



Customer Experience as a Key Driver of Performance in Government Agencies

Senior Leader Workshop

July 23rd | 8am - 11am | NYC

Welcome!

CX impacts us all



Before We Start - A Definition

Customer Experience:

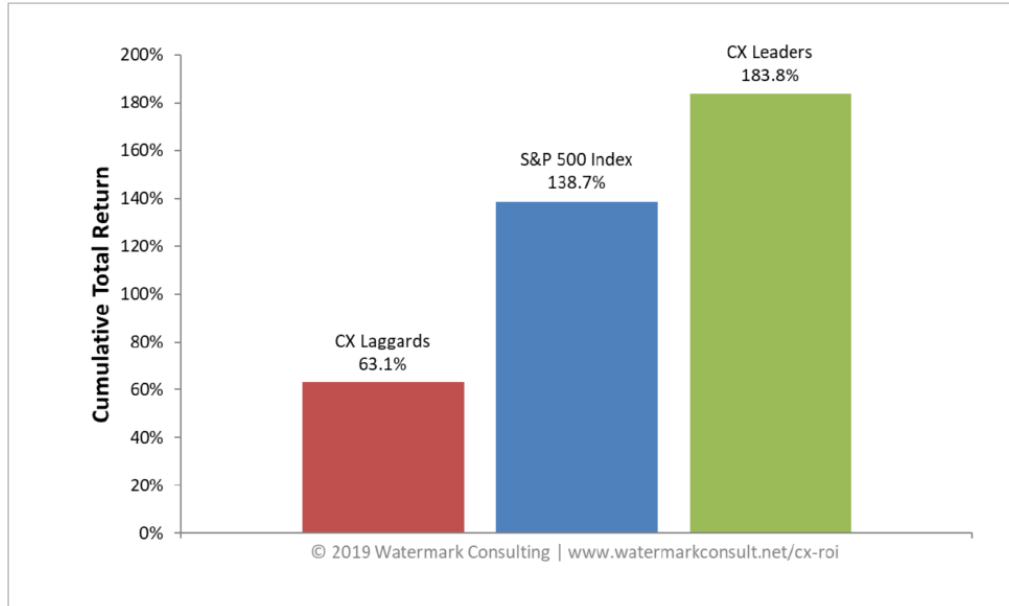
The outcome of the behavioral & emotional activities delivered by an organization

- It's the "what we do" and the "how we do it"
- It's from the unique perspective of each Citizen / Customer / Colleague
- Great experience doesn't happen by accident
- It's how we make people feel

The Research on CX

Customer Experience Leaders Outperform The Market

11-Year Stock Performance of Customer Experience (CX) Leaders vs. Laggards (2007-2017)



Organizations delivering great experiences outperform the rest in two key areas:

1. Business efficiency
2. Customer effectiveness

CX and the Government Landscape

CX can seem far removed

- No disruptive startups emerging to steal your customers
- Rarely are there direct competitors

Reframing as Citizen Experience, CX becomes important to:

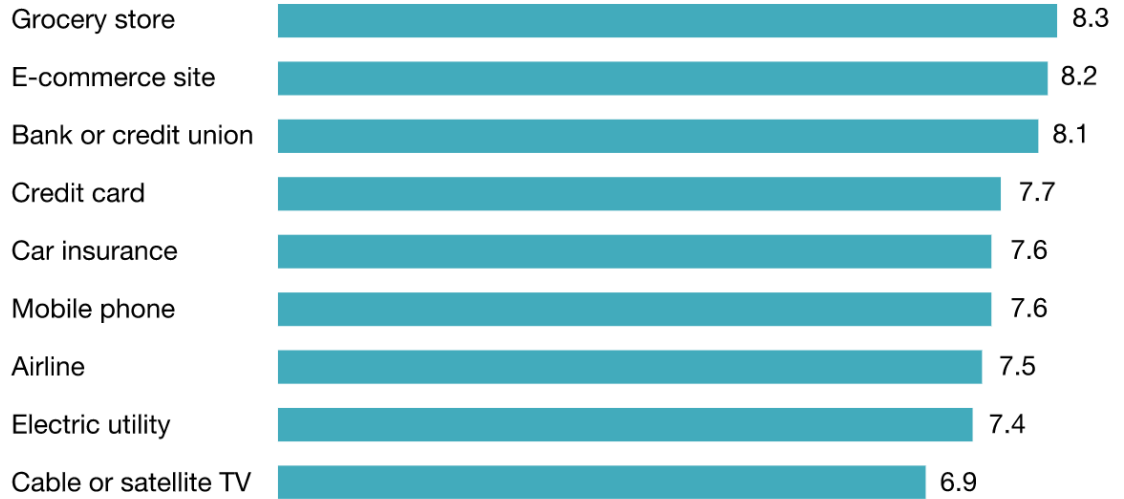
- Achieve the stated mission
- To more effectively use limited budgetary resources
- To more effectively engage employees in a culture of true citizen service

