

Many agencies are transforming delivery of services by placing citizens at the center and designing services to holistically meet recipients' needs with shorter time frames, better accuracy, and higher satisfaction.

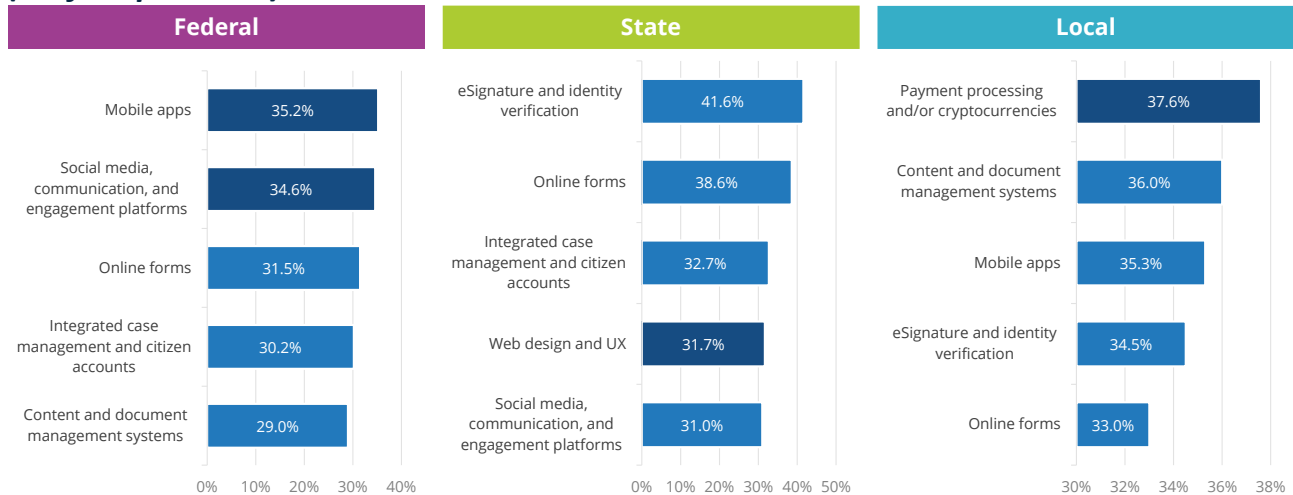
# Government's Deployment of Technology Will Enhance Digital CX

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## Executive Graphic

FIGURE 1: *Top 5 Key Technologies for U.S. Government Digital CX Services Initiatives (% of Respondents)*



Source: IDC, 2024

## Introduction

» **Citizens as consumers:** Governments are the world's largest service providers. And when it comes to digital service delivery, citizens often expect the same ease of access to public services and benefits as they experience in their private lives. By embracing a citizen-centric approach to digital public service delivery, governments are making strides in digitalization, closing the gap between private and public service delivery. Using technologies to enhance employee and customer experience (CX) can improve customer satisfaction and build trust in government.

- » **Compliance drivers:** Recent U.S. administrations have set an ambitious bar with new initiatives, and government leaders are building a solid foundation of customer experience policy, practices, and guidance in their efforts to better understand customers and build services with a customer focus. Agency leaders are investing in technology to make lasting improvements in citizen satisfaction.
- » **Citizen satisfaction:** Each year, the American Customer Satisfaction Index (ACSI) satisfaction study examines four primary drivers of citizen satisfaction with the U.S. federal government, attributes of citizen perceived quality that reflect the most relevant performance areas of government programs and services. According to the ACSI report, all four drivers of satisfaction registered substantial gains from 2022 to 2023, underpinning and driving the large gain in overall satisfaction. Citizens responding to the survey indicate a 6.1% improvement in the efficiency and ease of government processes with a 2023 score of 70%, a 4.3% increase in ease of accessing and clarity of information with a 2023 score of 72%, an increase of 8.3% in the courtesy and professionalism of customer service bringing the 2023 score to 78%, and a significant improvement of 13% in perceptions of government website quality, increasing this score to 78%. Gains in these four drivers advanced overall citizen satisfaction from 66.3% in 2022 to 68.2% in 2023 and signify "positive momentum" according to ACSI.

