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INTERNATIONAL
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EXPERIENCE
IN GOVERNMENT

Report on Customer Experience in Government:

Trends and Case Studies

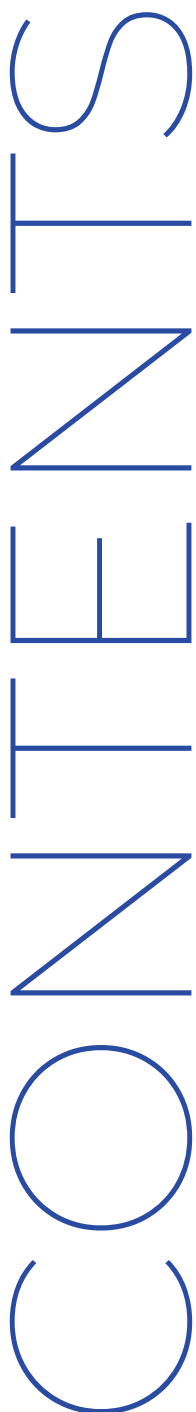
This report, published by the International Foundation for Customer Experience in Government, highlights emerging CX practices and sets benchmarks for governments to emulate. It serves as both an inspiration for improving CX and a resource for exploring tools, strategies, and methodologies shaping government CX.

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The report at hand, commissioned by the Abu Dhabi Executive Council to the **International Foundation for Customer Experience in Government**, contributes to the global discourse on Customer Experience (CX) in government. By assembling an overview of emerging CX practices from around the world, this study not only documents the forefront of CX practices but also sets exemplary benchmarks for governments to emulate.

Serving dual purposes, this report is both a beacon of inspiration for governments aiming to elevate their CX endeavors and a valuable resource for academic and conceptual exploration of the CX domain. The trends and case studies featured within this report offer a comprehensive look into the range of tools, strategies, and methodologies that define the current landscape in the field of government CX.

The report is structured into three distinct sections:

- **Part One** is about defining and explaining the essence of Customer Experience (CX) in government as the foundation for the rest of the report.
- **Part Two** provides an overview of larger trends in government practices from across the globe for shaping CX. This section categorizes these trends into four primary groups, shedding light on both established and potentially disruptive emerging trends.
- **Part Three** presents a collection of 13 case studies, each spotlighting a different government's successful CX initiative. These real-world examples provide invaluable insights, guiding governments on the practical implementation and advancement of CX.

EXECUTIVE SUMMARY

As we navigate through the 21st century, understanding and enhancing Customer Experience (CX) in government has become paramount as the expectations of citizens continue to evolve, driven by rapid technological advancements and a global shift towards human-centered solutions and more attention to cost-effectiveness.

This report delves into the multifaceted dimensions of CX in government, drawing from a rich tapestry of global best practices, expert insights, and case studies.

Leveraging the framework of the International Model for Customer Experience in Government combined with an extensive research exercise, this report serves to further enrich our understanding, providing a comprehensive view of the current landscape and emerging trends in government CX. From the pioneering digital journey of Denmark to the forward-thinking CX transformation program of Abu Dhabi, we explore how various governments are leveraging technology, design as well as system thinking, and customer-centric approaches to revolutionize their public services.

The arising attention to CX is reshaping the way governments interact with their citizens and managing their resources. It is offering a unique opportunity for governments to enhance quality of life for people by focusing on what matters most.

This report serves as both a beacon and a guide, highlighting best practices, pinpointing challenges, and underscoring the undeniable importance of placing the customer at the very heart of public service.

PART 1

The research methodology for the report capitalized on the extensive research work that underpinned the International Model for Customer Experience in Government and encompassed a multi-faceted approach, playing a pivotal role in shaping the findings of the report. The research began with an extensive literary review that scanned more than 20 different governments and studied more than 80 different CX strategies and programs and was then followed by an online survey and in-depth interviews targeting more than 30 global experts in the field of CX in the public sector, and related fields.

The main findings of the report are detailed in Parts Two and Three, which highlight established and emerging trends in government CX best practices and shed light on public sector CX initiatives from around the world.

PART 2

Part 2 features a mapping of 19 trends in CX which have been clustered into four groups, as well as a list of emerging potentially disruptive trends.

In the realm of **Service Design Trends**, the emphasis is on human-centricity. This approach places the needs and behaviors of end-users at the forefront, streamlining processes to be more intuitive and user-friendly.

Experience Type Trends delve into the perception of services by end-users. The goal is to craft experiences that are both memorable, leaving a lasting emotional impact, and effortless, removing obstacles and ensuring a seamless customer journey.

The evolution of service delivery is captured in the **Channel Trends**. The notorious shift towards mobile and digital first approaches ensures services are accessible on-the-go, yet we see new emerging emphasis on the importance of the human connection between service providers and citizens whether in service centers or behind the screens.

Lastly, **Organizational Critical Success Factors** shed light on the foundational elements that drive successful CX in governments. organizational culture, leadership, continuous skill development, and evidence-based decision making are paramount.

Emerging Potentially Disruptive Trends are up-and-coming trends with the potential to evolve into mainstream use. Innovations like autonomous machines and the immersive metaverse environment are expected to affect CX design and delivery scenes offering new avenues for interaction and service delivery.

PART 3

Part Three delves into a series of 13 case studies that spotlight effective CX practices and initiatives from various corners of the globe. These case studies serve as real-world examples, illustrating the application of CX principles and strategies in diverse governmental contexts.

While many leading governments are embarking on a wide range of CX transformation efforts, our research found a few that stand out as exemplary illustrations:

France's Services Publics+ Program exemplifies transformative change in public services through consistent commitment and a feedback loop.

Canada is pioneering in client-centric public service design and delivery, guided by evolutionary integrated policy.

In Australia, the New South Wales (NSW) government is proactively integrating customer feedback with institutional directions to enhance customer experience, and has also established a central CX agency, Service NSW, to deliver services and provide information access seamlessly through a unified and omnichannel approach.

