

The Customer Experience Imperative For The US Government

Megan Burns

Principal Analyst serving Customer Experience Professionals

June 6, 2012

FORRESTER®

Agenda

What is customer experience?

Why does customer experience matter for government?

What is the customer experience ecosystem and how can it help?

What role do you play in enhancing the customer experience?

Agenda

What is customer experience?

Why does customer experience matter for government?

What is the customer experience ecosystem and how can it help?

What role do you play in enhancing the customer experience?



How customers perceive their interactions with your company



A STAR ALLIANCE MEMBER

[My profile](#) | [Worldwide sites](#) | [Customer service](#)

Planning & booking ▾

Reservations & check-in ▾

Mileage Plus® ▾

Services & information ▾

Type your question...

Ask

[Shop for flights](#)

[Special deals](#)

[Travel Options by United](#)

Flights

Check-in

Flight status

BOOK FLIGHT

REDEEM MILES

From (Find airport) To (Find airport)

Search nearby airports Search nearby airports

Roundtrip One-way Multi-city

Departing

07/05/11 Anytime ▾

Returning

07/12/11 Anytime ▾

Search by

Schedule & price Price Flexible

Adult

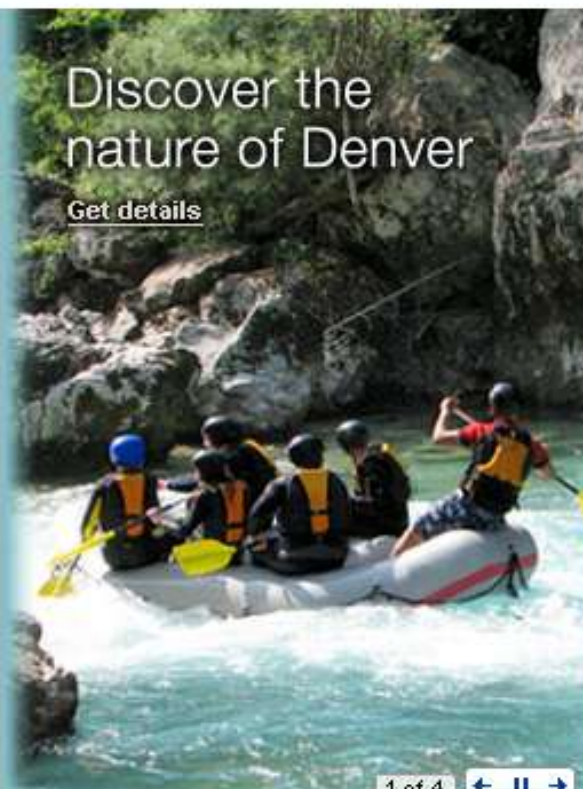
(child or senior?)

Cabin

Refundable

Promotion code or Electronic certificate

[More info](#)



Discover the nature of Denver

[Get details](#)

1 of 4

United news and deals

- > [Lend a Hand Today: Donate miles for good](#)
- > [New daily flights between Shanghai & L.A.](#)
- > [Protect your travel investment](#)
- > [Summer hotel sale: Save up to 30%](#)

Log in

> [Forgot password?](#)

> [Need password?](#)

Remember me

Start with

My Mileage Plus

My reservations

[Log in](#)

Start earning miles today [Join Mileage Plus](#)



Earn up to 30,000 Bonus Miles

Get \$50 back and first year free

[Learn more](#)

united.com benefits and features

- > [Low Fare Guarantee](#)
- > [Why united.com?](#)

Travel information

- > [Updates to baggage policies](#)

From: United EasyCheck-in Online Notification [UnitedEasycheckin@unitedeco.p0.com]
To: Sage, Adele
Cc:
Subject: Prepare for your upcoming United flight on Thu, Jun 9

[View mobile version](#)



Check in now for your upcoming flight

ADELE S BUDOVSKY
Mileage Plus® number: [Join now](#)

Save time by checking in online at [united.com](#). You can print your boarding pass at a printer or at an EasyCheck-in® kiosk at the airport. You can also have your boarding pass document sent to your mobile device for qualifying itineraries and services.

United confirmation number:
ZBPQS2

[Check in now](#)

Flight date: Thu, Jun 9
Flight number: United 0881
Departing: 7:55 AM LGA
Arriving: 9:30 AM O'Hare
[Check flight status](#) [View](#)

Checking bags
Check in now and you can finish checking your bags at the BagCheck kiosk, using [curbside check-in](#) (where available)

Prior to travel, we suggest that you review our [carry-on](#) and [checked baggage](#) answers to your questions about check-in times, security procedures, baggage restrictions and more in our [Traveler Guide](#).



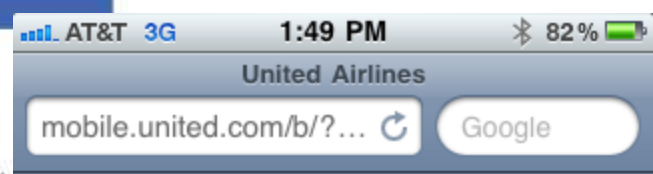
United confirmation: **ZBPQS2**
E-Ticket® number: [0162126377941](#)
You are checked in for the flight(s) below.

[Get mobile boarding document](#)

United 0881 | **Thursday, June 09**

From: [Boston Massachusetts](#) (BOS)
To: **Chicago O'Hare (ORD)**

Scheduled departure: **7:55 AM**
Scheduled arrival: **9:30 AM on Thursday, June 9**



Seating
3

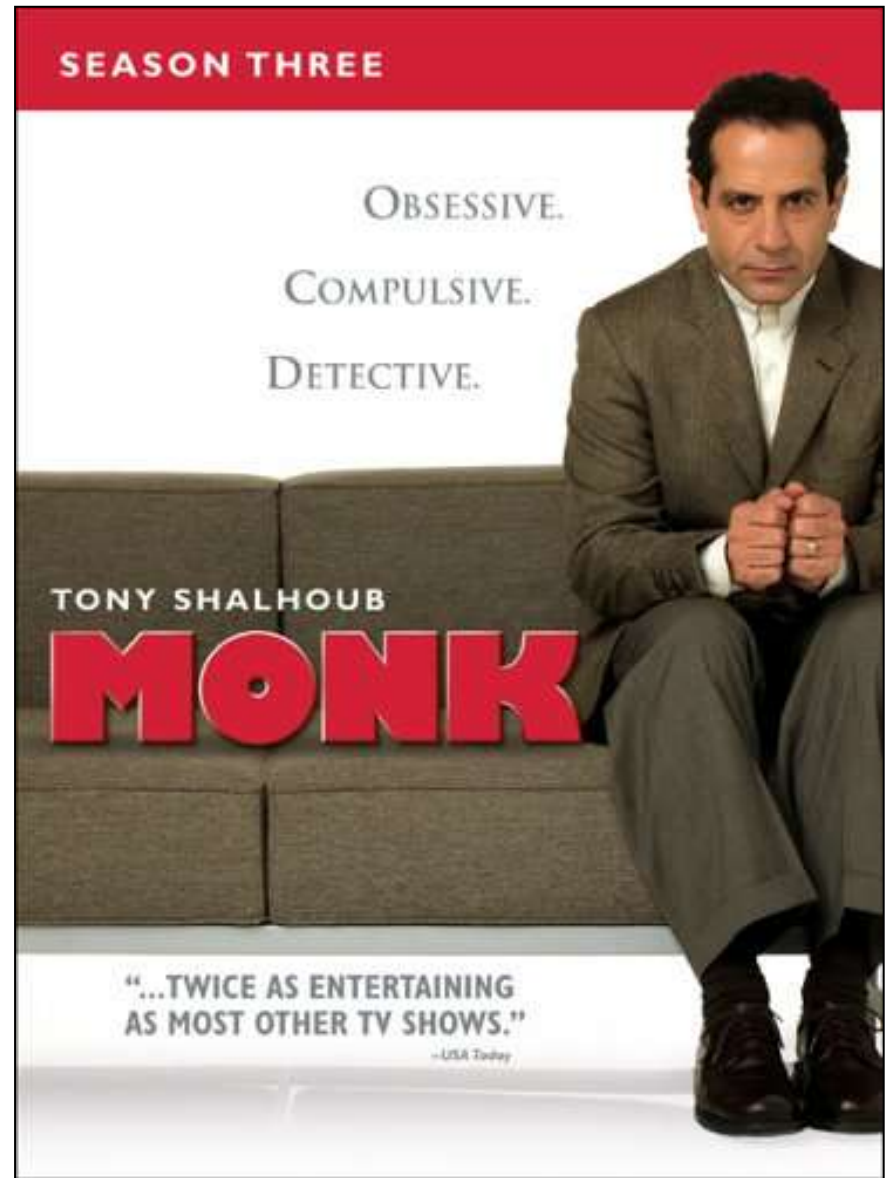
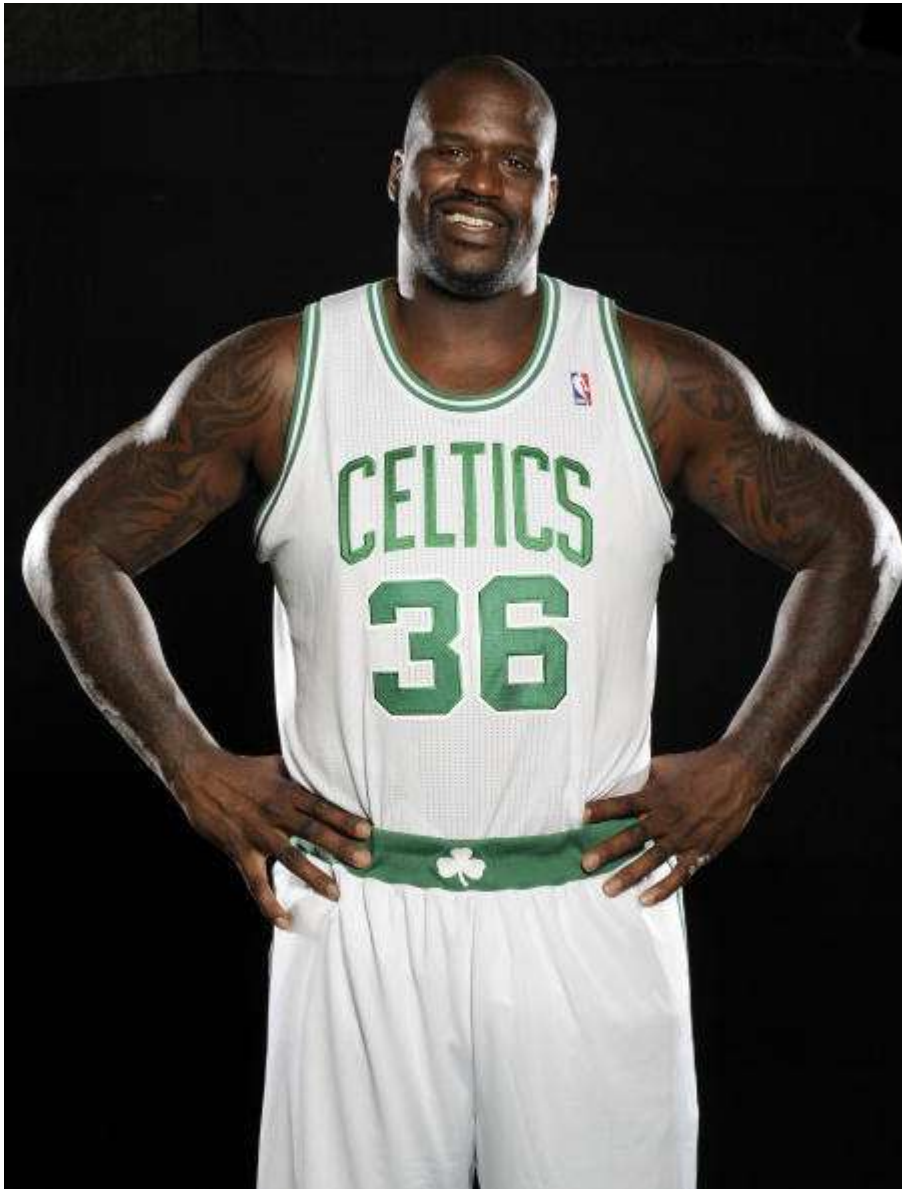


