

## An Overview of the Global Case for Customer Service in Government

- What are the implications of customer experience and government outcomes?
- Where should government focus their efforts?

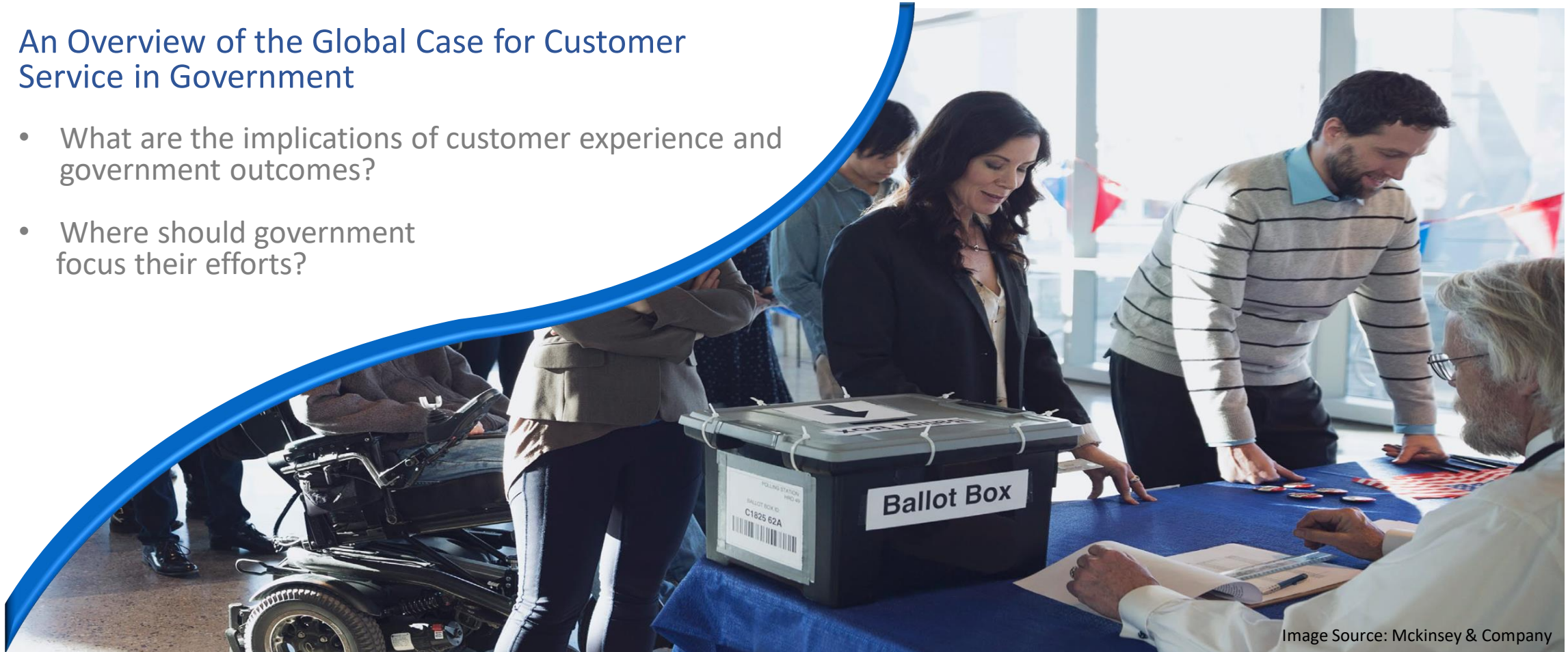


Image Source: Mckinsey & Company

# 1. Introduction

In September of 2019, Mckinsey & Company released the findings of a [research study](#) that investigated the implications of customer experience in government. The report, titled, “[The Global Case for Customer Service in Government](#)”, makes a strong argument that:

- Government agencies around the world need to “wake up” to the importance of customer experience in service delivery.
- Services need to be transformed and reimagined from the standpoint of their customers.

The findings of Mckinsey & Company’s report validates the work and conclusions of [Citizen First 8](#).



## Citizen First 8

The [Citizens First](#) series takes an in depth look at how citizens experience government services. The findings of the study enables service providers to improve services based on the perspective of citizens and empirical evidence.

In the 8<sup>th</sup> edition of the study, the following key findings were reported:



Canadians are positive about recent service experiences. The overall Client Satisfaction Index (CSI) score was 63, which is moderately high.



Some important areas where service improvements would increase satisfaction are:

- Reducing the frequency of encountering problems during the client journey, and focus on resolving issues when they do occur,
- Providing timely help, etc.



Improve the accessibility of government services online by making online channels easy to navigate and citizens feel confident with online support.

Access the full report [here](#).

## 2. Research Results

According to [the report](#), government leaders traditionally focus their investments on priorities where they see the most value (i.e. mission outcomes, operational efficiency, or responding to (or anticipating) public or regulatory pressure for change). For this reason, customer experience initiatives and programs are often subordinate to other government efforts.