- Singapore leads in life-event service design with its innovative “Moments of Life” approach.
- Dubai has implemented a systematic and results-driven service design improvement program through the Dubai Model for Government Services.
- The UK Service Standard ensures a high level of customer experience across all digital services, with practical implementation through service development.
- Estonia leverages its digital government infrastructure to proactively enhance public services.
- Denmark has mandated digital channels for all government interactions with citizens and companies.
- New Zealand’s Public Service Act facilitates cross-agency solutions and delivery for complex challenges and improved customer experience.
- Australia’s Service NSW is a one-stop platform for accessing a wide range of government services , offering convenience both online and at service centers. It simplifies tasks like license renewals, permits, and business transactions, ensuring fast and efficient support for all residents.
- Portugal champions a digital-first approach to public services, complemented by Citizen Spots to ensure accessible services for all.
- Ukraine demonstrates resilience in service delivery during crises, maintaining robust digital service provision even in times of war.
- The Abu Dhabi Effortless CX program stands out through its prescriptive CX policy and unique focus on its frontline staff assessment and development. The program is breaking new grounds with its inspiring design and measurement approaches.

Emerging from these case studies is a clear indication of the global momentum towards enhancing government CX. In a nutshell, leading governments worldwide are recognizing the value of placing the citizen at the heart of their service delivery models. The diverse range of examples presented in this section underscores the adaptability and relevance of CX practices across different cultural, technological, and administrative landscapes. The insights gleaned from these case studies not only highlight best practices but also provide valuable lessons for other governments looking to embark on or enhance their own CX journeys.

THE BOTTOMLINE

As a nascent practice in the public sector, Customer Experience (CX) is emerging as a transformative tool for government administrations for elevating their practice. Governments worldwide are recognizing the importance of CX, not just as a metric but as a transformative tool to enhance service delivery, build trust, foster deeper connections with their citizens and create substantial cost saving opportunities. This report offers an overview of emerging government CX practices around the world, and provides the following key takeaways:

1 CX Transformation Is Here to Stay as A Strategic and Collaborative Endeavour

Customer Experience (CX) transformation in the public sector is not a fleeting trend or a mere adoption of the latest technologies. Instead, it should be viewed as a strategic institutional endeavor that requires commitment from the highest levels of government. This commitment ensures that the transformation is not just superficial but deeply ingrained in the very DNA of the public sector.

Moreover, the journey towards exceptional CX should be a collaborative effort. Collaboration ensures that all stakeholders across the government machine as well as other sectors and within agencies from frontline staff to top leadership, are aligned in their vision and approach. It's essential to move beyond the hypes and trends and focus on a structured and collaborative drive for CX. This approach ensures that the transformation is sustainable and brings about genuine change in the way the public sector operates and interacts with its citizens.

2 Exceptional CX Is Effortless and Memorable

The hallmark of exceptional customer experience in the public sector is twofold: it should be effortless and memorable. Transactional services, which form the bulk of citizen-government interactions, should be seamless, minimizing any friction or hurdles. An effortless experience ensures that citizens can access services quickly, efficiently, and without unnecessary complications.

On the other hand, experiential services such as healthcare, education and entertainment services should leave a lasting impression. By introducing emotional cues, governments can create memorable experiences that resonate with citizens. These emotional connections not only enhance the overall experience but also foster a deeper sense of trust and loyalty. In essence, while the ease of transaction is crucial, it is the memorable experiences that truly differentiate exceptional CX from the ordinary.

3 CX is Changing the Face of Governments

A focus on Customer Experience presents a transformative opportunity for governments. By prioritizing customer centricity and efficiency, governments can redefine their image and relationship with their citizens. This renewed focus not only enhances the quality of services but also leads to organic, non-disruptive financial savings. By streamlining processes and eliminating inefficiencies, governments can allocate resources more effectively, leading to significant cost savings.

Furthermore, an exceptional CX can significantly boost public trust. When citizens have positive, effortless, and memorable interactions with their government, their trust in the institution naturally increases. This trust is invaluable, as it fosters a sense of community and partnership between the government and its citizens. In essence, a focus on CX is not just about improving services; it's about reshaping the very essence of government and its relationship with the people it serves.

As governments worldwide grapple with the challenges of modern governance, this report underscores the pivotal role of CX in shaping the future of public service. By understanding the foundational principles of Customer Experience in government, recognizing emerging trends, and learning from best practices, governments can not only enhance their service delivery as optimally as possible but also foster a deeper sense of trust and engagement with their citizens.

PART 1

UNDERSTANDING GOVERNMENT CUSTOMER EXPERIENCE

PART 1

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While a focus on customer experience (CX) was initially employed as a private-sector marketing concept to help organizations achieve holistic customer value and competitive advantage, the practice has more recently emerged as a transformative approach for governments in achieving measurable improvement across multiple strategic priorities. Garnering insights from the private sector, some governments have begun to employ leading CX practices such as design thinking, data analytics, digitization, and service integration, yielding considerable benefits. The present section contextualizes these practices within the existing literature, forming the case for government customer experience (CX).

Defining Government Customer Experience

The notion of Customer Experience was first introduced in 1998 in a paper titled: **“Welcome to the Experience Economy”** by Pine and Gilmore, outlining the key role of “experiences” in enhancing strategic differentiation and economic value.¹ While a variety of definitions of CX persist in this nascent field, the literature is moving towards standardization.

At its root, the word ‘experience’ originates from the Latin ‘experienti’, which means the ‘act of trying’. The term **“Customer Experience”** refers to a set of interactions between a customer and a product or provider, as well as the feelings and thoughts resulting from this act of interaction. This experience is strictly personal and implies the customer’s involvement at different levels (rational, emotional, sensorial, physical, and spiritual).

The dynamic encounter is inherently personal, embodying the customer’s engagement on various dimensions— rational, referring to the logical assessments made during the interaction; emotional, relating to the sentiments elicited by the encounter; sensory, encapsulating the physical sensations experienced; physical, concerning the tangible aspects of the interaction; and even spiritual, touching upon the intangible or transcendent aspects of the engagement.

The significance of CX lies in its capacity to shape perceptions, influence behaviors, and ultimately define the overall quality of citizens’ interactions with government entities.

¹ Pine II, B. Joseph, and James H. Gilmore. “Welcome to the Experience Economy.” Harvard Business Review, 1998, 97–105.
<https://hbr.org/1998/07/welcome-to-the-experience-economy>.

Key elements of customer experience adopted by practicing organizations have included:

01

Customer-centricity

A central tenet of customer experience in keeping the customer at the heart of all decisions to ensure the experience is best catered to (centered on) the customer.