Security Check













discover

evaluate

buy

access

use

get support

reengage

leave



Agenda

What is customer experience?

Why does customer experience matter for government?

What is the customer experience ecosystem and how can it help?

What role do you play in enhancing the customer experience?



The White House

Office of the Press Secretary

For Immediate Release

April 27, 2011

Executive Order--Streamlining Service Delivery and Improving Customer Service

By the authority vested in me as President by the Constitution and the laws of the United States of America, and in order to improve the quality of service to the public by the Federal Government, it is hereby ordered as follows:

Section 1. Policy. The public deserves competent, efficient, and responsive service from the Federal Government. Executive departments and agencies (agencies) must continuously evaluate their performance in meeting this standard and work to improve it. To this end, Executive Order 12862 (Setting Customer Service Standards), issued on September 11, 1993, requires agencies that provide significant services directly to the public to identify and survey their customers, establish service standards and track performance against those standards, and benchmark customer service performance against the best in business. This effort to "put people first" was an important step. It was reinforced by a Presidential Memorandum for the Heads of Executive Departments and Agencies issued on March 22, 1995 (Improving Customer Service), and a further Presidential Memorandum issued on March 3, 1998 (Conducting "Conversations with America" to Further Improve Customer Service).

However, with advances in technology and service delivery systems in other sectors, the public's expectations of the Government have continued to rise. The Government must keep pace with and even exceed those expectations. Government must also address the need to improve its services, not only to individuals, but also to private and Governmental entities to which the agency directly provides significant services. Government managers must learn from what is working in the private sector and apply these best practices to deliver services better, faster, and at lower cost. Such best practices include increasingly popular lower-cost, self-service options accessed by the Internet or mobile phone and improved processes that

BLOG POSTS ON THIS ISSUE

June 08, 2011 3:38 PM EDT

[The Impact of HIV/AIDS on the African American Community: Myths and Facts](#)

Hadiyah Charles, advisory board member of The Center of HIV Law and Policy, presents the facts and statistics about HIV/AIDS, and the impact those numbers have on communities.

June 08, 2011 2:20 PM EDT

[Building Partnerships to Improve the Manufacturing Workforce](#)



President Obama visits Northern Virginia Community College in Alexandria, Virginia,

discussed the importance of training and preparing our workforce to compete for manufacturing jobs across the nation, and announces new commitments as part of the Skills for America's Future initiative.

June 08, 2011 1:26 PM EDT

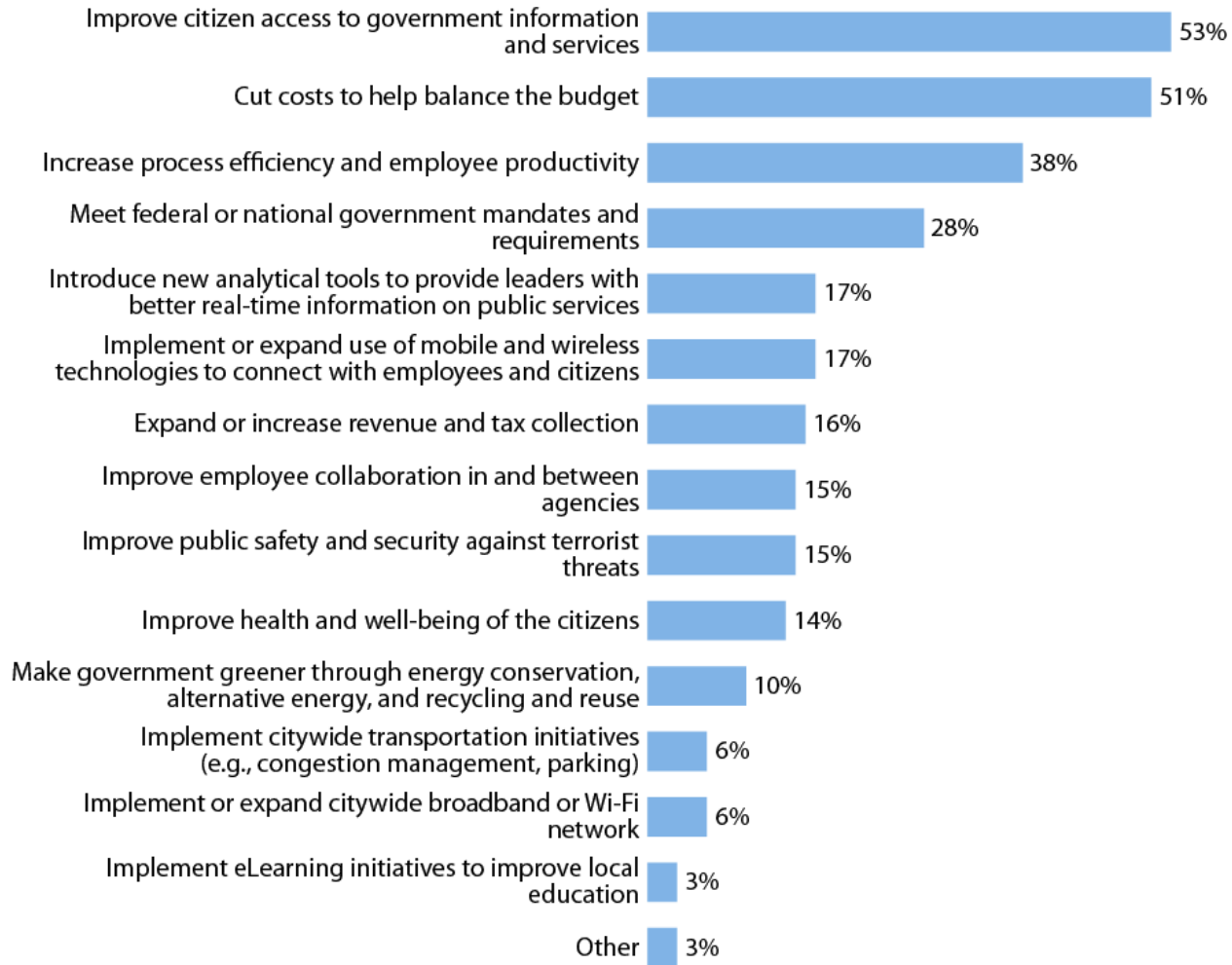
[All in a Day's Work: Making Room For Billions More Internet Users and Their Devices](#)

Today we are pushing the envelope in collaboration with Internet innovators to be sure that the Net can continue to grow



April 2012 “Governments Embrace New Modes Of Constituent Engagement” Services Delivery And Operational Efficiency Top Local Government Priorities

“What are your organization’s three most important local government priorities?”



