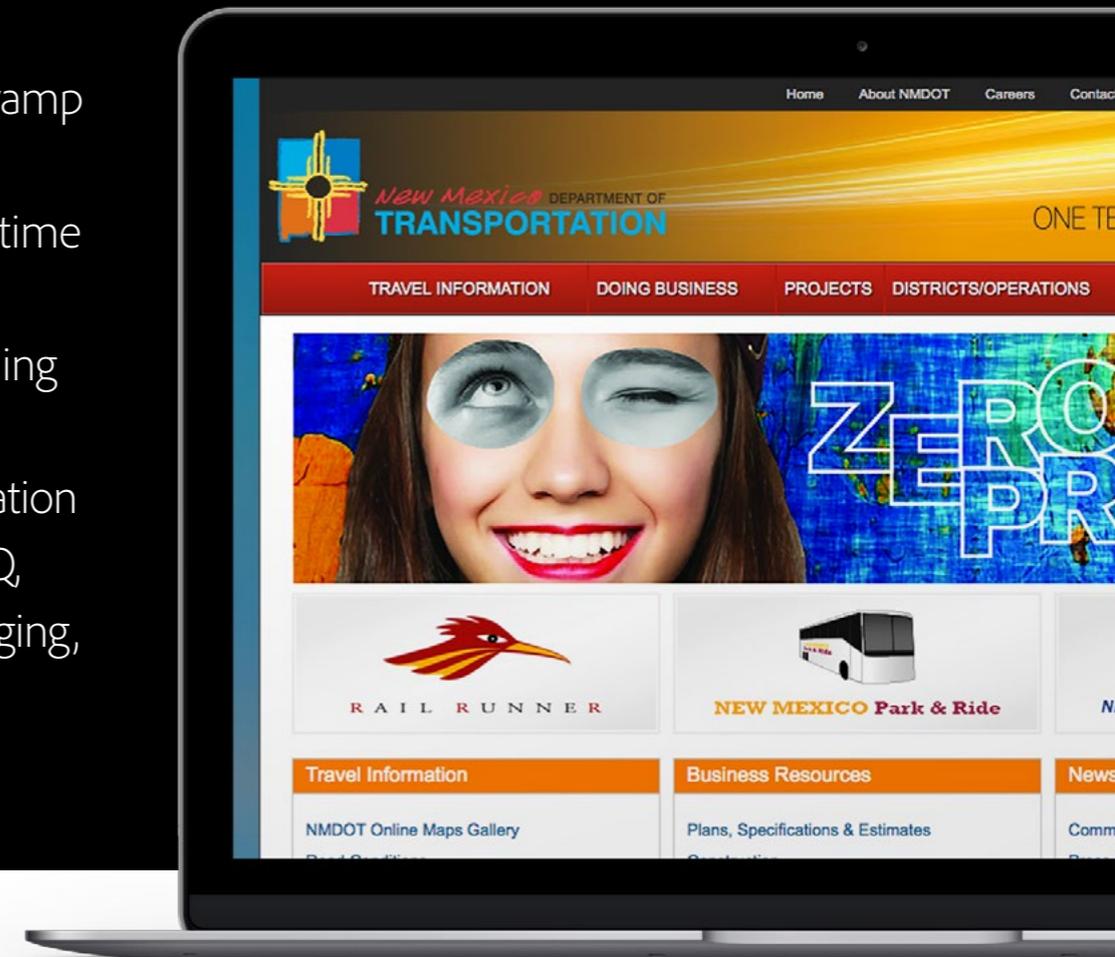
### The site offers:

- A clean interface and design
- Over 200 open data sets
- Mobile responsiveness

For more information, please visit [www.denvergov.org](http://www.denvergov.org)

## New Mexico Department of Transportation (NMDOT)

To improve the quality and efficiency of online services, NMDOT set out to revamp its website, which can receive more than 100,000 visitors on busy days. Its previous system had been in place for eight years and had expanded over time to almost 850 pages. With so many pages, site visitors could have trouble finding what they were looking for. The NMDOT web team began researching web content management options and decided the Adobe Experience Manager solution within Adobe Marketing Cloud would be the ideal foundation for the new website. Adobe Experience Manager, which includes Adobe CQ, offers an intuitive, web-based environment built on Java™ for creating, managing, and delivering high-impact, online content.