02

Customer perception

Including how the customer perceives the service they receive and the emotions this may elicit.

03

Service touchpoints

A focus on both direct and indirect touchpoints and how they impact the value received by the customer.

In the next few years, Government CX will likely evolve beyond its current focus on transactional services towards transforming experiential services for community. This report provides some examples for governments that are starting on this path and defining the direction.

Importance of Government Customer Experience

Public services are not only an integral component of people's everyday lives but are also powerful tools for driving wide-scale improvements within nations. Tapping into the largely unexplored potential of Government CX in the public sector is a novel, creative, and potent approach for elevating the performance of government entities and countries at large.

Research in this area has largely focused on the private sector, reporting that positive customer experiences were associated with greater customer satisfaction and customer loyalty.^{2,3} Further reported impacts have extended to word-of-mouth brand advocacy.⁴ It was proposed that these experiences were central to building emotional bonds with customers that have a pronounced effect on macro-level outcomes.⁵

2 Liljander, Veronica, and Tore Strandvik. "Emotions in Service Satisfaction." *International Journal of Service Industry Management* 8, no. 2 (1997): 148–60. <https://doi.org/10.1108/09564239710166272>.

3 Mascarenhas, Oswald A., Ram Kesavan, and Michael Bernacchi. "Lasting Customer Loyalty: A Total Customer Experience Approach." *Journal of Consumer Marketing* 23, no. 7 (2006): 387–405. <https://doi.org/10.1108/07363760610712939>.

4 Dumitrescu, Luigi, Oana Stanciu, Mihai Țichindelean, and Simona Vinerean. "THE IMPORTANCE OF ESTABLISHING CUSTOMER EXPERIENCES." *Studies in Business and Economics* 7 (2011): 56–61. <https://magazines.ulbsibiu.ro/eccsf/articole/vol71/716dumitrescu&stanciu&tichindelean&vinerean.pdf>.

5 Pullman, Madeleine E., and Michael A. Gross. "Ability of Experience Design Elements to Elicit Emotions and Loyalty Behaviors." *Decision Sciences* 35, no. 3 (2004): 551–78. <https://doi.org/10.1111/j.0011-7315.2004.02611.x>.

A recent study has revealed that government agencies offering better CX also deliver measurable positive impacts; perhaps to an even greater magnitude than observed in the private sector. The research project⁶, which studied more than 20,000 citizens across 140 government services revealed that adopting customer-centric principles in the end-to-end reimagination of public sector services has important implications in several priority areas.

Firstly, customers who were satisfied with their experience in using a public service were at least 9 times more likely to express trust in the government⁷. Therefore, encountering a seamless and satisfactory experience showcases a commitment to addressing citizens' concerns; heightening mutual respect and fostering a positive relationship between the government and its constituents. The findings underscore that enhancing customer experience is not just about improving service quality, it also plays a pivotal role in fostering a trusting and collaborative society.

Secondly, if customers are unsatisfied with a service, they are 2 times more likely to call back over three times to follow up on questions or request additional support⁸. This places additional strain on budget and time, greatly impacting internal organisational processes and efficiency.

Furthermore, a customer-focused culture enables higher employee engagement, resulting in a 50% increase in organizational health⁹. Setting clear strategic objectives for employees in alignment with the broader government CX mission establishes a framework for performance and goal setting, boosting morale and engagement. A steadfast focus on customer experience; therefore, not only benefits citizens and governments but also fortifies the organization in multiple areas.

Thus, CX enhances citizen perceptions of government competence, raises pride and optimism in one's country, and supports the attainment of developmental goals. However, the value of focusing on CX does not end at the customer interaction and the outcomes at each touchpoint. A good government CX practice also pays attention to the back end of services and employee experience while delivering the services, generating several domains of impact.

6 D'Emidio, Tony, Sarah Greenberg, Kevin Heidenreich, Julia Klier, Jonah Wagner, and Thomas Weber. "The Global Case for Customer Experience in Government." McKinsey & Company, September 10, 2019. <https://www.mckinsey.com/~/media/McKinsey/Industries/Public%20and%20Social%20Sector/Our%20Insights/The%20global%20case%20for%20customer%20experience%20in%20government/The-global-case-for-customer-experience-in-government-vF.pdf>.

7 Ibid. 1 Pine II, B. Joseph, and James H. Gilmore. "Welcome to the Experience Economy." Harvard Business Review, 1998, 97-105. <https://hbr.org/1998/07/welcome-to-the-experience-economy>.

8 Ibid.

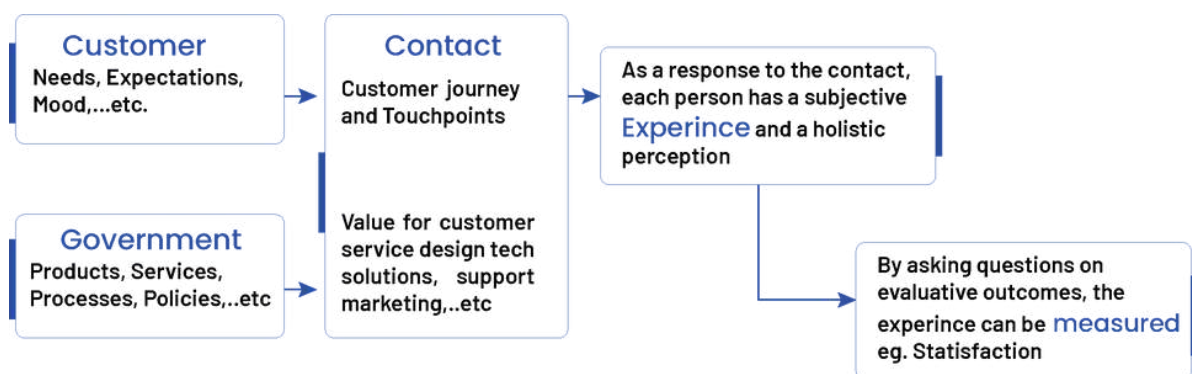
9 Ibid.