Base: 99 IT budget decision-makers in the local government industry

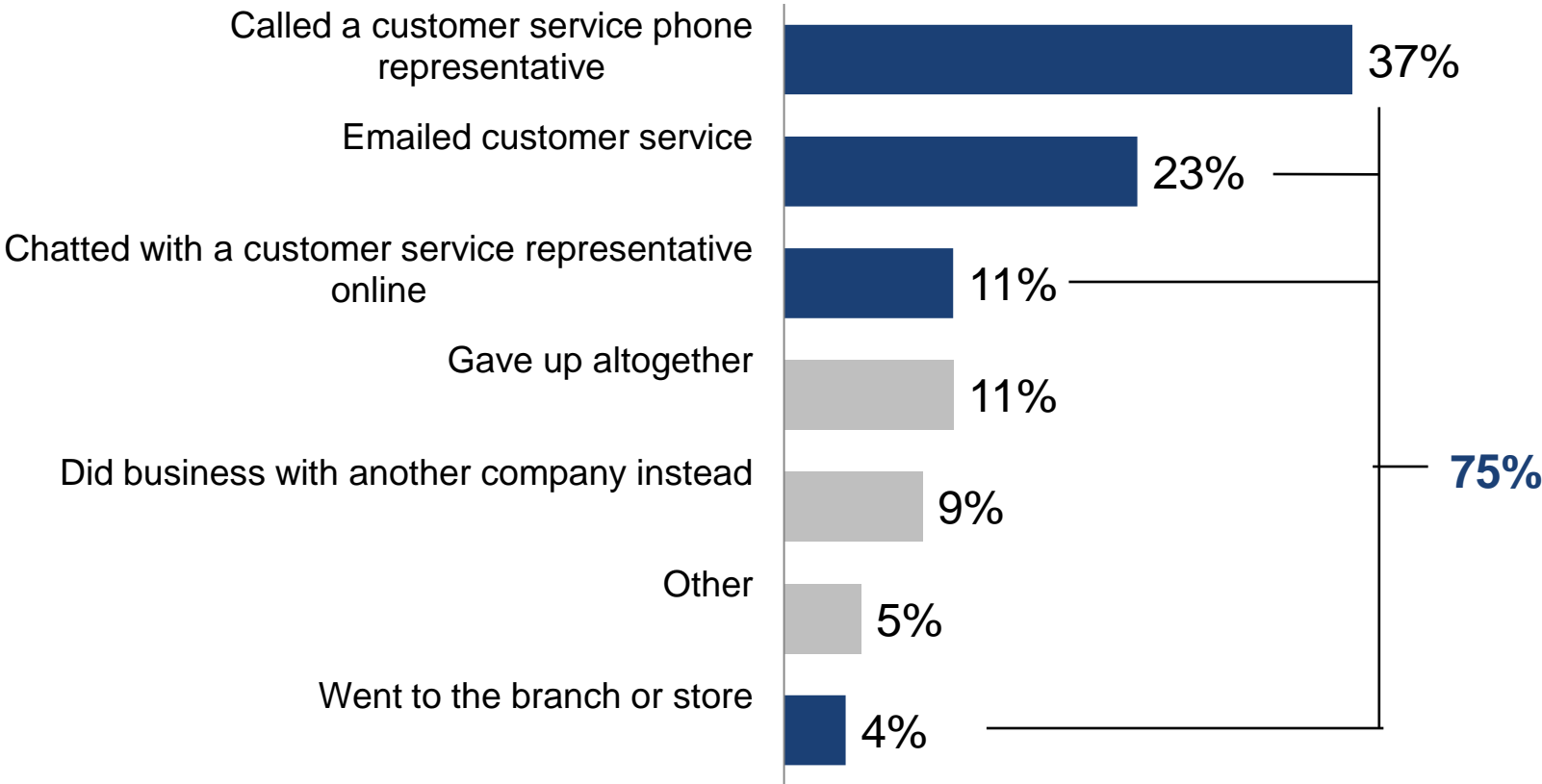
Source: Forrsights Budgets And Priorities Tracker Survey, Q4 2011



**Bad customer
experiences
cost a lot of
money.**

Customers escalate to more expensive channels to get service when the Web site doesn't support them

“Thinking of the last time you **tried to get customer support** on a company’s website in the past 90 days but couldn’t find the answers to your questions, what did you do first?”



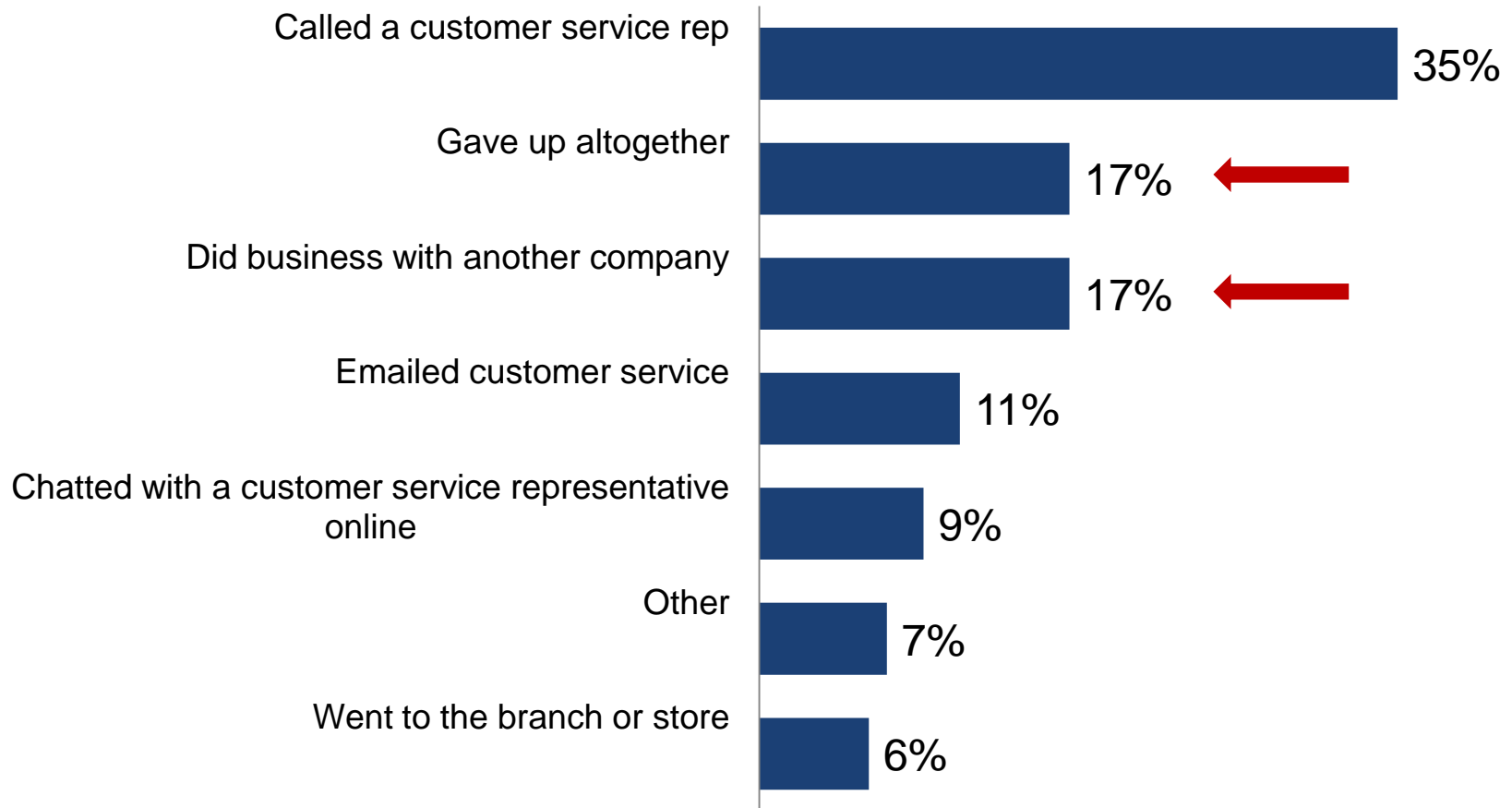
Base: 1,863 US consumers

Source: North American Technographics® Retail, Travel, Customer Experience, And Financial Services Benchmark Survey, Q3 2009 (US, Canada)

© 2010 Forrester Research, Inc. Reproduction Prohibited

Prospects walk away if the experience is bad

“Thinking of the last time you **tried to purchase a product or service** on a company’s website in the past 90 days but couldn’t complete the transaction, what did you do first?”



Base: 1,706 US consumers

Source: North American Technographics® Retail, Travel, Customer Experience, And Financial Services Benchmark Survey, Q3 2009 (US, Canada)

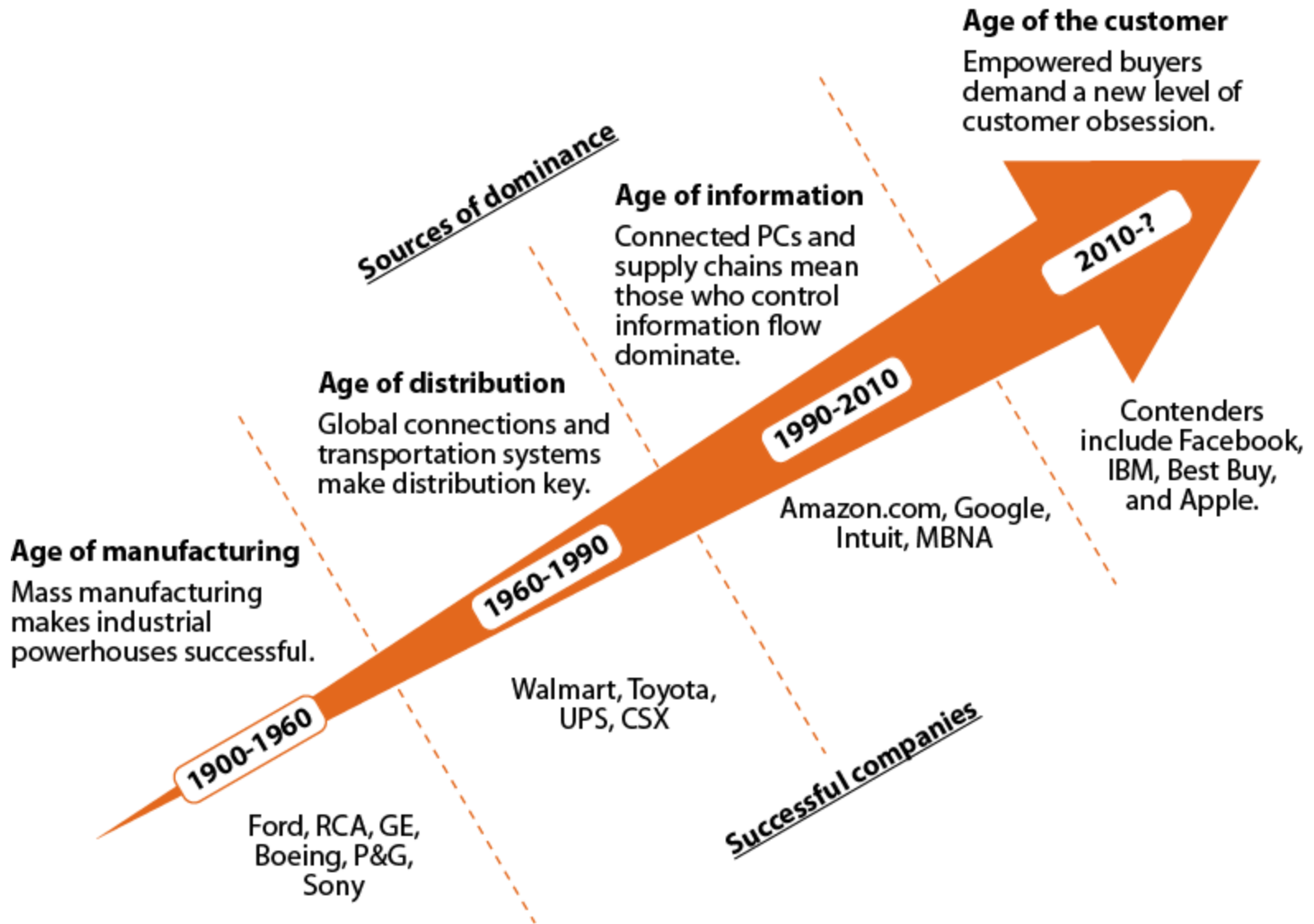
© 2010 Forrester Research, Inc. Reproduction Prohibited