Today's Reality:

- CX in government organizations is weak and uneven
- Substandard experiences hamper your ability to achieve your mission

Customer satisfaction with industries,
average score out of 10

Industry sector



Source: McKinsey Customer Experience Journey Pulse Survey, December 2016

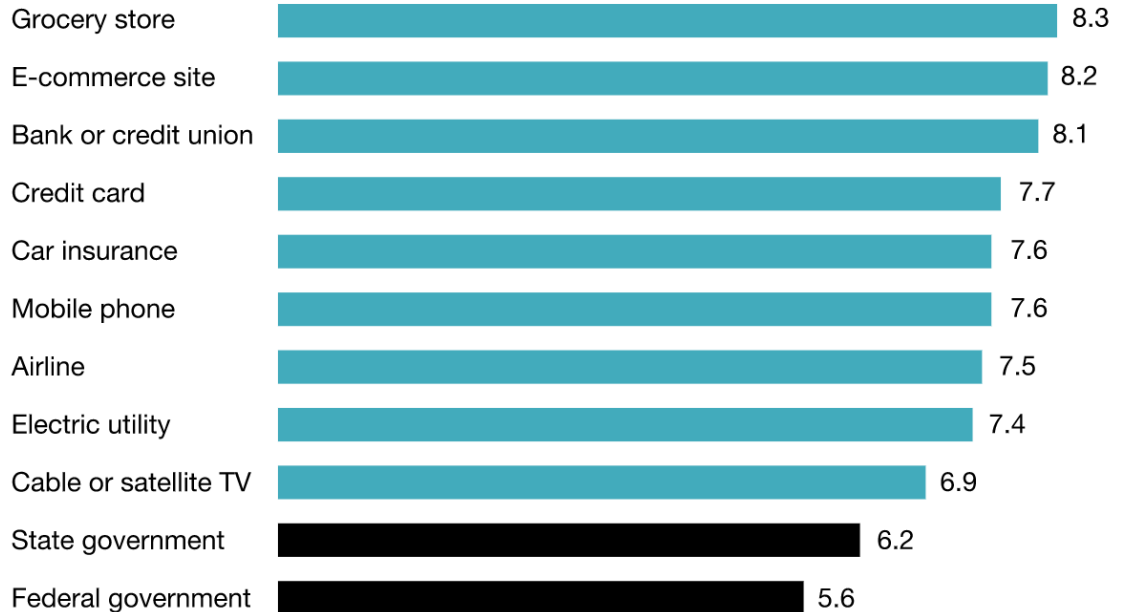
McKinsey&Company

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CX Improvements Yield Results

When CX improves:

- Citizens / Customers / Colleagues engage, trust, and forgive
- Government operations cost less and run more smoothly
- People's faith in their city/state/country rise
- A focus on CX makes it faster and easier for customers to complete transaction
- Improves voluntary compliance
- Makes delivery of services for more cost effective
- For revenue funded agencies: CX improvements help free up resources to provide additional products/experiences and reduce churn

Across private sector, improvements in CX typically drive 5-10% increase in revenue.