Government Customer Experience in Practice

Numerous approaches have been developed for modelling theoretical understandings of Government CX in the most effective manner. Experiences are co-created through the bidirectional interaction between the government machinery (e.g., products, services, processes, policies) and the customer who encounters these operations with personal needs and expectations. These encounters create value for both the organization and the customer.¹⁰

The experience component in CX; however, is perceived solely from the perspective of the customer. It is therefore inherently personal and often experienced through emotions (e.g., happiness, surprise, frustration, sadness, anger). The gains customers obtain from this experience is largely dependent on their perceived benefit from their interaction with a government and how well their requirements in the form of needs and expectations have been met.

Practices can therefore be measured using two different, yet complementary approaches: operational and perception measurements. The former refers to an assessment of the organizational internal CX capabilities and the success of its programs, initiatives, and policies that are designed and cultivated to elevate its CX maturity. Successful performance on operational measures does not, however, guarantee success in the perception measures unless they were designed to meet customers' needs and expectations. The latter encompasses the customer's opinion and personal judgement of their experience, including measures such as satisfaction, exerted effort, and trust.¹¹



An understanding of this process has led to the development of various frameworks and tools for the design, assessment, and enhancement of CX. This has included practices such as creating “servicescapes”, customer journey mapping, service walk-through audits, and customer experience analysis.^{12, 13, 14, 15} More recent practices have involved the development of functional frameworks to guide the design and implementation of Government CX practices

10 Johnston, Robert, and Xiangyu Kong. “The Customer Experience: A Road-map for Improvement.” *Managing Service Quality: An International Journal* 21, no. 1 (2011): 5–24. <https://doi.org/10.1108/09604521111100225>.

11 Abu Al Haj, Sarah. “The Holistic View of CX Measurement.” International Foundation, July 28, 2023. <https://govcx.org/the-holistic-view-of-cx-measurement/>.

12 Bitner, M-J and Hubbert A.R. (1994), “Encounter Satisfaction Versus Overall Satisfaction Versus Service Quality: The Consumers Voice”, in Rust, Roland .T. and Oliver Richard L., (eds), *Service Quality: New Directions in Theory and Practice*, Sage Publications, Thousand Oaks, USA, 72-94

13 Zomerdijk, Leonieke G., and Christopher A. Voss. “Service Design for Experience-Centric Services.” *Journal of Service Research* 13, no. 1 (2010): 67–82. <https://doi.org/10.1177/1094670509351960>.

14 Fitzsimmons, James A., and Mona J. Fitzsimmons. *Service management for competitive advantage*. New York: McGrawHill, 1994.

15 Johnston, Robert, and Graham Clark. *Service Operations Management*. 3rd ed. Pearson, 2008.

Government CX Management Model

Governments today face contradicting challenges, which complicate the enhancement of service delivery. On one hand, the importance of CX has gained increasing recognition for its central role in people's lives. Whether it be in the sectors of education, healthcare, or transportation, governments play a pivotal role in delivering services or orchestrating their delivery through regulation and policy making. By significantly contributing to key life events such as getting married, starting a family, and caring for a loved one, government machinery contributes heavily to unleashing the potential of societies, cities, and entire countries.

On the other hand, the government increasingly faces bureaucratic, structural, and financial barriers. This makes reinventing services and unlocking their potential quite uneasy and unintuitive, causing the public sector to fall short of citizens' expectations.

Despite these challenges, there is strong reason for optimism as governments are taking leaps in their efforts to advance and serve citizens. The use of technology has become more common and other sectors such as the private sector have tested, refined, and improved numerous concepts and tools that the public sector can leverage. There is also a growing body of CX knowledge to utilize and increasing documentation of leading practices.

The **International Foundation for Customer Experience in Government** has engaged in an extensive exercise to study CX with respect to the public sector. The journey began with an exploration of insights from the private sector and academic literature spanning the last 15 years. This was enhanced through conversations with CX professionals, service designers, technologists, public servants, and influential leaders from various governments, including NSW, the UK, Estonia, Denmark, Singapore, the USA, Canada, Mexico, South Africa, Libya, Morocco, Jordan, Saudi Arabia, Qatar, and the United Arab Emirates.

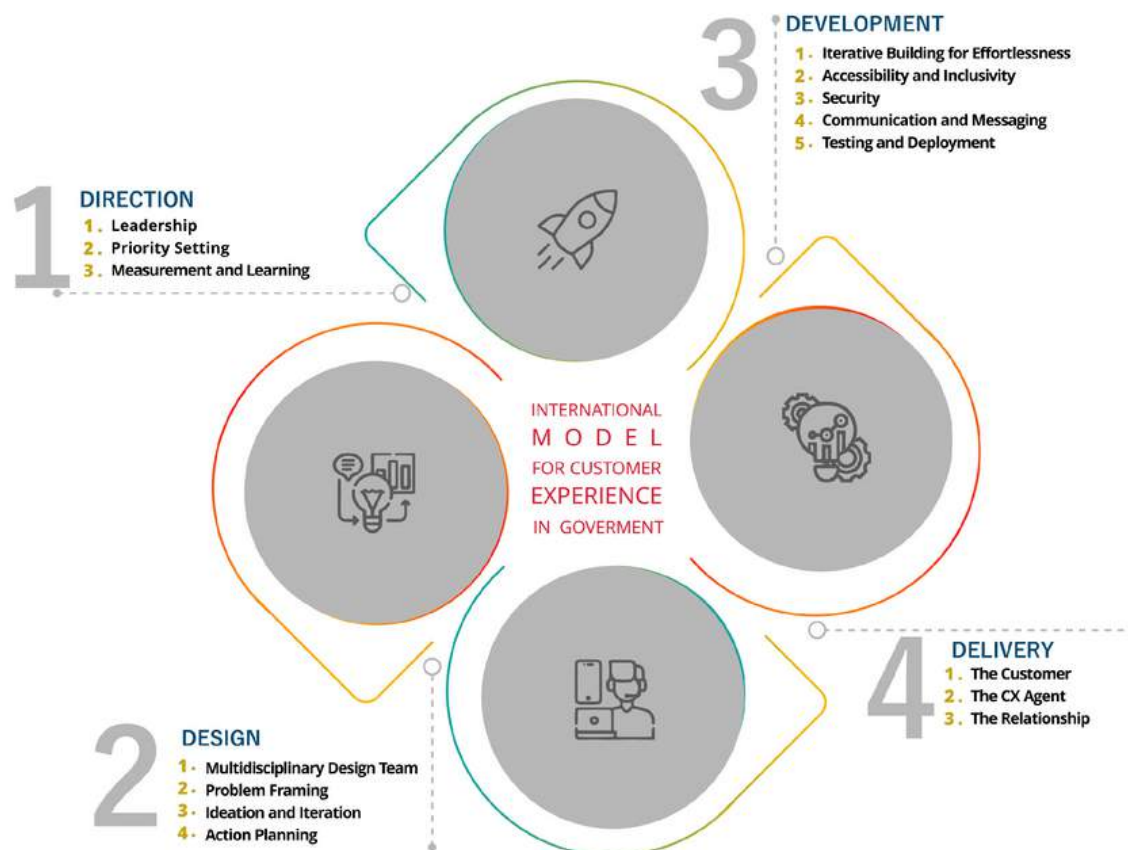
The initiative was supplemented by delving into global CX strategies and examining a substantial 80 strategies and frameworks from over 20 different countries. This wealth of findings underwent a rigorous review by an international team of experts, ensuring all conclusions are validated. As a result of this exercise, the first draft of the International Model for Customer Experience in Government – also known as The 4D's Framework (see page 15) was shared with a consortium of academics for final review before its publishing in mid-2020.