Lost and wasted dollars add up fast

Lost sales	\$30 million
Avoidable sales costs	\$9.6 million
Avoidable service costs	\$13 million
Wasted money	\$52.6 million

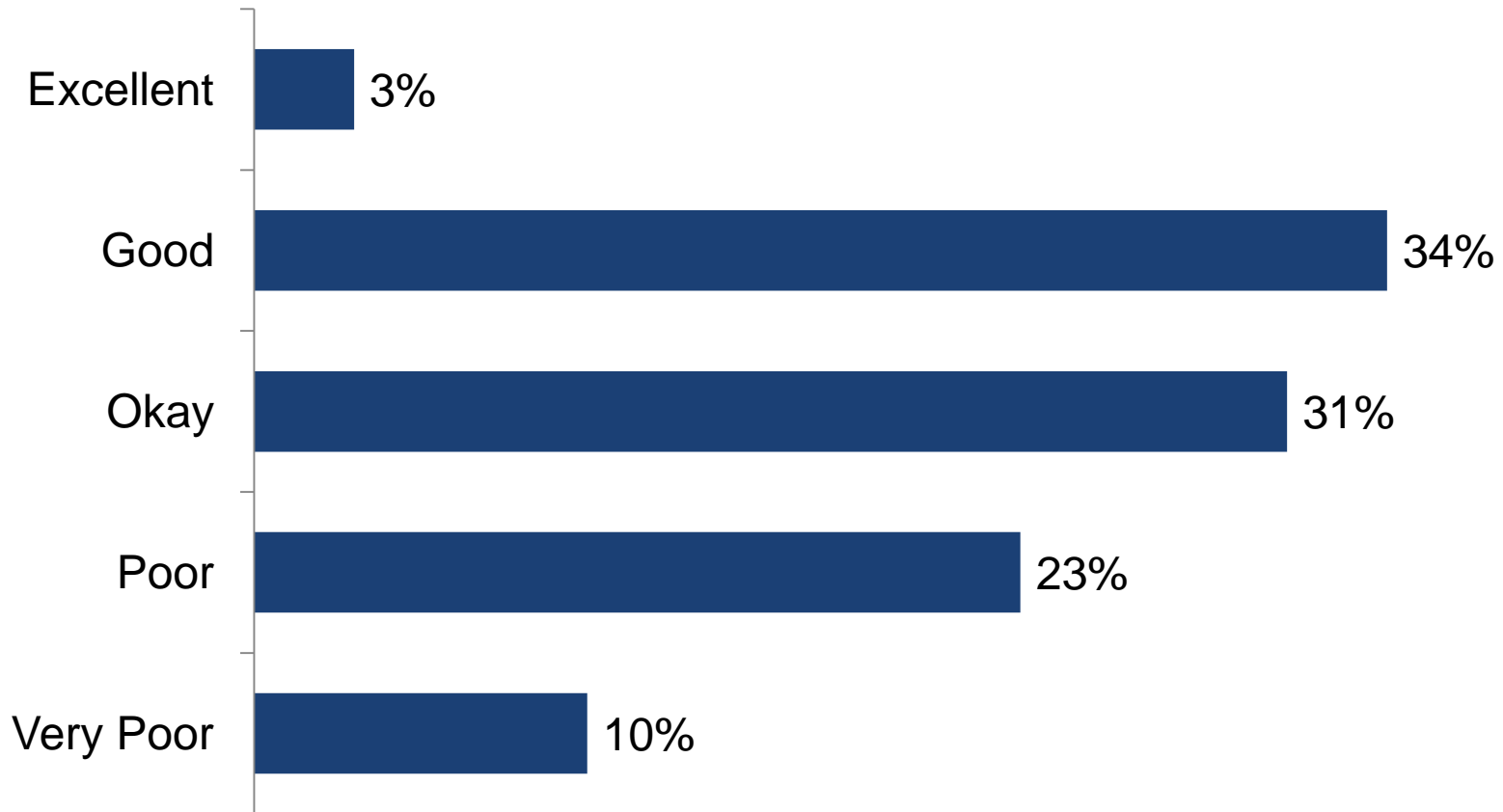


June 2011 “Competitive Strategy In The Age Of The Customer”
We Have Entered The Age Of The Customer



Consumers find most experiences okay...or worse

Distribution of Scores In Forrester's Customer Experience Index, 2012



Source: Forrester report, "The Customer Experience Index, 2012" January 23, 2012

collection services and none of them can find my report. This issue will not go away. I need a DIRECT number that will help me. I am having a major problem with this. This is causing me not being able to get a house. Please take a few moments to help me out and please point me in the right direction.

Yesterday at 7:43am



Gil Rucker AT&T, I feel like you have gone out of your way to make my experience terrible. I am sitting here in my office with a dead landline, a cell phone that will not ring because your technician jammed a paperclip into the ringer and refuses to repair it and a service representative who argued with me and says that I am out of luck for a re...pair today...AND that there has to be a terminal in my building. There is no terminal in my building...only a line coming out of the concrete.

I feel REAMED right now.

Yesterday at 9:42am



Teresa Tyler how do u get the unlock pattern off the samsung galaxy S help me pleeeeeeease

Yesterday at 6:30pm



Harford Sonny Ellis JUST FIX YOUR NETWORK!!!!!!!!!!!!!!!!!!!!



Andrew Pikulski Why cant we get 3g in wisconsin? ATT lies

Yesterday at 6:32am



Keith Bradshaw This is the worst excuse for cell reception I've ever seen. I lost a big job today because ATT is the WORST EVER.

DO YOU HEAR ME? THE WORST EVER!

Yesterday at 9:22am · [👍 2 people](#)



Cookie Jarnett att sucks- it's time to start looking for other service with other providers so we have good service

22 hours ago



Wyatt Trader @Andrew Snider I told you I'd write back.

22 hours ago



Matthew Cline att owes me a explanation why they lyed and told me i would have 2.1 for my xperia in january when i got the phone in december

15 hours ago

Organizations are getting crucified in social media

& finally, \$100 & 2 days later, back in the real world with internet again. Piece of crap @ATT. I hate you. You're an awful company.

10 minutes ago via web [☆ Favorite](#) [↔ Retweet](#) [↩ Reply](#)



@artgurl

Anne Jordan

@ATT Oh goody, still on call w/ ur customer service & getting nowhere. Let me guess. U instruct them 2 annoy customers until they hang up?

Dear @ATT - it's complete BS that multi-year, on-time-paying customers like me, don't qualify for the same offers as new customers. #FAIL

4 hours ago via web [☆ Favorite](#) [↔ Retweet](#) [↩ Reply](#)



@benjaminprojas

Benjamin Rojas

@ATT wow, just got my bill today and you really messed it up.
#guessallthegoodthingsfromatthavetoend someday



FOR THE EXPERT VIEW
ON FOREX

Click here

REUTERS EXPERT

SPONSORED BY

ARTICLE

COMMENTS (12)

VIDEO



REUTERS EXPERT

RIM scrambles to end global BlackBerry outage

Recommend

6,469 people recommend this. Be the first of your friends.

“The outage - and RIM's sluggish communications with its customers — have fanned rising dissatisfaction with its co-chief executives.”



By [Alastair Sharp](#) and [Georgina Prodhan](#)

TORONTO/LONDON | Wed Oct 12, 2011 7:33pm EDT

(Reuters) - The company that makes the BlackBerry smartphone is working frantically to end a three-day

Tweet 629

Share 484

Share this

+1 33

Email

Print

Factbox

Factbox - Q&A on RIM's secretive BlackBerry network
Wed, Oct 12 2011

Related News

[Colombia wants BlackBerry users](#)

[U.S. online piracy bill headed for major makeover](#)

[Little change in U.S. obesity rates in recent years](#)

[24 million customer accounts hacked at Zappos](#)

[Aerosol particle increase linked to more rainfall](#)

[Berlin zoo to immortalize Knut in bronze](#)

[Wikipedia to shut for a day to stop anti-piracy act](#)

Office travel—organized.



Start your free trial >




Advertise on NYTimes.com

In Retreat, Bank of America Cancels Debit Card Fee

By TARA SIEGEL BERNARD
Published: November 1, 2011

[Bank of America](#) blinked on Tuesday.



Alan Diaz/Associated Press

A Bank of America A.T.M. in Florida. The bank dropped a planned fee in response to customer outcry over the additional charge.

The bank, the nation's second-largest, said it was abandoning its plan to charge customers a \$5 fee to use their debit cards for purchases. Only a month earlier, the bank had announced the new charge, immediately setting off a huge uproar from consumers.

Despite an outpouring of complaints online and at branch offices, the bank had remained steadfast in its plans until last Friday, according to a person briefed on the situation, planning to ease just some of the conditions for avoiding the fee. But over the weekend, after two major competitors — Wells Fargo and the nation's largest bank, JPMorgan Chase — said they were backing away from their plans to levy similar charges, two high-ranking Bank of America officers recommended to

- RECOMMEND
- TWITTER
- LINKEDIN
- COMMENTS (341)
- SIGN IN TO E-MAIL
- PRINT
- REPRINTS
- SHARE



Log in to see what your friends are sharing on nytimes.com. [Privacy Policy](#) | [What's This?](#) [Log In With Facebook](#)

What's Popular Now

- U.S. to Tell Drug Makers to Disclose Payments to Doctors
- How Fares the Dream?

Related in Opinion
Room for Debate: Have Regulations Hurt Bank Profits?

Add to Portfolio
 [Bank of America Corporation](#)
Go to your Portfolio >

SUIT supply

ORDER ONLINE



Reed Hastings, Co-Founder and CEO of Netflix info@netflix.com

9/19/11 ☆



to me ▾



Dear Kerry,

I messed up. I owe you an explanation.