(McKinsey, 2018)

CX in Government Comes with its Challenges

- CXOs still missing from many agencies
- Retiring subject matter experts
- Ongoing legislative/regulatory changes
- Rising customer expectations
- Multiple communication channels
- Limited insight into current state
- Integration of legacy systems
- Paperwork Reduction Act: Made collecting data from citizens difficult

Gaining Clarity About What Matters Most

“We, as government agencies, have to be resourceful. We don’t have the same level of insight, research, or analytics that you’ll find at a Walmart or Target, but we have to do what we can with the information we have available to us.”

- Aileen Smith, fmr head of opns, US State Dept. Passport Svs Directorate

When we’re unclear about what matters most to customers, we risk wasting time and energy on things that don’t.

Tracking performance metrics of your customer experience-

- Data may be tracked but tends to live in silos in legacy systems
- Data are rarely linked directly to customer feedback to create a full picture
- Many agencies deliver services through third parties, blurring the lines even further
- Legislative restrictions can limit direct contact with some customers (depending on how you define customer)

Working in Government Can Have its Advantages

- Agencies tend to collect massive amounts of data- linking these sources can provide clarity
- Large numbers of employees who interact with customers day-to-day can be actively engaged in the CX process to provide perspective
- OMB Circular A-11, Section 280 is now live for federal agencies

The Most Success

Those who are most successful do three things:

- Put themselves in the shoes of their customers
- Understand their end-to-end customer journeys
- Isolate the moments that disproportionately shape the experience

So, how do organizations succeed?

- Systematically put the customer first (creates inroads against competitors)
- Build cultures that benefit employees as well as customers
- Improve bottom-line from both revenue and cost sides

(McKinsey, 2018)

It Can Be Largely Self-Funded

- Efforts typically see returns that quickly outpace investments making continuous CX efforts “self-funded”
- In private industry, companies see 15-25% cost reductions in just 2-3 years
- Virtuous cycle- Improves colleague morale and engagement, reduces turnover
- Well run CX programs improve CX and improve colleague engagement by giving them focus, purpose, and power to influence things in the workplace

It's a Continuous Journey

Best Practice

- Shape structure of your organization to take a customer-centric approach and apply design elements to get there
- Make it adaptable to evolve with changing customer wants and needs
- Find ways for citizens to actively engage in making the agency experience better
- Establish a knowledge foundation

- Empower your customers
- Empower your frontline employees
- Offer multichannel choice
- Listen to your customers
- Design seamless experiences
- Proactively engage customers
- Measure and improve continuously

CX at the DOE

CX Capability Benchmark Report

CX is the OUTCOME of all the organisation's capabilities delivering an interaction.

- The 4 dimensions of CX capabilities, methodology for benchmark as
- Summary, stages of maturity and key messages
- Customer experience maturity against the TribeCX benchmark

So, where can you start, what can you do?



So who'd know what really works ?

TribeCX is group of experience management practitioners, who have delivered CX at the world's leading brands



**BRAD
SMITH**
USA

Previously
CX lead at
SAGE, YAHOO



**OLIVIER
MOURRIERAS**
FRANCE

Previously
CX lead at
ORANGE, E.ON



**MARK
HARRISON**
UNITED KINGDOM

Previously
Global CX lead at
SHELL



**MOIRA
DORSEY**
USA

Previously
CXO and CX lead at
FORRESTER

Plus, an advisory group of “elders” who provide best practice advice. Some of the most respected CX leaders working today.



**DAYTON
SEMERJIAN**
USA

Currently
CX lead at
CA
TECHNOLOGIES



**ANDREW
CLAYTON**
GERMANY

Currently
CX lead at
E.ON



**JILL
BAPTIST**
AUSTRALIA

Currently
CX lead at
IAG

CX Capabilities – 4 Dimensions & 12 Disciplines

4 Dimensions



Vision

the capabilities and practices to establish direction and purpose, and lead the change. It determines why we do things, what customer experience we intend to provide, and how we will systemically deliver it.



Design

the capabilities and practices required to understand the value of customers, design and build the experience, align the organisation behind delivery of the intended experience, and focus resources on what is important.



Culture

the capabilities and practices required to help the organisation understand the value of CX, engage employees and partners in developing the right mindset, behaviours and competencies and apply these to enable the whole organisation to achieve Customer Experience success.