While researching an array of practices encompassing over a hundred government agencies, a clear realization emerged: the attainment of lasting CX outcomes within government bodies necessitates a dedicated investment in establishing a comprehensive and systemic institutional CX approach that runs systemically and holistically. The findings underscored the prevalence of service transformation efforts across nearly all government entities.

However, the pivotal distinction between CX pioneers and those lagging behind lies in the sustained momentum of CX transformation over the long term—irrespective of shifts in leadership or instances of team fatigue. Sustainable results depend on the degree to which CX efforts are institutionally integrated. The following model developed by the International Foundation for Customer Experience in Government; therefore, focuses on 4 dimensions to ensure that CX activities adhere to the above conditions for success.

The **4D's Framework** is underpinned by the philosophy that CX must become everyone's responsibility by impacting the entire value chain from Direction, Design, Development, to Delivery.

The **4D's Framework** captures the entire end-to-end cycle of Customer Experience Management in governments as four dimensions or groups of practices.



The first dimension, **Direction**, guides entities through the process of assigning their CX leadership, identifying CX priorities and formulating a CX action plan based on a thorough understanding of their as-is state, and the intended CX aspiration point. This dimension has an institutional outlook and helps create a contextual understanding of where the entity stands today and where it wants to be in the future by considering its strategic context, agenda of priorities, available capabilities, and future action plan.

The Direction dimension is divided into three sub-dimensions, including:



Next is the **Design** dimension, which focuses on realizing the aims defined in Direction by taking the entity through the step-by-step design process required for effectively addressing top priorities. .

The design dimension is divided into four sub-dimensions, including:



Service designs are further addressed in the **Development** dimension which guide the implementation of a human centred approach to the actual process of building a service solution.

The development dimension is detailed through five sub-dimensions, including:



Finally, the **Delivery** dimension delineates the internal and external requirements for the successful execution of customer-facing services.

It is detailed through three sub-dimensions, including:



PART 2

TRENDS OF PRACTICE IN
GOVERNMENT CUSTOMER
EXPERIENCE

PART 2

TRENDS OF PRACTICE IN GOVERNMENT CUSTOMER EXPERIENCE

Overview of Global Trends and Methodology of Research

Research into global practices was initiated by the **International Foundation for Customer Experience in Government** and involved a systematic scan of the literature as well as consultation with expert knowhow. The research involved a multi-method approach, covering:

- A comprehensive literature review and analysis combining academic and practical literature with a pertinent focus on the last 2-3 years.

- An online survey of over 30 global experts who have currently or recently worked in CX-related roles within the public sector or related areas. (e.g., Service Design, Digital Transformation, etc.) as public sector officials, consultants, or academics. Individuals were selected from various parts of the world to ensure a diverse collection of insights.

The intent was to identify recurring, common, or major trends. Some emerging or more singular practices have been termed “weak signals.” While they may not have made the list yet, they may receive more attention in the future.

Additionally, as the focus was on capturing bigger trends, many may include practices that are familiar to a more knowledgeable reader. However, given the nascency of the CX landscape in the public sector, even known trends are still emerging into the mainstream and are awaiting wider adoption – making them increasingly relevant for practitioners to know, consider, and take up in the next years.

The mapping includes 19 trends in CX practice. Based on their commonalities and similar features, they have been clustered into distinct groups (see below). The trends have not necessarily been presented in order of any priority. Clusters of global CX practices are summarized below.

The most prominent CX global practice megatrends were:

- Having a **HOLISTIC** approach
- Being **DIGITALLY** enabled
- Putting **HUMANS** at the centre
- Making it **SIMPLE**

Service Design Approach Trends	Experience Type Trends	Channel Trends	Organizational Critical Success Factors
Trends on the strategic approaches and methods for CX improvements.	Trends on how services work, look and feel for the end-users (what CX will look like)	Trends about the service delivery modes for improved CX (where CX touchpoints happen)	Trends in the organizational set up and management of CX works in governments.
<ul style="list-style-type: none"> • Human-centric • Simplification • Trust by design • Nudging • Co-design • Accessibility • Journey/life event design • Employee experience 	<ul style="list-style-type: none"> • Memorable experiences • Effortless experiences 	<ul style="list-style-type: none"> • Mobile & Digital First • One-stop-shop • Omnichannel access • Virtual assistants • Assisted service delivery • Human Connection 	<ul style="list-style-type: none"> • Institutional drive • New competencies • Data as the backbone

Service Design Approach Trends

While service delivery has received much attention in CX transformation efforts, the design steps preceding this stage are equally important. Trends in the Service Design approach reflect dominant strategies on how services are planned and constructed, they exemplify the evolving methodologies employed to orchestrate and enhance CX.

Service Design is a strategic approach focusing on creating and optimizing services to meet customer needs and enhance their overall experience. It involves a holistic process combining elements of user centered design, strategy, and innovation to develop services that are efficient, effective, and customer centric. Service Design considers every touchpoint and interaction within the customer journey, aiming to align organizational goals with user expectations.

As organizations navigate this evolving landscape, embracing these emerging Service Design trends becomes paramount in achieving sustainable and impactful CX improvements.