It is clear from the feedback over the past two months that many members felt we lacked respect and humility in the way we announced the separation of DVD and streaming and the price changes. That was certainly not our intent, and I offer my sincere apology. Let me explain what we are doing.

For the past five years, my greatest fear at Netflix has been that we wouldn't make the leap from success in DVDs to success in streaming. Most companies that are great at something – like AOL dialup or Borders bookstores – do not become great at new things people want (streaming for us). So we moved quickly into streaming, but I should have personally given you a full explanation of why we are splitting the services and thereby increasing prices. It wouldn't have changed the price increase, but it would have been the right thing to do.

So here is what we are doing and why.

Many members love our DVD service, as I do, because nearly every movie ever made is published on DVD. DVD is a great option for those who want the huge and comprehensive selection of movies.

I also love our streaming service because it is integrated into my TV, and I can watch anytime I want. The benefits of our streaming service are really quite different from the benefits of DVD by mail. We need to focus on rapid improvement as streaming technology and the market evolves, without maintaining compatibility with our DVD by mail service.

So we realized that streaming and DVD by mail are really becoming two different businesses, with very different cost structures, that need to be marketed differently, and we need to let each grow and operate independently.

It's hard to write this after over 10 years of mailing DVDs with pride, but we think it is necessary: In a few weeks, we will rename our DVD by mail service to "Qwikster". We chose the name Qwikster because it refers to quick delivery. We will keep the name "Netflix" for streaming.

Qwikster will be the same website and DVD service that everyone is used to. It is just a new name, and DVD

Citizens are frustrated with government...and angry

Frustration with Government Is Nothing New – Growing Anger Is

<i>Feeling about federal government</i>	<u>Oct 1997</u>	<u>Feb 2000</u>	<u>Nov 2001</u>	<u>Mar 2004</u>	<u>Oct 2006</u>	<u>Jan 2007</u>	<u>Mar 2010</u>
	%	%	%	%	%	%	%
Basically content	29	33	53	32	21	21	19
Frustrated	56	54	34	52	54	58	56
Angry	12	10	8	13	20	16	21
Don't know	<u>3</u>	<u>3</u>	<u>5</u>	<u>3</u>	<u>5</u>	<u>5</u>	<u>5</u>
	100	100	100	100	100	100	100

Pew Research Center March 11-21 Q20. Figures may not add to 100% because of rounding.

Source: <http://pewresearch.org/pubs/1569/trust-in-government-distrust-discontent-anger-partisan-rancor>

Government agencies are trying to improve this

The image shows two overlapping website screenshots. The top-left screenshot is the IRS website, featuring a blue header with the IRS logo, a search bar, and navigation tabs for 'Individuals', 'Businesses', 'Charities & Non-Profits', 'Government Entities', 'Tax Professionals', 'Retirement Plans Community', and 'Tax Exempt Bond Community'. Below the header are promotional banners for 'I need to know my payment options', 'I'm waiting for my refund', and 'I need to file'. The main content area is divided into 'Forms & Publications', 'Hot Topics', and 'Tools' sections. The bottom-left screenshot is the NYC 311 website, with a dark blue header and a large 'NYC 311' logo. The main heading reads 'Find NYC Government Information and Services'. The page layout includes a 'Browse by Category' sidebar with various service areas, a central content area with a date 'Wednesday, May 30, 2012' and a list of public notices, and a right-hand sidebar with a search bar, a 'Service Request Map', and 'Check Status' and 'Top Services' sections.

Many people still think programs are run inefficiently

More Say Government Has Wrong Priorities...

	Oct	Mar	
<i>Bigger problem w/ gov't...</i>	<u>1997</u>	<u>2010</u>	
Has wrong priorities	29	38	+9
Runs programs inefficiently	61	50	-11
Other/Don't know	<u>10</u>	<u>12</u>	
	100	100	

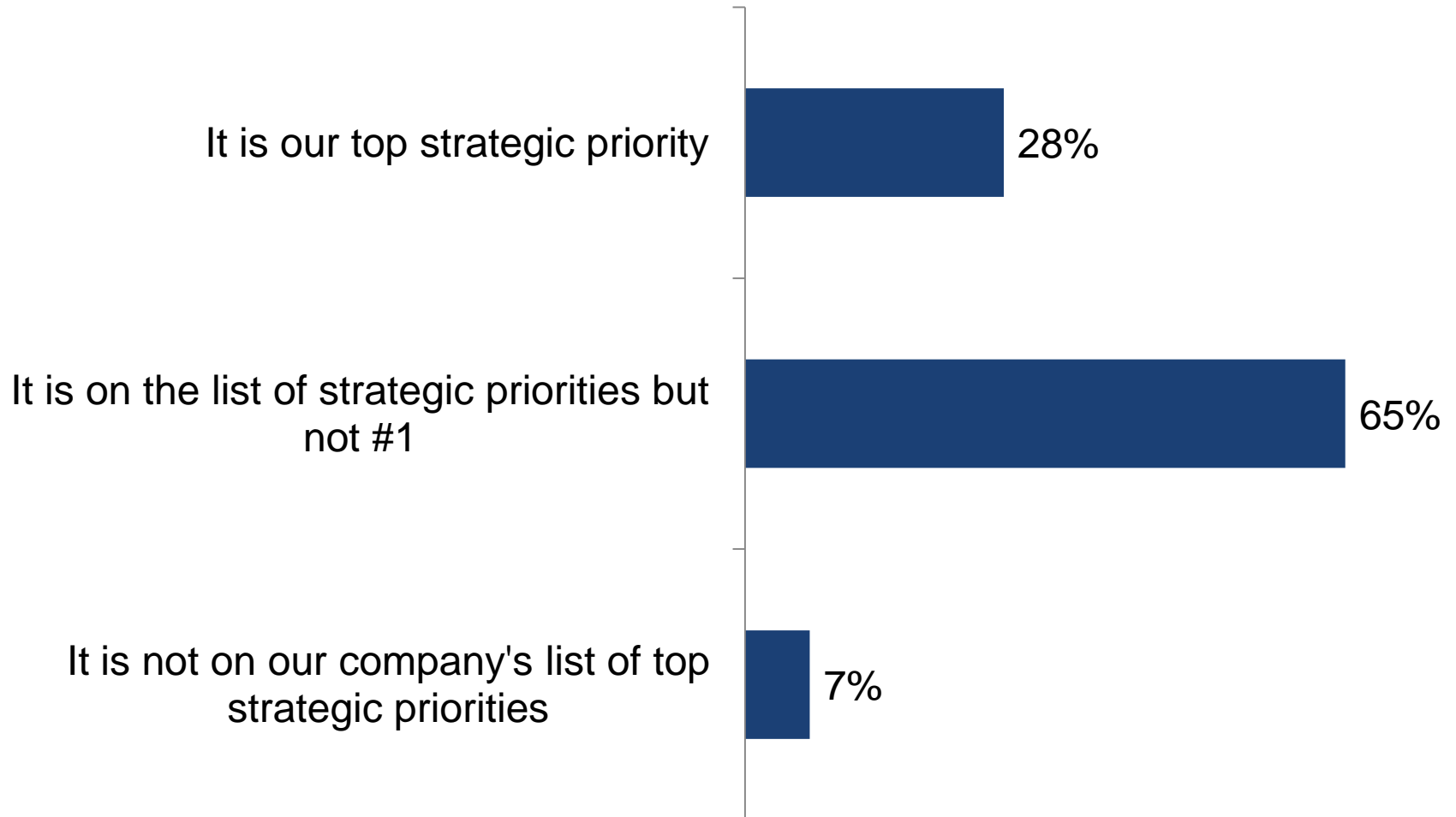


And a Negative Effect on Daily Life

<i>Fed gov't's effect on your daily life...</i>	Oct	Mar	
	<u>1997</u>	<u>2010</u>	
Positive	50	38	-12
Negative	31	43	+12
Neither/Don't know	9	8	
No effect/Don't know	<u>10</u>	<u>11</u>	
	100	100	

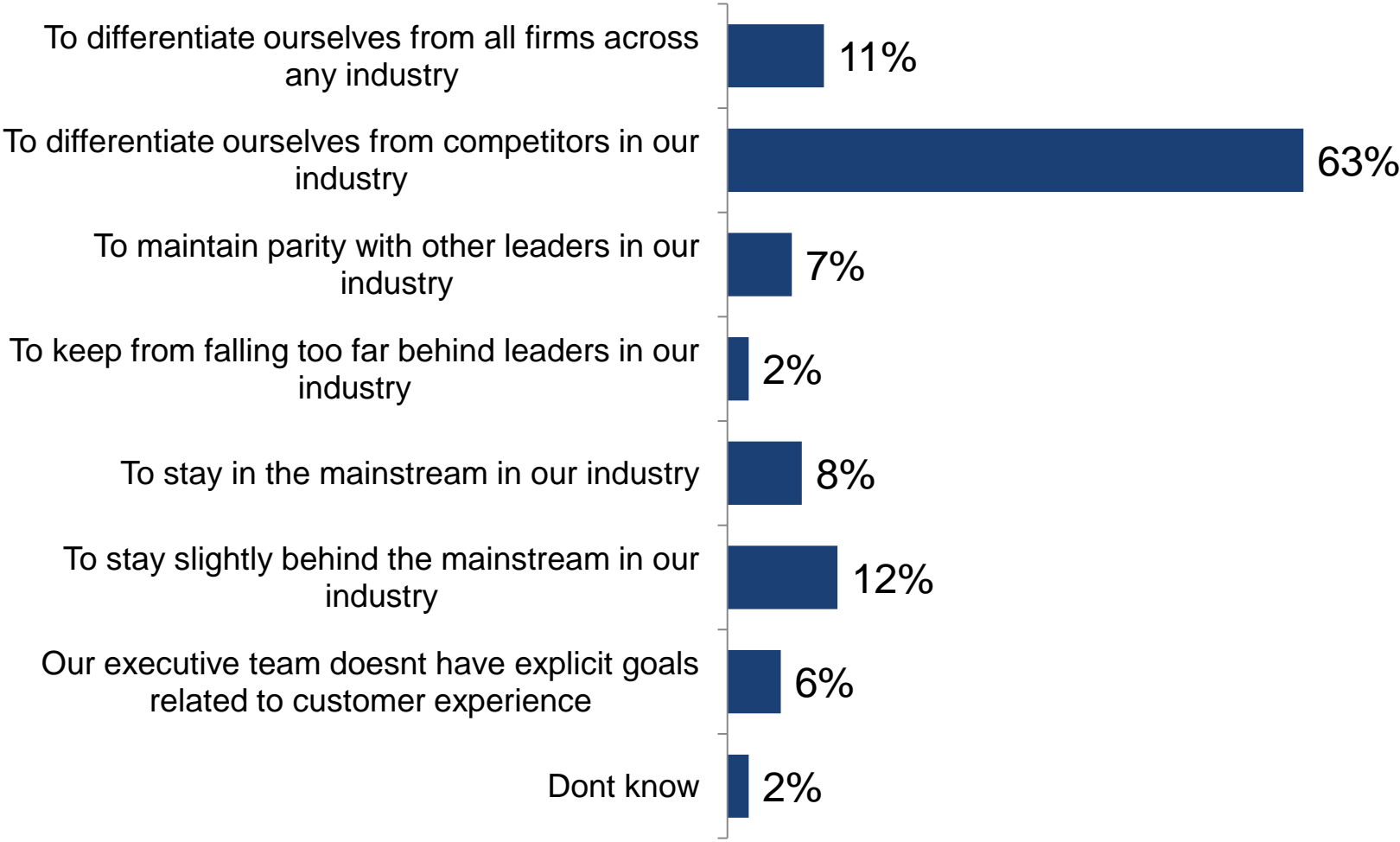
Pew Research Center March 18-21 Q3d-p and March 11-21 Q29 & Q27a/28a.
Figures may not add to 100% because of rounding.