However, [the research reveals](#) that prioritizing and investing in customer experience enables government leaders to address key priorities that matter to every government (including achieving the mission, managing to budget, mitigating risk, improving employee morale, and (most important) strengthening public trust).

Better Customer Experience



Better Outcomes for Government



Better performance on a number of critical indicators, across *every* government agency (i.e. parks, tax, etc.).



**Increase trust:**  
Satisfied customers are **9X** more likely to trust the agency providing the service



**Achieve Mission:**  
Satisfied customers are **9X** more likely to agree an agency is delivering on its mission



**Meet or Exceed Budget:**  
Dissatisfied customers are **2X** more likely to reach out for help **3+** times



**Reduce Risk:**  
Dissatisfied customers are **2X** more likely to publicly express dissatisfaction



**Boost Employee Morale:**  
Long-term organizational success is **50%** driven by organizational health and is mutually reinforced by customer experience

### 3. Where Government Should Focus Their Efforts?

A starting point for all government agencies should be understanding the customer journey – more specifically, the end-to-end interaction a customer has with a government agency – and what the key drivers of experience are. Government leaders seeking guidance on where to allocate resources should consider the following insights regarding four common types of journeys.

These journeys are common across the majority of government services analyzed in the study and play a significant role in shaping the customer experience. Government can learn critical lessons about the performance of journeys and where improvements can be made through cross-functional collaboration, best-practice sharing, and even internal walk-throughs to see how the work is getting done.

#### A “learn” journey

Consists of researching and understanding the service options before usage. “New South Wales built a one-stop shop for information about government services in Australia and achieved a radical turnaround in customer-satisfaction rates as a result.” Customer-satisfaction rates increased from 60 per cent to 97 per cent and above since the program launched in 2013 <sup>1</sup>.

#### An “apply” journey

Consists of “the steps involved in an end-to-end application process. Dubai recently launched DubaiNow, a unified government services smart app offering access to more than 50 government services from 24 entities, streamlining and digitizing the application process for several services (i.e. visit visas)” <sup>2</sup>.

#### A “use” journey

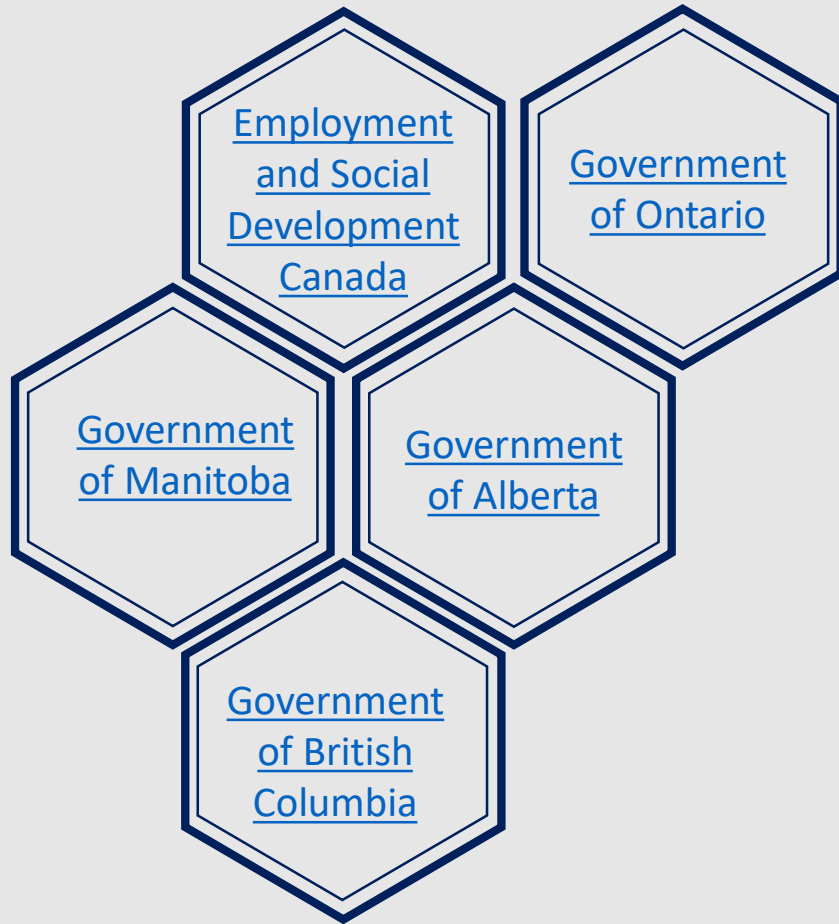
Refers to the moment a customer actually uses a service. For example, “the Estonian government offers citizens online options for services, from e-health services that revolutionize the way patients interact with their doctors and health records to i-voting, which allows citizens to vote electronically with the click of a button” <sup>3</sup>.