And the biannual United Nation (UN) E-Government Survey of 2022 noticed a clear trend toward the full digitalization of government services, which would give users the ability to complete all types of transactions online, with the most notable expansion provisioning in social services. The number of countries providing at least 1 of the 22 online services assessed in the 2022 survey increased by 16.7% globally, and 61% of the member states offer more than 16 services.

## Definitions

Digital customer experience services support value creation based on the use of digital technologies for both internal and external processes, including stakeholder engagement, employee commitment, and product and services experiences.

Digital CX services enable an immersive citizen experience and facilitate delivery of government services via multichannel such as websites and mobile apps using a variety of tools such as online forms, video collaboration tools, digital assistants, and/or online payments processing. Total citizen experience includes not only the front end but also the back end (e.g., employee experience), enabling agency employees to process claims and provide services and information effectively. Digital CX services not only are transactional but can include accessing digital data and information, such as instructions for filling out forms or eligibility requirements.

Digital CX services are becoming more important as a way to provide improved user experiences as well as expand access to services. IDC believes that effective digital services expand the public trust in government because these services:

- » Enable public to access services they need when they need them
- » Provide multiple options for access to services and information
- » Help government employees be more responsive to public needs
- » Enable easier transactions with government due to clear instructions on processes and actions, verification of requests, and alerts

## Trends

- » **U.S. federal government.** Strides are being made to improve services, reduce administrative and "time tax" burden using technology and human-centric design for services to simplify both public-facing and internal processes and deliver better customer experience equitably and efficiently. Lengthy line of Executive Orders since 1993 (#12862) were complemented with the latest President's Management Agenda and Executive Order 14058 on Transforming Federal Customer Experience; TMF funds with \$100 million tagged for CX projects; Section 280 of OMB Circular A-11, Managing Customer Experience, and Improving Service Delivery; and other government acts.
- » **UN E-Government Survey.** It supports UN initiatives and assess government digitalization landscape across all 193 UN Member States outlining the trends and developments related to the future of digital government.
- » **International and national standardization.** Collaboration is increasing for all levels of state and local government: European Union (EU) identification and trust services (eIDAS) initiative, EU-U.S. Trillium Bridge project aiming to establish an interoperability standard, World Bank initiative "GovTech-putting people first," and China National Smart Cities standards.
- » **EU Commission.** Its policy funds large-scale eprojects ensuring European platforms can work together and interact with one another encouraging sharing and standardization of electronic records.
- » **Designing for Europe.** It is a design and innovation program with the toolkit for policymakers and those who deliver public services cofunded by the European Commission.
- » **EU eGovernment Benchmark and DESI index.** It evaluates provision and delivery of egovernment services in 35 countries across Europe, prioritizing user-centric design, delivery rationalization across all services, and interoperability between the different layers and departments.
- » **"Once only."** It describes an approach in which persons contacting government need to provide information only once because various departments can verify information and communicate behind the scenes. Most (24 out of 27) EU nations have begun implementing the once-only principle, which is expected to save 855,000 hours for EU citizens and €11 billion for businesses annually.
- » **Customer expectations.** Citizens' demand for increased participation in decision-making and for more and better digital services is imposing mindset shift from government centric to citizen centric. More digitally skilled population expects government services to be on par with private sector. Digitalization champions such as Singapore and Estonia indicate that individualized and targeted public services can be designed around the life events of the citizen enabling their intuitive and automated delivery.
- » **DevOps and low code/no code.** Across government (58% of U.S. federal respondents, 47% of state, and 50% local, according to IDC), software dev teams are turning to DevOps and continuous integration as a leading approach to technology implementation.
- » **Remote or distributed workforce.** Across government, U.S. agencies are centering their technology implementation strategies for digital services around enabling a remote/distributed workforce.

## Benefits of Holistic Citizen Experience and Why It's Needed

Government at all levels see value in investment in digital CX services. Estonia reports that 99% of its public services — including voting, filing taxes, and accessing health care records — can be completed online in minutes. According to the Estonian government, digitized public services save the country more than 1,400 years of working time since these projects have begun and 2% of its GDP annually.