Many companies say CX is a top strategic priority



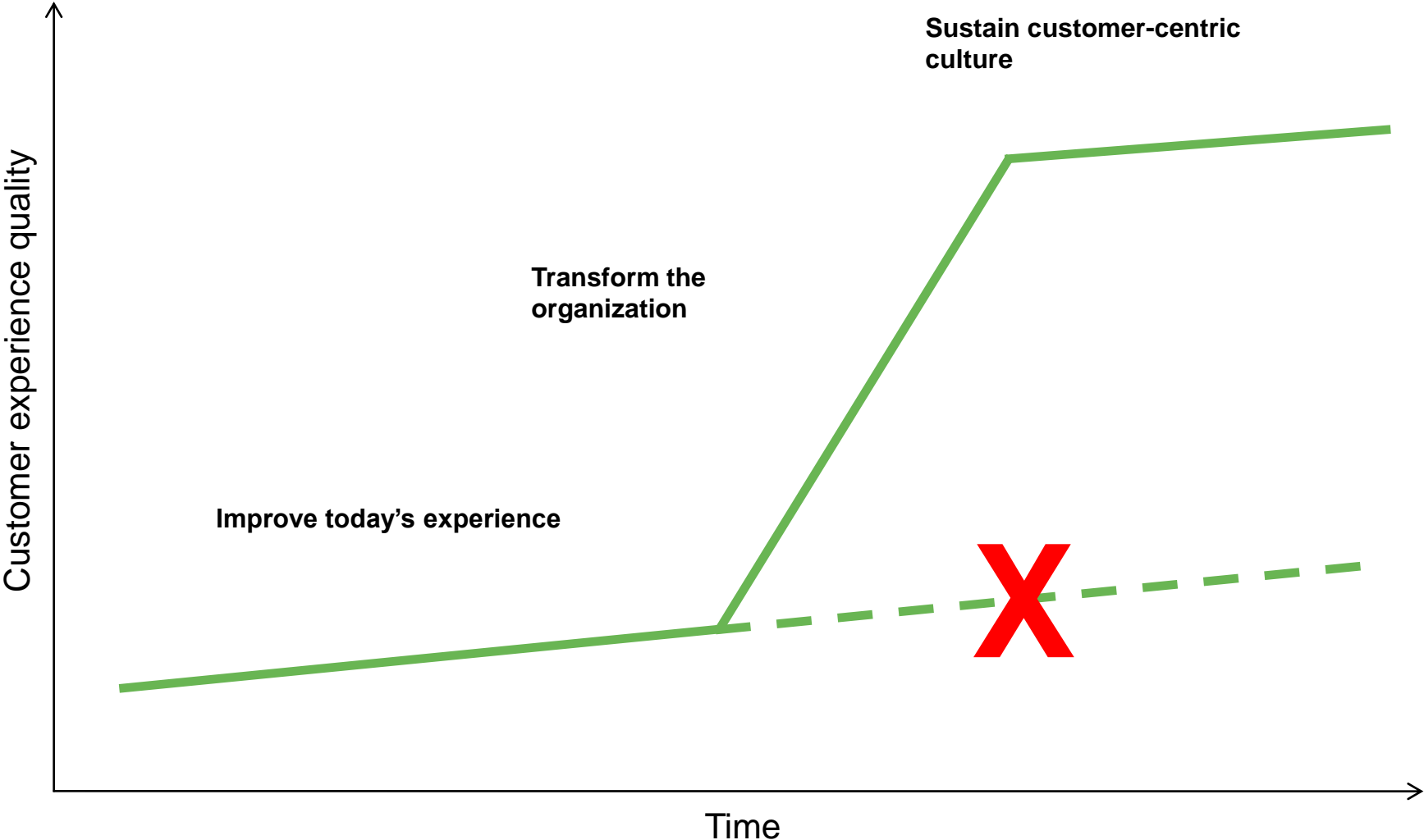
Base: 86 customer experience professionals

Three quarters say execs aim to differentiate on CX



Base: 86 customer experience professionals

Organizations need to move beyond "find and fix"



Agenda

What is customer experience?

Why does customer experience matter for government?

What is the customer experience ecosystem and how can it help?

What role do you play in enhancing the customer experience ecosystem?





















Customer Experience Ecosystem

A butterfly with black wings and yellow markings is perched on a yellow flower. The background is a soft-focus field of similar flowers. A dark blue rounded rectangle with a light green border is overlaid on the image, containing white text.

You need a healthy customer
experience ecosystem.