Learning

the capabilities to understand customers, identify, measure and share what works, from internal practices and from others, and strive for continuous improvement.

12 Attributes

- Define Vision
- Create Strategy
- Align Organisation

- Focus Growth
- Design Experience
- Enable Change

- Inspire Mindset
- Reward Behaviour
- Energise

- Engage and Sense
- Connect The Dots
- Ignite growth

21 Disciplines

- Brand
- Strategy, Roadmap
- Leadership

- Value management
- **3** Design, **Journey Map**, Digital
- Governance, Alignment and Delivery, Tools & Technology

- Behaviours and Mindset, Competency Development
- Reward and Recognition
- Engagement, Communication

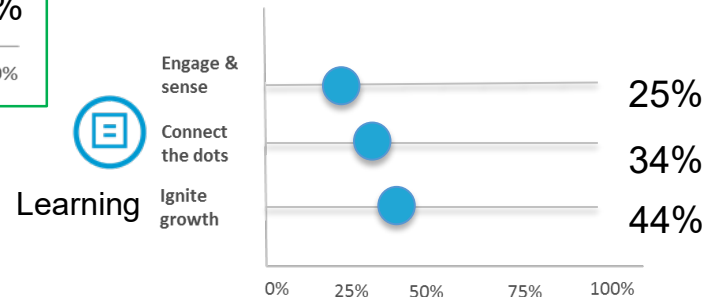
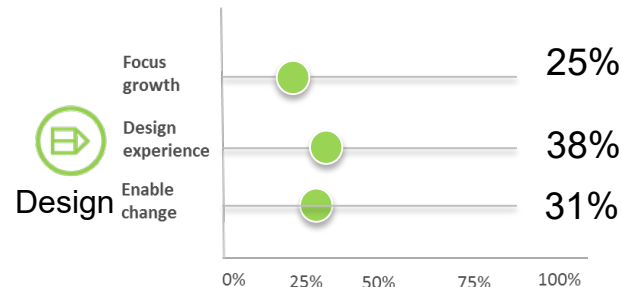
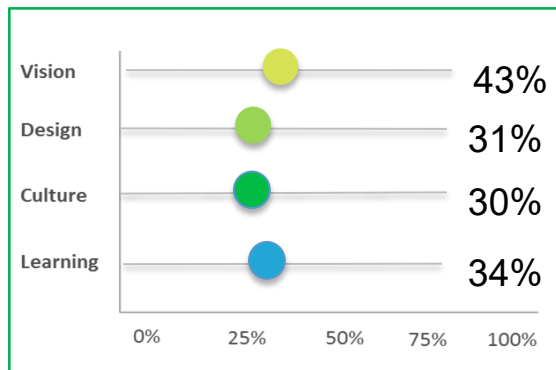
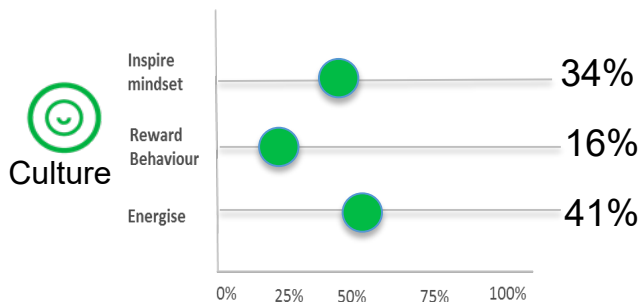
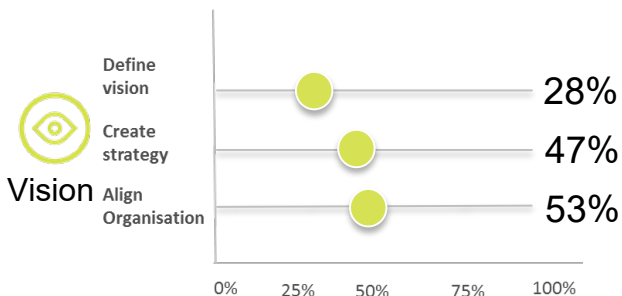
- **2** **Metrics, Benchmarking** **1**
- Insight
- Listening, Change and Innovation