### The site offers:

- A cleaner, easier-to-navigate experience
- Powerful tools for internal content creators
- Better organized information and site structure

For more information, please visit [www.dot.state.nm.us](http://www.dot.state.nm.us)

## Government of Canada

Through its recent Web Renewal Initiative (WRI), the Government of Canada (GC) aimed to make its online information and services easier for citizens, employees, and businesses to find and use. The effort involves the consolidation of websites across government into a single, user-centric website—Canada.ca. The project itself runs deep. The Canadian government features 1,500 websites from 91 institutions. Each has multiple departmental platforms, restricted scalability, and a range of server configurations and versions.



### The site offers:

- Consolidation of hundreds of sites under one umbrella
- The most requested services right up front
- A clean, beautiful, visual design

For more information, please visit [www.canada.ca](http://www.canada.ca)

# Customer-Centric Digital Services

## **CHEAT SHEET.**

### **Improving customer experience.**

Each year, Forrester's Federal Customer Experience Index Report measures how customers feel about their interactions with 15 federal agencies.

This year, Forrester suggested several ways in which agencies can improve their customer experience:

#### **1. DETERMINE WHICH DRIVERS TO FOCUS ON FIRST**

Conduct a detailed analysis of which specific drivers most affect CX quality, then graph the importance of each driver against the agency's performance on the driver to decide which are most urgent.

#### **2. INSIST THAT EVERY CX PROPOSAL EXPLAINS HOW THE PROJECT ADDRESSES THE DRIVERS**

This will force stakeholders to base their approaches on actual data, customers' perspectives, and real customer needs, ensuring decision-makers receive high-quality proposals.

#### **3. FUND THE PROJECTS THAT WILL BOOST PERFORMANCE ON THE DRIVERS**

Evaluate proposals on how many of the most urgent drivers they address, how clearly they demonstrate the ability to improve performance, and how much the projects will cost.

Your customers want to engage with government quickly and conveniently, through the channels they already use. The key is to make your agency offerings widely accessible, and deliver on your promises every time.

An accessible and engaging customer-focused digital strategy can include:

- Multichannel interaction with responsive design that displays optimally on all devices
- Active and responsive social media platforms
- Video presentations, tutorials, and demos
- Text reminders and instant transaction confirmation emails
- Mobile navigation
- Phone availability for customer support
- Follow-up surveys
- Exceptional customer service

## Important questions to ask on your customer-centric journey.

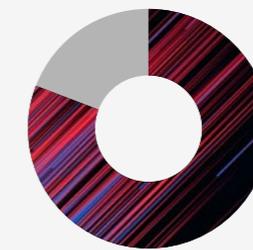
- 1.** Do you understand how your citizens want to interact with you, what information they want, and how they want to receive it?
- 2.** Do you know if citizens receive a consistent, positive experience across all channels?
- 3.** Do you measure customer satisfaction of your product, service, or program? If so, what do you do with that information?
- 4.** Do you build that back into improvements in your products, services, and/or programs?

Adopted from DigitalGov.gov

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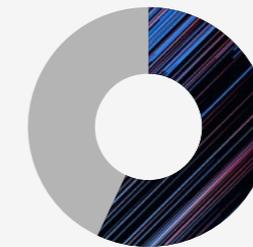
Getting rid of preconceived ideas of what it takes to transform your agency into a customer-centric one may be the most important factor in increasing your chances of success. Remaining flexible, developing an enterprise-wide mindset, and making course corrections along the way will keep everyone on course toward a successful transformation.

## Important statistics.



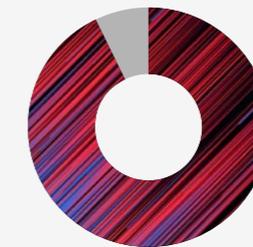
**81%**

of consumers believe government agencies should be using technology to improve the functionality of online services.