**What does a customer
experience ecosystem
look like?**







discover

evaluate

buy

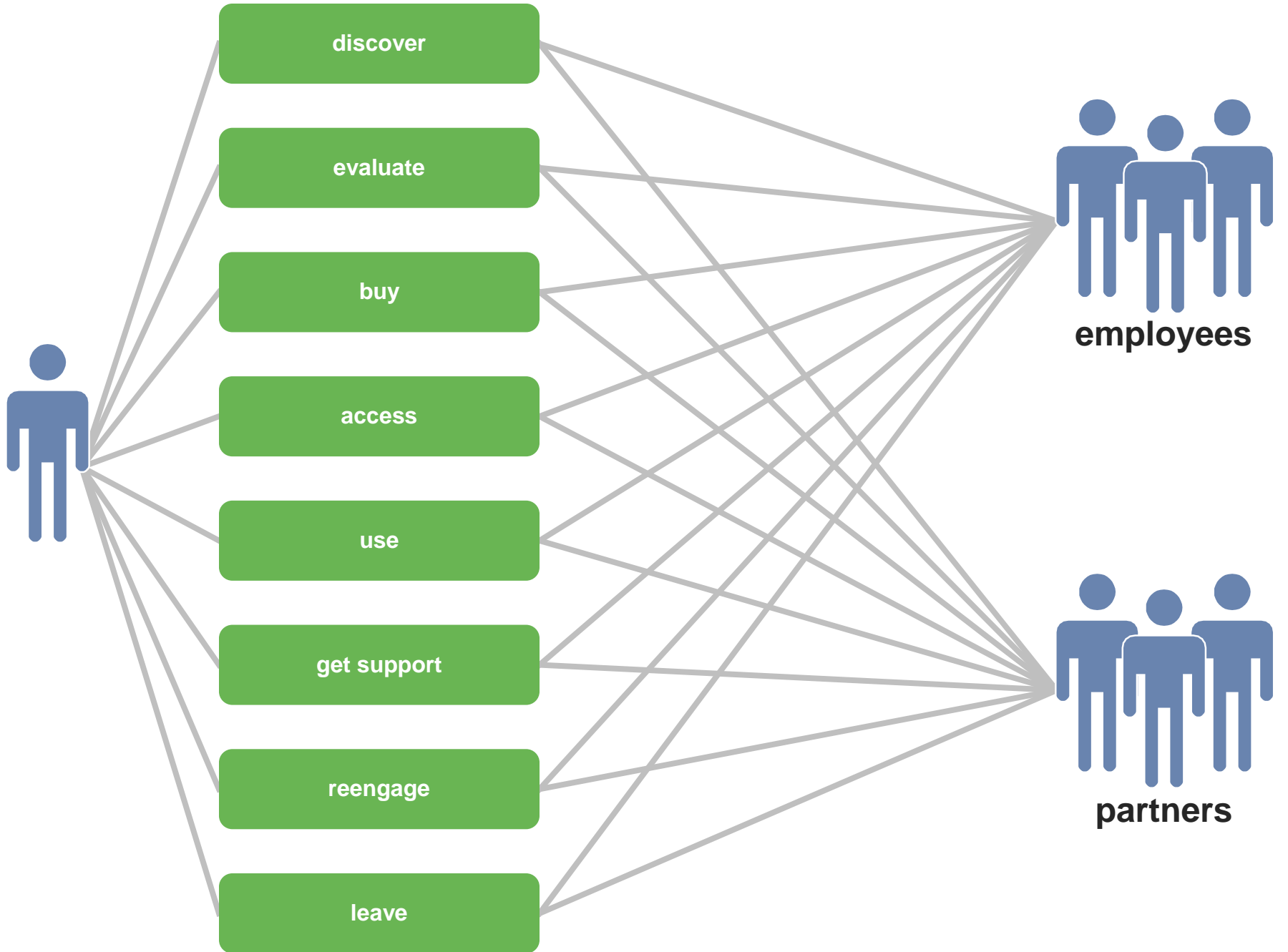
access

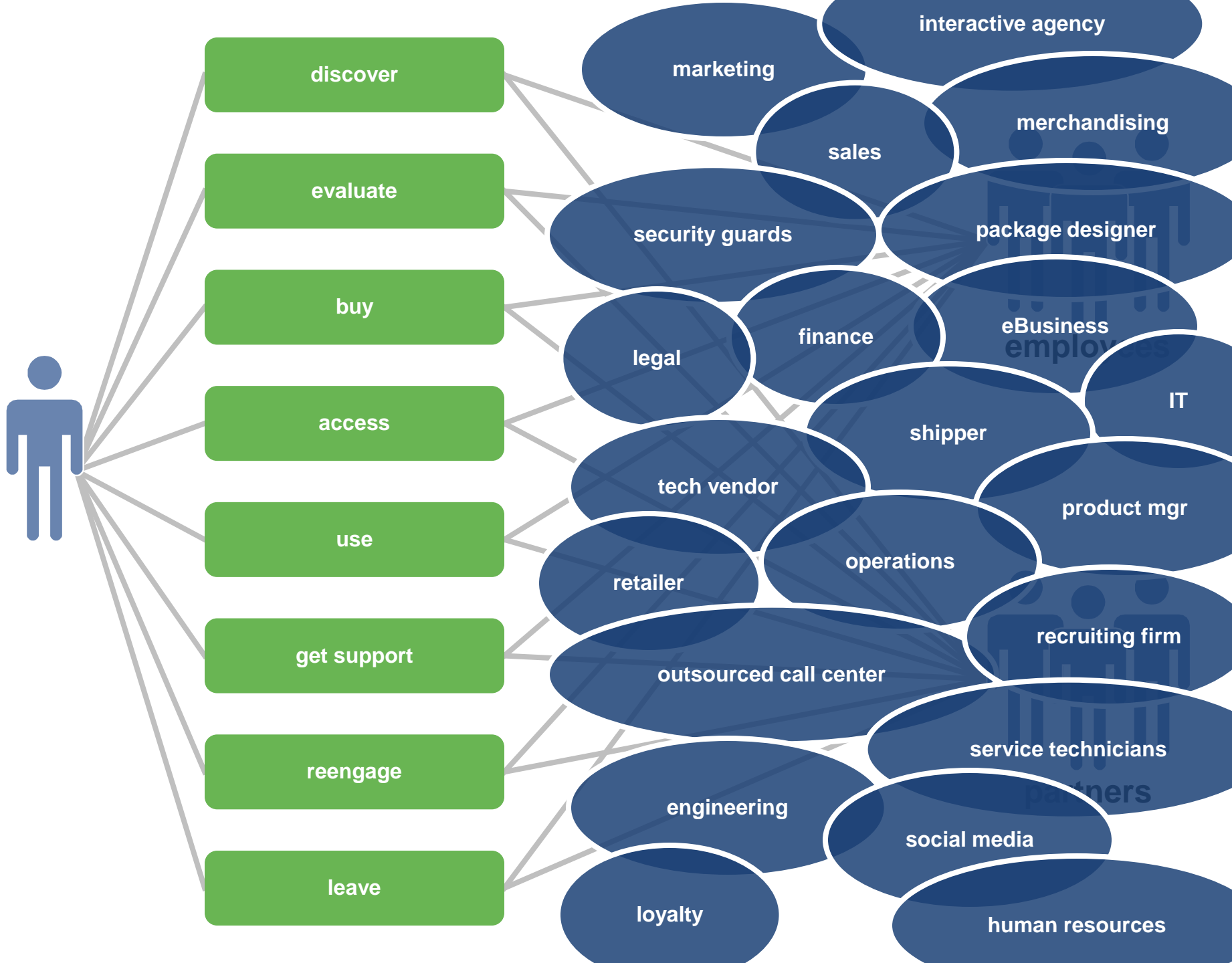
use

get support

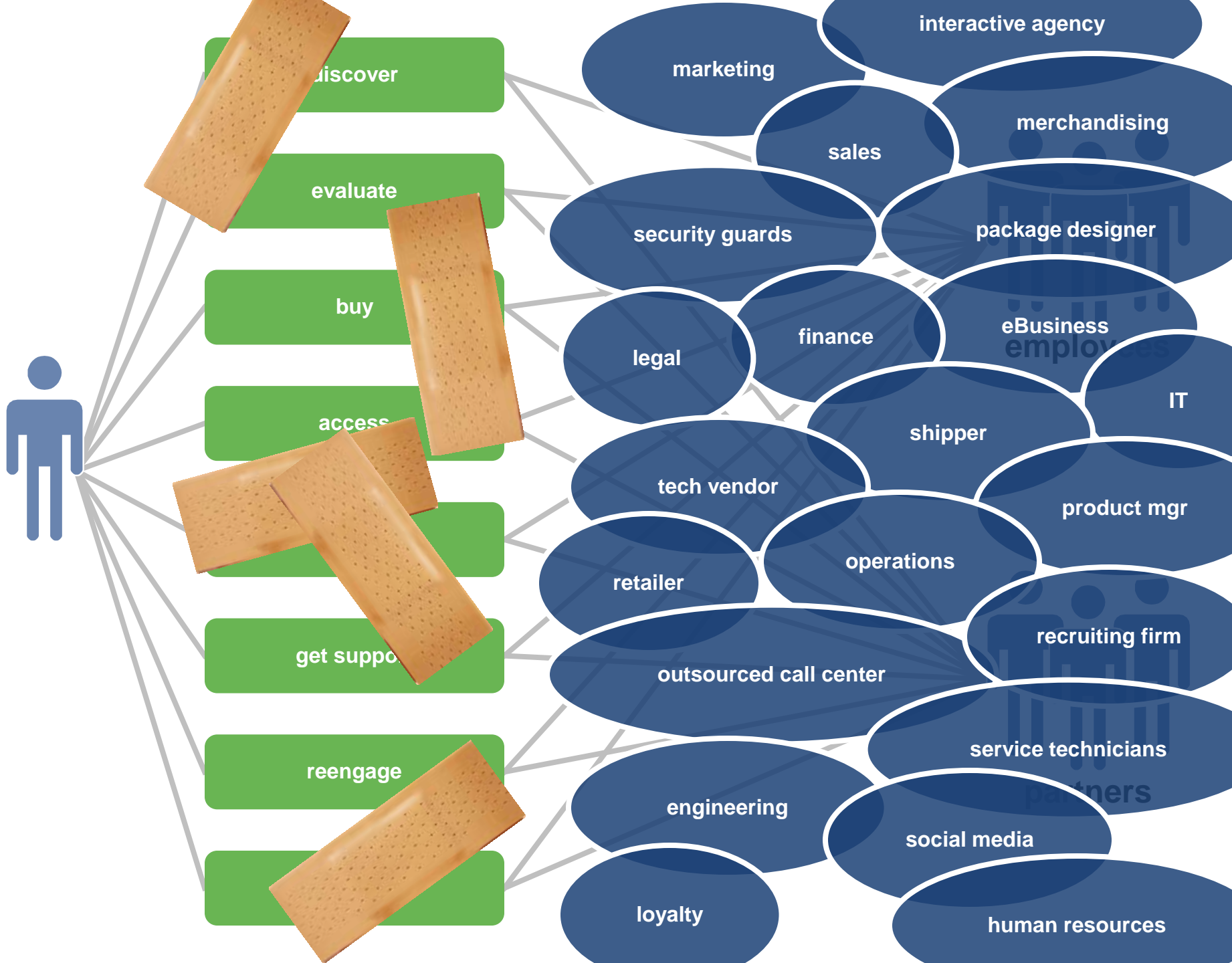
reengage

leave









Agenda

What is customer experience?

Why does customer experience matter for government?

What is the customer experience ecosystem and how can it help?

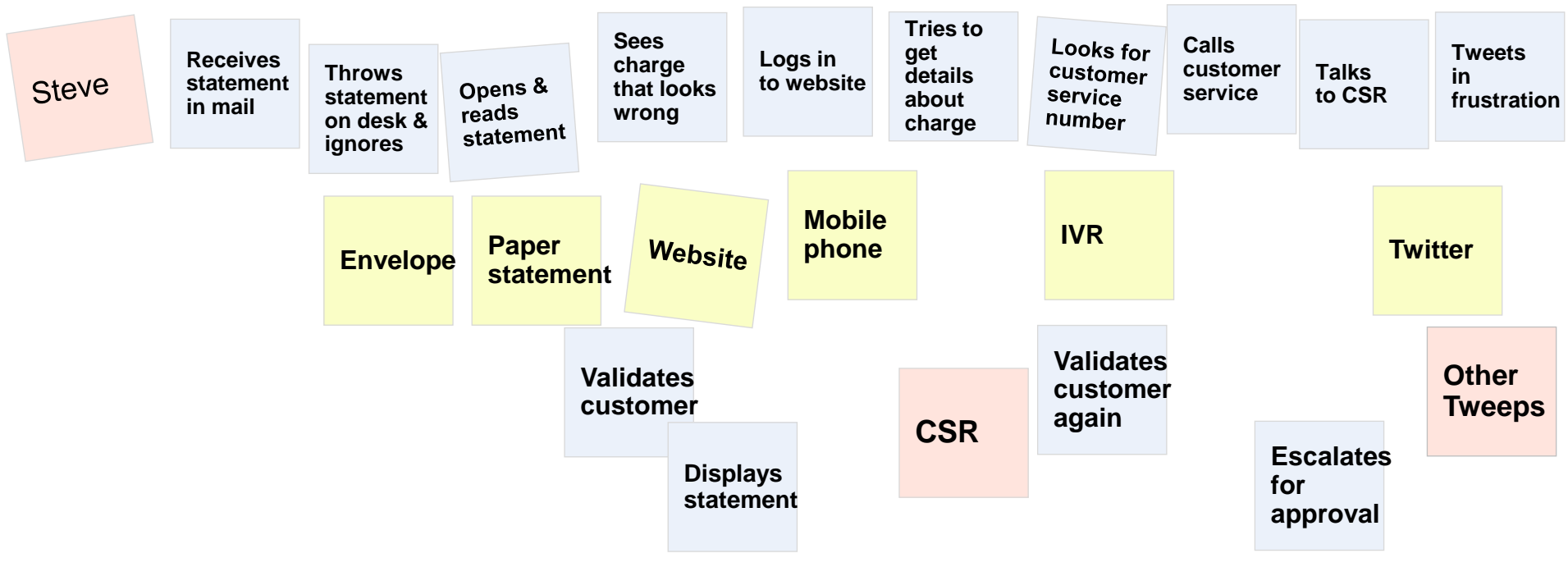
What role do you play in enhancing the customer experience?