UK Police: Stalking & Harassment: VH Risk Victim

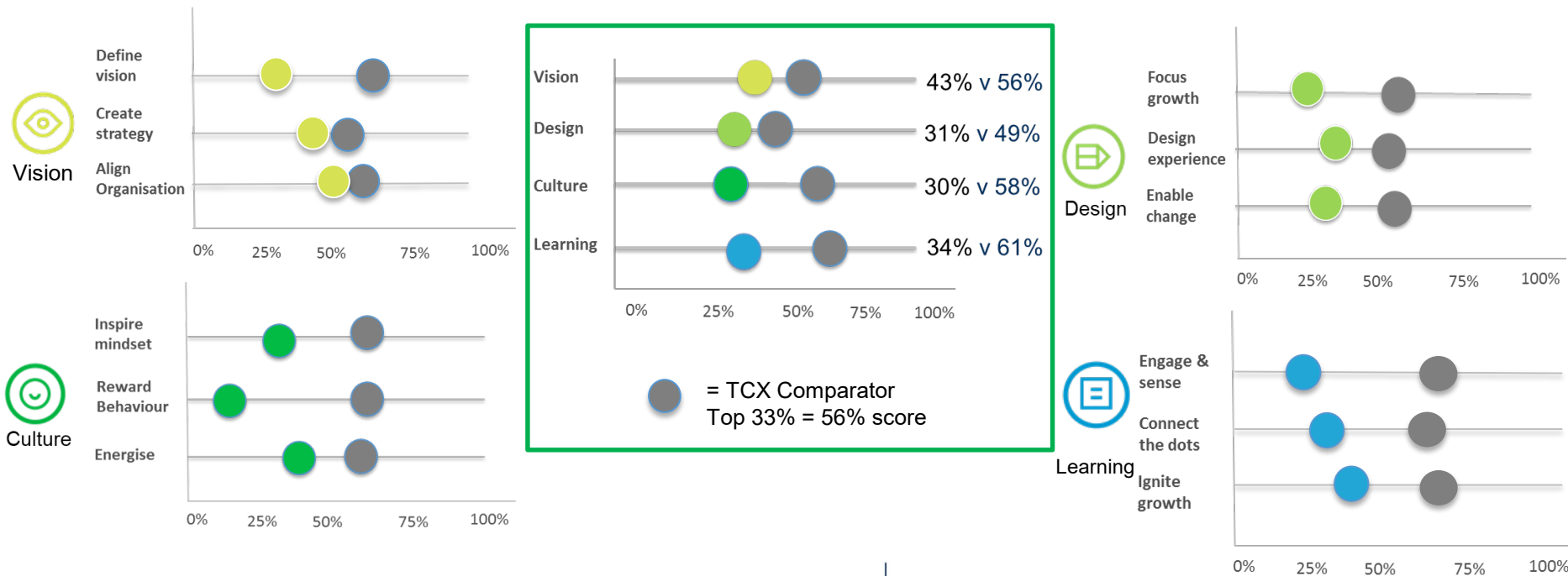


Customer Experience Maturity By Dimension

All Responses – Average Maturity Score = 35%

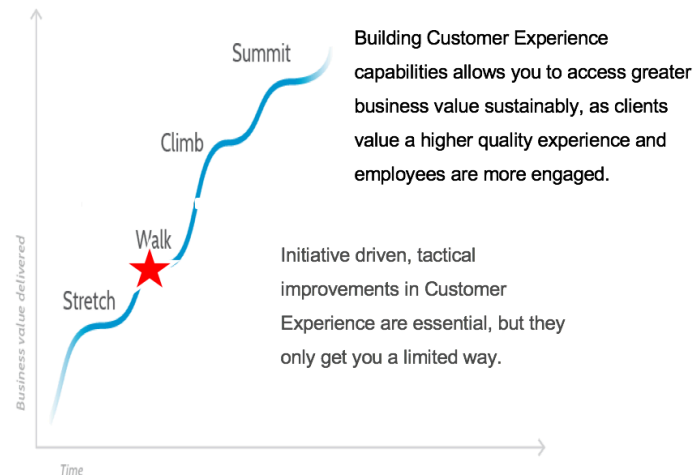


Comparators-Comparison Against Average of Top 33% in TCX Database – Average Maturity Score = 35%