#### A “receive” journey

Refers to a customer’s experience when they receive something from the government (i.e. tax refund or social security benefits). For example, “in the United States, the IRS dramatically improved its tax-refund process—adding e-filing options and enhancing the way it notifies consumers about the status of their filing. With the old paper-based process, it could take months for citizens to receive their refunds” <sup>3</sup>.

1. “Building a one-stop shop for government services in Australia,” December 2018, McKinsey.com
2. Anwar Ahmad, “Smart visa application system goes online,” Gulf News, August 2, 2017, gulfnews.com.
3. “An Overview of the Global Case for Customer Service in Government”. 2019. McKinsey & Company

## Examples of Customer Service Transformation Efforts in Canada



### 4. Speed vs. Simplicity

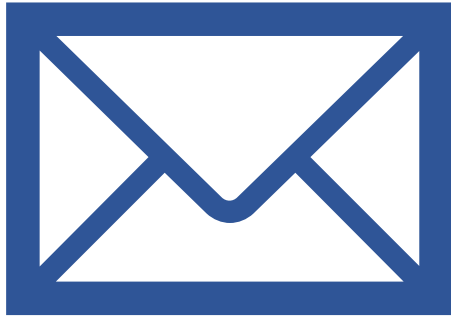
A common complaint government leaders receive from citizens is that their services are “too slow”. As a result, leaders tend to prioritize speed to improve experience. However, the research findings suggest that for the majority of countries and services examined in the study, “simplicity” and “reliability” matter more for customer experience.

When a customer expresses that service delivery is “too slow” this is generally a reflection of poor expectation management (reliability and transparency), as opposed to actual speed.

### 5. Some Final Words

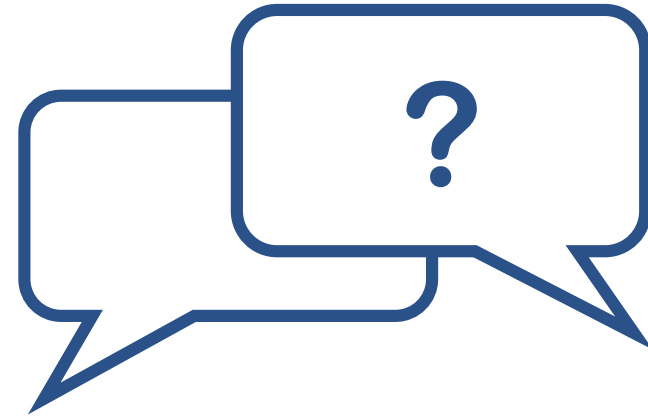
The importance of customer experience is catching the attention of leaders and decision-makers across various industries around the world. Mckinsey & Company urges government to do the same. Understanding the customer journey, specific pain points, what works and what does not work, and focused investments to improve the customer experience helps government perform better on a range of critical outcomes.

Around the globe, there is growing progress across various agencies that government can learn from and leverage. According to Mckinsey & Company, building on the success of other agencies can be a promising blueprint for where to start.



## For further reading

- [Reimagining Citizen Services in the Government in 2025](#)
- [Smiles Aren't Enough: The Power of Standards And Systems In Customer Service](#)
- [Satisfaction with Federal Government Drops Again, American Customer Satisfaction Index Data Show](#)
- *\*Customer Experience Survey\**: [“The CRA asked Canadians to assess its customer service — and they didn't hold back”](#)
- [Leveraging Tech To Improve Customer Experience: 11 Smart Techniques](#)
- [Three Data-Driven Tech Trends to Improve Customer Experience in 2020](#)



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## Daily Newsletter: Trends This Month January 2020



### 2020 Technology Trends

From artificial intelligence (AI), edge computing, automation, 5G, cybersecurity, to the Internet of Things (IoT), a host of tech trends is poised for greater adoption in 2020. [Here are the 20 technology trends](#) to look out for.



### Cloud Migration

Statistics Canada announced that it will migrate its data to cloud. The agency will adopt a hybrid strategy that will see data stored in government data centres as well as by cloud providers. Read more [here](#).



### Customer Experience

According to [this Forbes article](#), On-demand, Personalization, Fiction-less are three important areas to focus on to improve customer experience strategies. Read more [here](#).

How can we relate Maslow's hierarchy of needs theory to understanding customer needs? Read more [here](#).

## Other noteworthy articles this month:

[Service Canada told key to boosting use of online services is human touch](#)

[How to restore trust in data](#)

[Digital Inclusion Officer Tackles Tech Inequity in Detroit](#)

[Building the government of the future right now](#)

[CRM and customer-centricity are code words for customer engagement and customer experience](#)

[What Government Gets Wrong About Technology](#)

### Research Repository

Access the Citizen First Research Repository [here](#).