1 Human Centric Design

Human-Centric Design, also known as User-Centered Design, is an approach to creating products, services, and systems that puts the needs, preferences, and behaviors of end-users at the center of every decision. It involves empathizing with users, gathering their feedback, and iteratively refining designs to ensure that the final product aligns closely with user expectations, resulting in improved usability, satisfaction, and overall user experience.

Examples of How to Apply:

Combine various research methodologies and data approaches to understand customers and make evidence-based decisions during the design process that accurately reflect their needs and preferences.

Starting at the policymaking level, analyze and design services to cater holistically to people's needs and interests.

Develop comprehensive service portfolios to solve people's problems entirely, regardless of the responsible provider.

Perform extensive user research and gather data from various sources to understand customer segments and preferences, including psychology and anthropology research for behavioral insights.

Follow the customer journey and co-design it with customers and key stakeholders for an enhanced experience.

2 Simplification by Design

Simplification is the process of making services simpler and therefore, easier to use and understand. It emphasizes the transformation of public services into user-friendly and easily navigable experiences. By prioritizing simplification, governments aim to bridge the gap between bureaucratic complexity and user needs, ultimately enhancing the accessibility, usability, and overall effectiveness of the services they provide.

Examples of How to Apply:

Make customer journeys easy and seamless by removing unnecessary frictions and obstacles.

Simplify journeys by reducing bureaucracy, such as rules, data requirements, and procedures.

Improve communication and language to simplify understanding of official documents and legislation.

Streamline the customer journey by making it shorter and with fewer touchpoints while providing clear visualizations and explanations of the process

3 Trust by Design

Trust by design is a principle to include in the system design process of technical solutions that ensures privacy, information security, and that the service experience is transparent and secure. By embedding trust within the design process, organizations not only safeguard sensitive information but also cultivate an environment where users feel confident, informed, and reassured.

Tokenization is a practice which can bolster trust by design as it minimizes the exposure of sensitive information while still allowing for personalized and secure interactions. Tokenization refers to the process of converting sensitive data or information into a unique identifier or token that retains its value but does not reveal the original data. This technique enhances security by ensuring that sensitive information, such as personal or financial data, remains protected even in digital systems.

Examples of How to Apply:

Build privacy and security safeguards into the service flow as procedures or into solutions as technical features

Offer personal data management features for customers to control data access.

Implement a secure authentication solution for trusted access to services.

Log transactions in relation to services for traceability and transparency as a vital component of trust by design.

Provide transparent and constant information, updates about application status.

Communicate clearly and promptly with affected customers in case of incidents.

4 Trust by Nudging

Nudging is a form of intervention informed by behavioural science, which proposes altering the immediate microarchitecture of a decision environment to influence behaviours. This approach is underpinned by the notion that customers retain the freedom to decide on their own but can be consciously or unconsciously guided toward a certain beneficial direction or decision.

Examples of How to Apply:

Use nudging to guide users towards easier ways of accomplishing tasks or create environments that encourage preferred behaviors without threats or restrictions (e.g., a tax agency may send a personalized letter to suspicious companies, urging them to review their declarations, rather than relying solely on punishment after tax fraud, which may be less effective).

Implement nudging through anticipatory services by offering predetermined choices in CX flows to influence users' decisions towards desired directions.

5 Co-design

Co-design involves designing services together with the customer – at all stages of the service design and development life cycle. This collaborative approach recognizes that customers possess valuable insights derived from their experiences and needs. From the initial ideation phase to prototyping, testing, and refinement, co-design encourages direct participation, feedback, and iteration from customers.

Examples of How to Apply:

Engage in close interaction with customers to base the service design on specific personas. Ask questions and find solutions together, and not just provide feedback to ready-made designs or after the service has already been launched.

Consider establishing design labs to foster a deep understanding of customers and apply various formats for co-design practices.

6 Accessibility by Design

Accessibility is a design principle to be followed when designing and delivering services to ensure they are easy to use and find for all possible customers.

Examples of How to Apply:

Accessibility refers to providing equal opportunities to all customers across all suitable delivery channels.

Ensure the adoption of new channels meets accessibility criteria. Moreover, build them in a way that supports alternate options, ensuring no potential service user is left behind. Examples include offering alternatives to digital services for individuals with low skills, disabilities, or non-digital preferences.

To guarantee equal opportunity for all, extend this principle to the policy level. Ensure that no segment of the population is left out when deciding what public services to provide and how to provide them.

7 Journey/Life Event Design

Life events involve representing services in a new way and using design practices to integrate, coordinate, or co-locate services in a one-stop shop format. Life-events are grouped around specific real-life occasions, such as starting a business, starting a family, and losing a loved one, where multiple sequential/interrelated services are needed simultaneously for people and companies. These are then considered holistically as contributing to an impactful stage in an individual's life and redesigned with the whole bundle of services in mind.

Examples of How to Apply:

Treat the customer journey as a complete solution for service needs related to life events (e.g., birth of a child, marriage, or employing new staff). Moreover, customize the list of events based on customer and service portfolios.

If a complete solution cannot be designed immediately, start moving towards life event services by integrating the initial services into one customer bundle.

Ensure seamless delivery without delays during life events by designing for smooth delivery over bottlenecks.

8 Employee Experience Design

Employee experience design refers to how employees feel at their jobs and about their organization as they provide public services to people. It encompasses the interactions, environment, and culture that shape an employee's journey within an organization. Focusing on aspects ranging from onboarding to daily work life and growth opportunities, optimizing employee experience fosters engagement, productivity, and overall job satisfaction. It is also a significant driver of overall customer experience.

Examples of How to Apply:

Recognize that customer experience is significantly impacted by employee experience, especially in situations requiring empathy. Take special care in managing the employee experience of those providing sensitive or complex social services.

Emphasize a holistic view of CX. When simplifying customer journeys for end-customers, ensure it does not create excessive bureaucracy for government employees running the service. Design at multiple experience levels simultaneously and consider automating data flows to streamline processes.