Key Messages

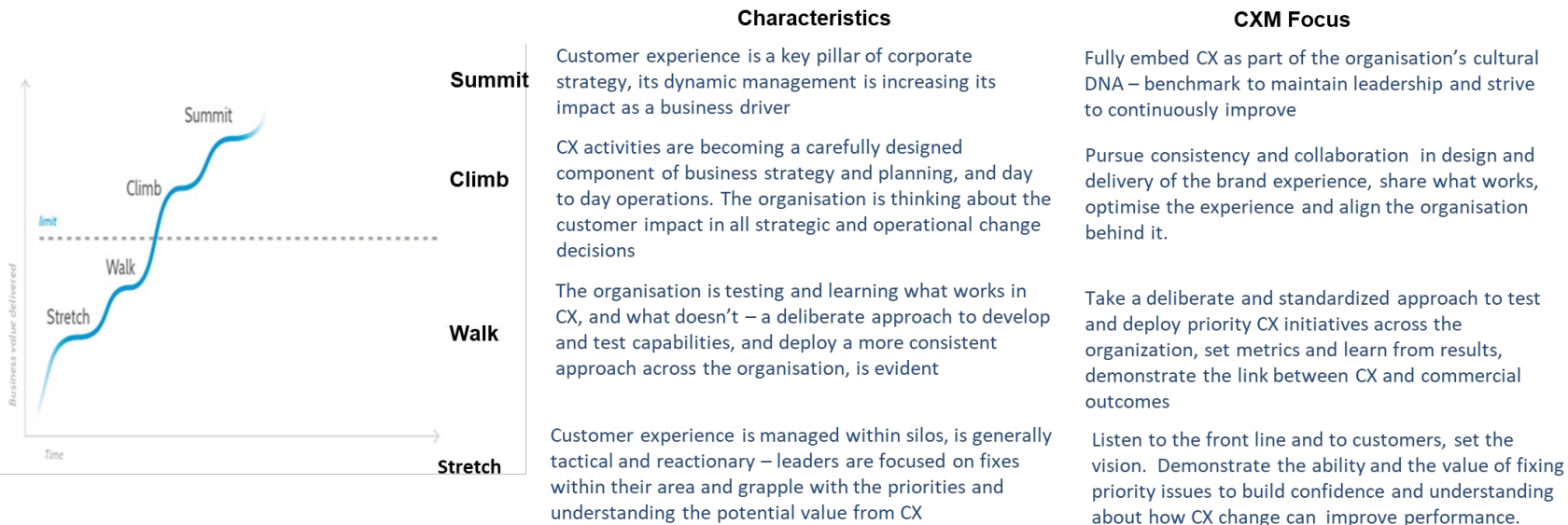
- **Total Score** – Average assessment maturity score of 35% across the participating agencies. This score places New York Government Agencies, on average, in the '**Walk**' stage, the second of TribeCX's 4 stages of Customer Experience maturity.
- **Variance across Agencies** – of the participating agencies, one had a significantly higher score (53%) than the average, placing it in the Climb stage of maturity, and another was significantly lower (20%), placing it in the Stretch stage of maturity, and indicating that customer experience does not feature on the management agenda.
- **Comparator** – the average score of the participating agencies of 35% compares with a score of 56% (Climb stage) for the top 33% in the TribeCX database.



TribeCX Maturity Model

The Tribe CX maturity model has 4 stages of customer experience management (CXM) maturity. Developing capability in customer experience management is a key driver of organisational performance improvement. The 4 stages are Stretch, Walk, Climb, and Summit.

Organisations that understand their maturity in CXM capabilities have a basis for setting improvement goals and priorities and are able to measure their strategic progress over time in developing capabilities, and benchmark their position with others.



Break

Small Group Discussions

Vision

Design

Culture

Learning

Break

Panel Discussion

In Conclusion



Thank you!