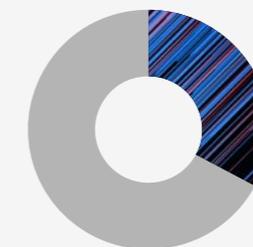
Yet only, **57%**

think government agencies innovate with their online experience.



**93%**

of government communicators describe digital tools as imperative to their jobs.



Yet only, **33%**

believe they have the digital resources to get the job done.

# Taking Digital Transformation to the **PERSONAL LEVEL.**

Imagine a user wants to renew her driver's license. When she accesses a state.gov website, she can log in to her personal portal. There, she sees a reminder that her car registration is up for renewal soon. Not only that, but her billing information for utilities is also out of date, and she'll need to update her payment method on file. Rather than going to a bunch of different departments or having to call 12 different numbers, all she had to do was log into one single portal to interact with the state and take care of all her needs at once.

This is what the era of digital transformation and personalization looks like in government. In an interview with GovLoop, John Cummins, Practice Director at Adobe, a digital experience and creative technology company, shared what personalization means in government, the challenges that can come with personalized data, and how agencies can get started with implementing personalized services.

While it may seem obvious why governments would want to adopt more personalization into their digital strategies, Cummins pointed out that there are some cultural and security challenges to navigate.

Often, people who have been working in agencies for a long time are reluctant to change, especially if digital content and services have always been done a certain

way. Additionally, there are security and legal ramifications to consider with personalization, since agencies have a responsibility for people's data, like Personal Identifiable Information (PII). Having one-stop-shop services to personalize experiences for citizens would mean sharing PII among a state's different departments.

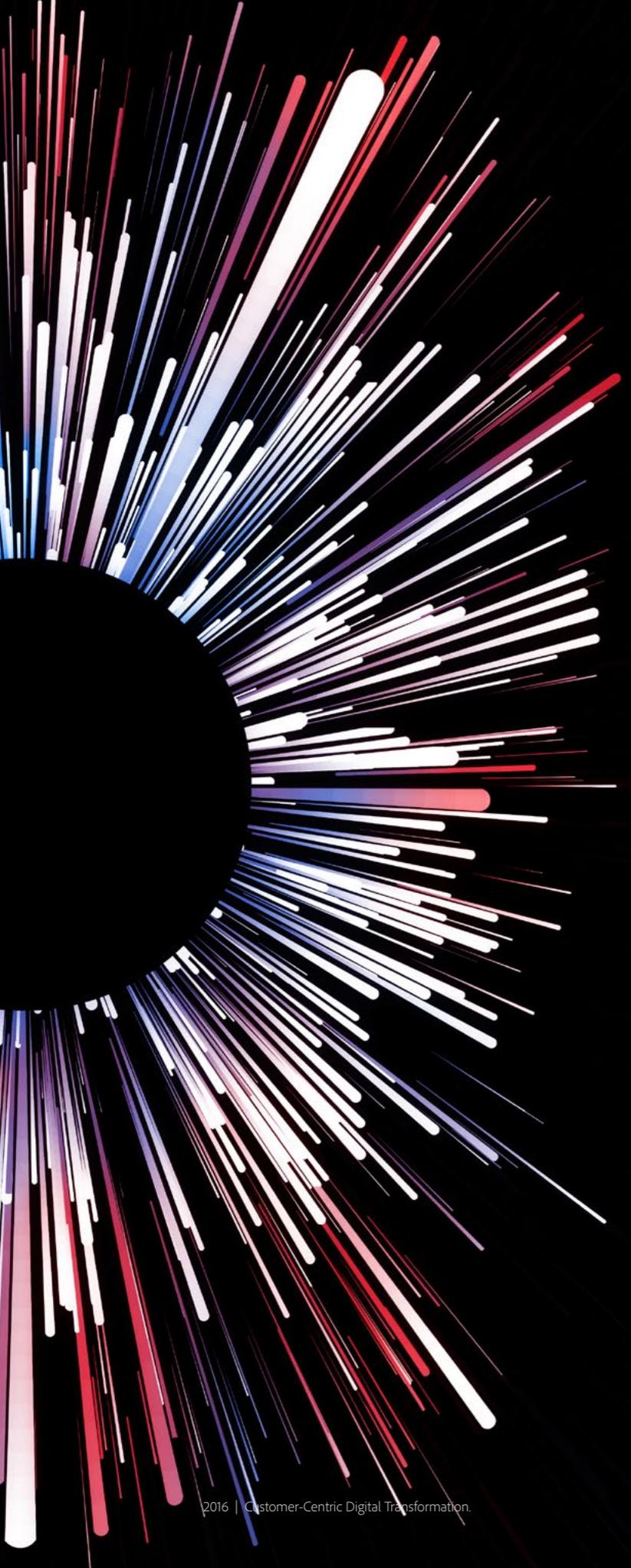
Some agencies are ready to take on such challenges, while others need to take smaller steps. That's why Cummins recommends following a continuum of personalization from easiest to hardest, so agencies can determine where they need to start. The easier side of the continuum for agencies would be to just make some minor changes to a website based on who's accessing the interface.