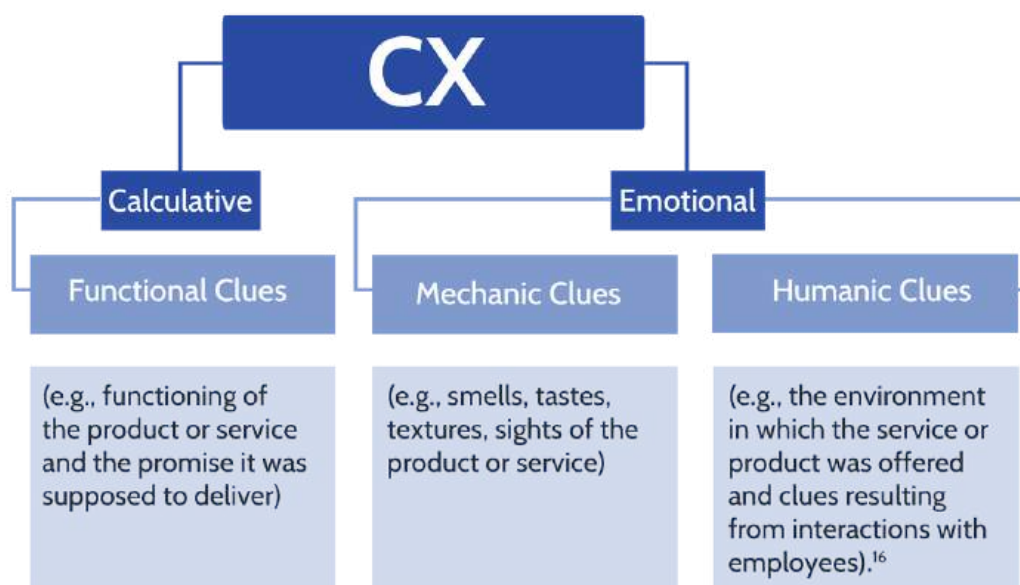
Service Design Trends in Summary

Service Design Trend	
Human-Centric	Centering decisions around customers and their needs, emotions, preferences, problems, and expectations, and understanding all factors influencing their behavior.
Simplification	Making services simpler and therefore, easier to use and understand.
Trust by Design	Designing services with the privacy and security of customer data in mind.
Nudging	Offering customers the choice to avail services more efficiently by consciously or unconsciously guiding them towards the better choice.
Co-Design	Designing and developing services in collaboration with customers
Accessibility	Ensuring services are easy to use and find for all possible customers.
Life-Events	Designing groups of services around specific real-life occasions or journeys where multiple sequential and interrelated services are needed simultaneously.
Employee Experience	A holistic approach that works to enhance and manage the experience of employees to ensure excellent service delivery to customers.

Trends in Experience Types

Trends in experience types have reflected long-standing themes documented in the customer experience literature, dividing types of customer experiences into two broad categories. They also have been extensively implemented by numerous countries to enhance their standards of CX delivery.

A customer's experience can be characterized as a combination of their calculative perceptions and their emotional perceptions of service quality.



Emotional perceptions have been established as contributing to almost 50% of customer experiences yet have traditionally only received a secondary focus. Therefore, the following trends are designed to capture this influence.

The first well-established trend involves making experiences more Memorable. While more recent developments in the literature and practice have also involved curating experiences around the second trend – Effortlessness. Memorable and Effortless experiences are part of the agenda of a few leading governments, with key practical examples provided below:

1 Memorable Experiences

Memorable customer experiences are characterized by a number of key attributes. They are highly engaging to customers, personalized, and supported by empathic staff. This is usually achieved by tapping on opportunities for co-creating or co-delivering with customers, offering tailor-made services or features of services, and developing advanced training for staff to support customers empathetically. The notion of co-creation or co-ownership of services is critical in generating a personalized customer experience, whereby service providers are viewed as providing platforms that enable customers to self-serve and co-create their own unique experiences.

Examples of How to Apply:

- Individualize the service value proposition and portfolio. For instance, tailor unemployment services by considering multiple personal characteristics to determine the most effective supportive measures for each customer.
- Maintain customer engagement by regularly conducting surveys and polls to gather customer opinions and preferences.
- Enable co-creation in the design process by hosting ideation sessions where customers and employees brainstorm ideas for implementation during service delivery together. Moreover, use prototyping to involve customers in refining product designs and features.
- Offer customers customization options that allow them to personalize their experience during delivery.
- Tailor the service journey and procedure steps based on previous customer decisions or preferences. This ensures that customers are only presented with relevant data and selections at each step.
- Utilize previous customer data and service usage history for proactive support. When customers securely log in to digital channels, enable browsing and service journey choices to be guided by such data.
- Provide empathetic customer support by the front-line staff who are empowered by relevant training.

2 Effortless Experiences

Effortless customer experiences are characterized by four attributes:



speedy



easy to use



easy to access



Supported by well-trained,
competent, and empowered staff

This is usually achieved by removing friction, obstacles, or complications in the service journey. This can involve interventions such as reducing the number of touchpoints through the elimination of non-value-adding steps, reducing the number of documents required, digital integration, expanding accessibility considerations both physically and digitally, and training customer-facing staff on key competencies required for exceptional service delivery.

Examples of How to Apply:

- Design the service flow to deliver value with minimum customer effort, eliminating unnecessary wait time, steps, friction, and requirements.
- Reuse existing data to reduce customer input, incorporating information from previous encounters and government registers.
- Simplify complexity for customers by exchanging data and integrating processes across different agencies.
- Implement single-window custom channels for a seamless and unified service experience.
- Provide automatic services triggered by specific events proactively, such as granting health insurance coverage when children are born, and incorporate back-end automation to deliver them in an integrated way.
- Offer the customer a bundle of services when they can be applied to at the same time, reducing reminders or lost opportunities.
- Provide top-notch support by the front-line staff when needed.
- Provide proactive information and suggestions about necessary or possible next steps and services. For example, scheduling the next doctor's appointment before leaving or sending timely reminders about expiring driving licenses.
- Utilize triggers or nudging at touchpoints to suggest suitable information or service offerings based on customers' personal features or historical data, such as suggesting optimal traffic patrol times or advising customers to avoid peak office or digital channel loads.
- Predict the need or want for services based on accessible (historic and real-time) data.

Trends in Experience Types Summary

Service Design Trend	What is it?
Memorable Experiences	Creating engaging and personalized experiences that leave an emotional impact, enabled through the co-creation and co-design of services.
Effortless Experiences	Creating a seamless and effortless customer experience by removing obstacles, linking systems, and automating tasks.