The public's expectations and trust are fragile, shaped by their needs and experiences interacting with an array of services in private and public sector. In Denmark, 91% of citizens who accessed an authority's website or used self-service solutions were satisfied. Also, the EU Commission rated Denmark's digital public services 87.1%, 19 points above the average of 68.1%, indicating that citizens who are satisfied with public services are much more likely to trust their government.

When considering top key business outcomes driving digital CX service investments across all levels of U.S. government, a recent IDC survey fielded in early 2022 discovered:

» 21% of respondents overall saw value in:

- Eliminating interdepartmental silos and increasing collaboration (This improves collaboration with ecosystem partners by proactively and securely sharing information with partner agencies and authorized external groups.)
- Increased citizen trust and satisfaction in public service and technology by meeting or exceeding citizen expectations by delivering the right services at the right time
- Data-driven service optimization through improved analytics and more efficient employees and reduced processing time (This helps deliver frictionless citizen experiences by removing complexity, increasing transparency, and reducing delays through omni-channel management.)

Digitized public services save Estonia more than 1,400 years of working time since these projects have begun.

» 20% of respondents saw value in:

- Adaptability and ability to pivot and scale on demand (This enables adaptation to residents' changing needs and gaining a holistic view of the customer journey to better address citizen preferences and adapt services based on feedback.)

» 16% of respondents saw value in:

- Coordinated multichannel communications with constituents (This helps optimize communications with the ability to send citizens proactive, personalized, and secure communications based on their unique government interactions.)
- More modern constituent self-service options (This enables speed and scale service reach while streamlining customer operations with improved accessibility and self-service options across agencies, platforms, and devices.)

## Considerations

Government entities should consider the following solution types when designing digital CX services:

- » Mass communication engine capable of pulling content into personalized communication via email, mail, or text
- » A media manager that organizes unstructured data to provide comprehensive view of constituent
- » Identity and access management (IAM) solutions that provide validation and eligibility for multiple benefits/services:
  - Denmark is excelling in digital public service delivery, having the highest number of citizens using digital services across the EU — 92% with a 91% satisfaction rate in 2021. NemID, a two-factor e-identification service, is the key to a digital Denmark. It enables Danish residents and businesses to identify themselves electronically for all digital services, both public and private, as well as sign documents and log-in to digital banking, health services, taxes, and much more.
- » Enterprise content management solutions that include employee engagement tools and applications, allowing for federated search for information in any format whether email, chat, messaging, or services, creating a seamless employee experience anywhere (in office, hybrid, or remote) leveraging low code, automated processes, and prebuilt connectors
- » Security solutions to protect data, protect PII, and meet security requirements such as FedRAMP
- » Secure multichannel self-serve solutions (i.e., call centers, chatbots, and email) and Digital Post, mailboxes that let public sector institutions and private sector businesses securely communicate online with citizens, employees, partners, and customers:
  - 92% of the Danish population feel safe in communicating with authorities through the Digital Post platform using NemID.
- » Solutions that capture customer feedback and social media to measure constituent sentiment
- » Solutions that provide platform-agnostic deployment on premises, in public cloud, or as a managed service and fully integrate with existing customer systems of record and support all communication types and digital channels

## Conclusion

Experience with best-in-class commercial services has set a high bar for how customers interact with government, and the urgent needs and gaps exposed after the COVID-19 pandemic have made the situation more acute. Government should take a holistic view of its services and focus on the customer journey and feedback, rather than individual touch points or transactions. The same technologies that improve front-office customer experiences can make back-office employee experiences better as there's a direct line between empowering government employees in their dealings with citizens and employee motivation and ability to deliver great customer experiences. Integrated services and service channels enable not just seamless and equitable customer journeys but also strengthen organizational capability, technology, talent, and leadership while enabling accessible and customer-centered work. Achieving lasting change in

services is a journey that requires government to center its efforts on the customer's perspective, using human-centered design and continuously measuring the success of these efforts.

## About the Analyst



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Adelaide O'Brien is research vice president for IDC Government Insights responsible for Government Digital Transformation Strategies. Ms. O'Brien assists clients in understanding the full scope of efforts needed for digital transformation and focuses on technology innovations such as Big Data, AI, cognitive, and cloud in the context of government use cases such as customer experience, data-driven benefits and services, and public health protection.



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