For more sophisticated personalization, agencies can monitor activity and recommend certain services for users, depending on their needs. For example, if someone wanted to renew his hunting license, a state's website could pull that person's past data and remind that user in advance when it's time to renew.

"It would be like using Amazon," Cummins said. "You would just type some keywords on a government website, and they would be able to personalize your experience based on your zip code as a user, the IP address, and past searches. If users come in from a search engine like

**"You would just type some keywords on a government website, and they would be able to personalize your experience based on your zip code as a user, the IP address, and past searches."**

**JOHN CUMMINS**  
Practice Director,  
Adobe



Google, you could use those search terms, e.g. 'Renew Car Registration' to personalize the experience and take the user directly to the DMV car registration service. This is the type of digital experience that citizens are used to in their personal lives and they expect the government to provide this level of service too."

Cummins recommends the following tips to help agencies get started with personalizing their services:

**First, define standards and types of services.**

Determine what a citizen profile should look like, what information you need to make it relevant, and how the information should be shared between departments.

**Second, distinguish your user groups.** "You need to classify different groups of services and think about where it makes sense to combine them," Cummins said. For example, anything related to game and wildlife licensing would be accessible through one portal, while anything related to vehicle services would be a different portal.

**Then, work on getting your stakeholders together to help implement your goals.** "Get stakeholders aligned on how they can deliver the best service for the citizens, and get started on that integration between departments," Cummins said.

**Finally, use the right technology that allows you to segment users and give them different experiences.** Tools like Adobe Target and Adobe Analytics can help better distinguish your groups by including a user interface, built-in best practices, and robust optimization tools.

## With such tools, agencies can access the following:



**Optimized content in one click**

Push the best performing content to audiences or set a test to self-optimize and automatically deliver such content in real time.



**Multipage and cross-channel testing**

Implement flexible test elements and have the option to link multipage tests across web pages and multiple channels.



**Your interface, the way you want it**

Filter by segment and set reports to include custom graphs and daily breakouts of user activity.

Personalization is raising the bar for service delivery in government. Today, it's up to individual agencies to keep up with digital transformation and rise to the challenge to reach citizens on an individual, personal level.

## Additional Resources

Here are some links to get you up to speed on customer-centric digital transformation:

*Digital Content Security: Breaking Down What You Need to Know*, GovLoop

*3 Strategies for Building a Customer-Centric Government*, Government Technology

*What Is a "Customer Centric" Culture?*, DigitalGov

*Implementing a citizen-centric approach to delivering government*,  
McKinsey&Company

*Why Every Federal Agency Should Have A Chief Customer Officer*, GovLoop

*Journey Mapping the Customer Experience: A USA.gov Case Study*, DigitalGov



## About GovLoop

GovLoop's mission is to inspire public sector professionals by serving as the knowledge network for government. GovLoop connects more than 250,000 members, fostering cross-government collaboration, solving common problems and advancing government careers. GovLoop is headquartered in Washington, D.C., with a team of dedicated professionals who share a commitment to the public sector.

For more information about this report, please reach out to [info@govloop.com](mailto:info@govloop.com).



## About Adobe

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Learn more: [adobe.com/industries/government.html](https://adobe.com/industries/government.html).