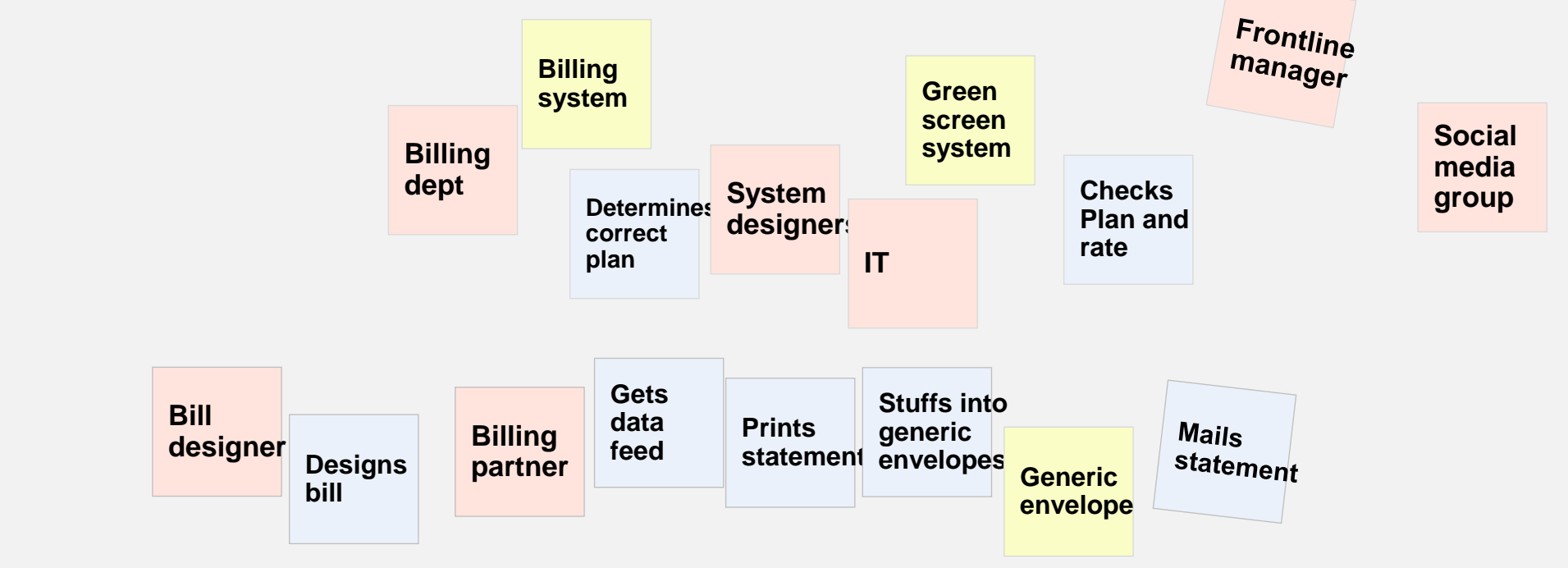
Who makes up the government CX ecosystem?

Customer Experience Ecosystem Mapping

1. Document a customer journey that is a known pain point.
2. Visualize the sources of the customer's pain.
 - All of the **people/groups** involved
 - All of the **actions** taken by these people/groups
 - All of the **things** these people/groups use
3. Go deep to identify people, actions, and things above and below the customer's line of visibility.

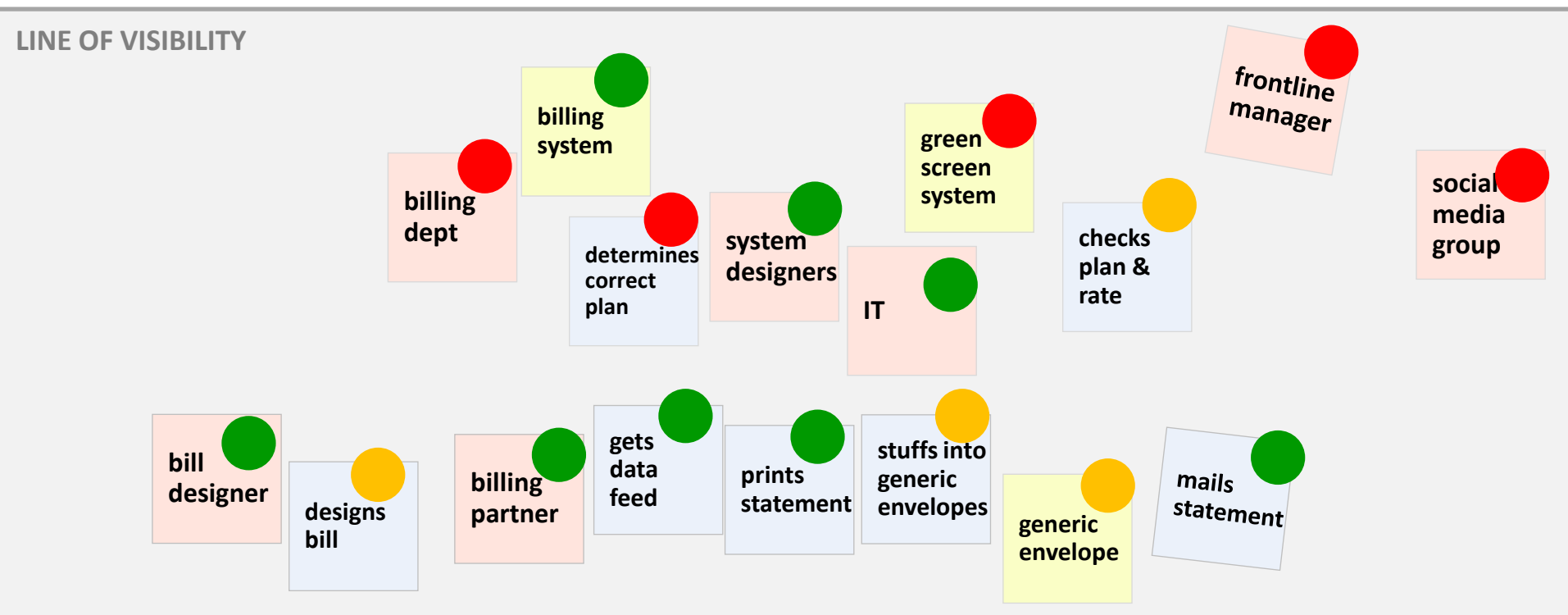
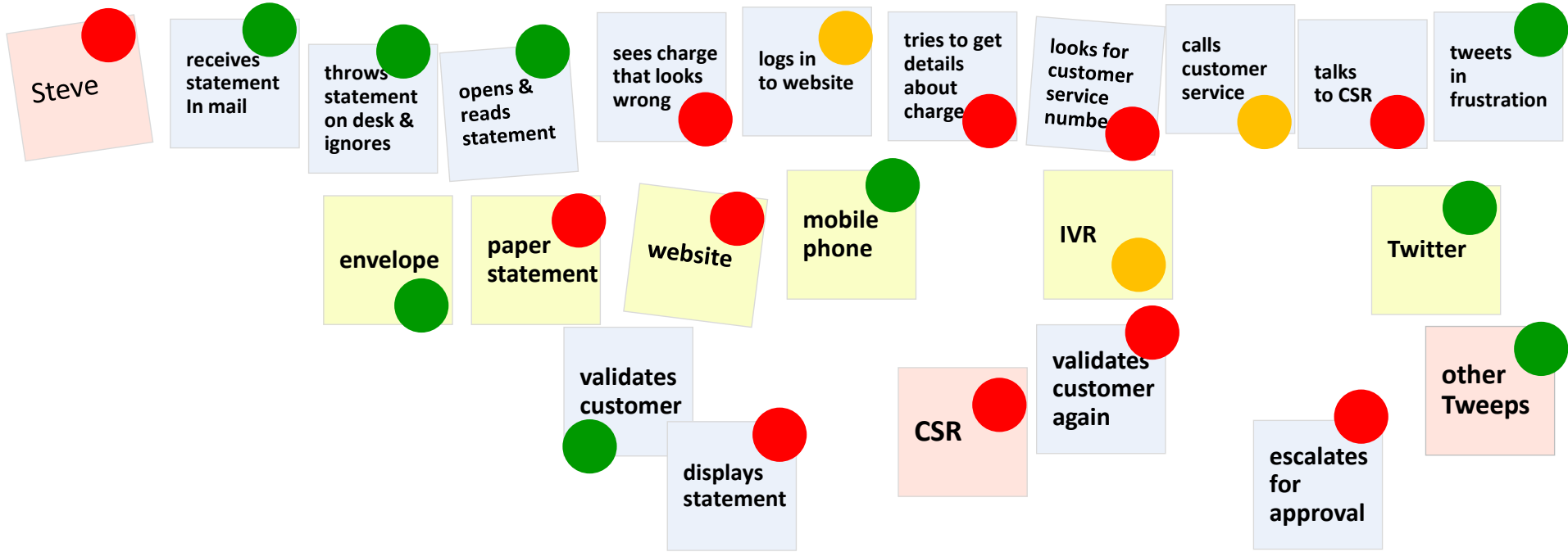


LINE OF VISIBILITY



Conduct root-cause analysis

- The five whys
 - My car won't start.
 - Why? — The battery is dead.
 - Why? — The alternator is not functioning.
 - Why? — The alternator belt has broken.
 - Why? — The alternator belt was well beyond its useful service life and has never been replaced.
 - Why? — I have not been maintaining my car according to the recommended service schedule.
- Look beyond the immediate issue
 - What other people or departments are involved?
 - What events lead up to the present moment?





What role do you play in the CX ecosystem?

Recommendations

- Map your agency's CX ecosystem to understand the cause of pain for your customers.
- Begin efforts to fix those short term issues
- Bring others into the fold to change the entire ecosystem so problems don't happen in the first place, for example:
 - Unify customer experience governance
 - Integrate customer understanding activities for a broader picture
 - Create a consistent customer experience strategy across agencies

Thank You

Megan Burns

+1 617.613.6294

mburns@forrester.com

@mbcxp

http://blogs.forrester.com/megan_burns