Trends in Delivery Channels

In the ever-evolving CX landscape, how services are delivered has taken center stage. With customer expectations rapidly evolving, businesses are proactively exploring innovative delivery channels to enhance their overall CX. These trends in service delivery modes are pivotal as they directly impact the touchpoints where customer interactions occur. By embracing these trends, not only can governments meet customer expectations, but they can also exceed them, resulting in a more seamless and satisfying CX journey.

1

Mobile and Digital First, Digital by Default, Mobile First

Organizations have been primarily focusing on developing and using digital means in as many diverse ways as possible in their service provision, with an emphasis on making mobile friendly websites and mobile applications the primary delivery channel. This trend signals that digital channels - especially those accessible through mobile devices - are a highly effective and preferred customer choice for transactional services.

Examples of How to Apply:

Prioritize planning and building the digital channel as the main mode of service delivery.

Ensure a seamless transition to digital formats for service flow and data records.

Develop mobile apps as the primary/only digital channel.

Design websites with a responsive mobile interface to cater to mobile users.

2 One Stop Shop (OSS)

One Stop Shop (OSS) is a service delivery concept where people can access all possible services from one channel at once (whether physical or digital). On one hand, one-stop shops can use the model of co-location of different agencies in one place without having to integrate the back end. Alternatively, one-stop shops can rely on sophisticated back-end integration for a more seamless customer experience.

Examples of How to Apply:

For physical touchpoints, provide multiple services at a shared location or central frontline service (e.g., public sector kiosks) instead of different agency buildings and front desks

Utilize a single platform (website or mobile app) when rendering services through agency or sectoral digital channels to provide links to all relevant information, channels, and services.

Consolidate all digital services into one or a few unitary digital channels (e.g., government portal website or mobile “Super App”).

Implement a “No wrong door” policy and integrated services, allowing individuals to approach any agency with their problems and get them solved there.

3 Omnichannel Access

Omnichannel access in public service delivery refers to offering citizens a seamless experience across various communication channels, such as online platforms, mobile apps, and in-person visits. This approach ensures consistent and user-centric engagement, accommodating diverse citizen preferences while delivering efficient and effective services. Moreover, all service channels should be managed together in an aligned manner instead of being managed separately.

Examples of How to Apply:

Design services for all channels simultaneously to ensure alignment and consistent customer experience, regardless of the chosen channel.

Ensure seamless customer interaction when switching service channels, retaining all previous data and information.

Align selections and choices for customers across different channels (in-person, mobile, web) to provide a consistent experience.

Use a range of channels, such as in-person consultation, call centers, mobile apps, websites, virtual assistants, and social media, and tailor them to meet customer needs. Additionally, fully or sufficiently duplicate these channels to ensure they are human-centric and accessible.

Develop the systems and processes of different channels (and services within) as a package together to avoid losing ground on omnichannel access and connected experience. Assign senior-level management responsibility for the whole channels package to a single leader (e.g., service director).

Duplicate service delivery processes to include some form of physical channel to ensure accessibility

4 Virtual Assistants

Virtual assistants are digital programs based on artificial intelligence that communicate with customers automatically on a service provider's behalf to help them use the service or find information. They can assist users with tasks such as answering frequently asked questions, guiding them through processes, and offering personalized recommendations. By leveraging machine learning and natural language processing, virtual assistants continually improve their abilities over time, becoming more adept at addressing complex inquiries and enhancing overall CX.

Examples of How to Apply:

Utilize online chatbots as simple virtual assistants to answer frequently asked questions, navigate customers through available information, and direct them to the appropriate service journey touchpoints.

Employ more intelligent virtual assistants capable of understanding naturally spoken language to serve as the service interface, offering a similar service experience to that of a human civil servant in a close-to-natural way.

Consider virtual assistants valuable tools to transition services fully to digital channels while providing real-time user support when needed.

5 Assisted Service Delivery

Assisted service delivery is a channel that allows customers to access services in digital channels with human assistance (by public servants or other people) in a physical setting. The availability of human assistance ensures that complex issues can be addressed, clarifications can be provided, and personalized support can be offered, enhancing the inclusivity and effectiveness of the service delivery process. This blend of technology and human touch creates a well-rounded and accessible experience, accommodating a diverse range of user needs.

Examples of How to Apply:

Provide an option for customers to come in person to a service outlet or office and obtain assistance with using the service through digital channels – including guidance on how to complete a service journey themselves next time.

Provide an option to have a representative or family relative conduct the service through the digital channel on the customer's behalf.

6 Human Connection

Human connection is increasingly becoming a competitive advantage in government services, as most leading governments offer similar services. The key differentiator lies in the emotional experience of the citizens. Ensuring that individuals feel dignified, valued, understood, and listened to is central to CX in the public sector, fostering trust and strengthening the citizen-government relationship

Examples of How to Apply:

Train government representatives and public servants in empathy and active listening, ensuring they have the skills to connect with citizens on a human level and make them feel understood and valued.

Train government representatives and public servants in empathy and active listening, ensuring they have the skills to connect with citizens on a human level and make them feel understood and valued.

Launch community engagement initiatives that bring government representatives and citizens together, using these opportunities to build trust, foster understanding, and strengthen the citizen-government relationship.

Offer personalized services that take into account the individual needs and circumstances of citizens, ensuring that services are not just efficient, but also empathetic and inclusive.

Trends in Delivery Channels Summary

Service Design Trend	What is it?
Mobile and Digital First	Emphasizing digital channels, especially mobile applications and websites, as the primary mode for service delivery.
One-Stop-Shop	Providing all possible services through one channel at once (refers to both physical and digital delivery).
Omnichannel Access	Providing access to services through multiple channels and ensuring that services run in parallel so that customers can switch between channels seamlessly
Virtual Assistants	Utilizing artificial intelligence to communicate with and assist customers.
Assisted Service Delivery	Offering customers the option to receive physical human assistance with accessing services using digital channels.
Human Connection	Fostering the empathetic and genuine interaction between government representatives and citizens, enhancing trust and service experience.

Organizational Critical Success Factors

Through the identification of many critical success factors driving exceptional CX on an organizational level, three key themes have emerged as leading areas of focus. These themes take a holistic approach to organizational management, combining institutional considerations with both the human and technical components of an organization's machinery. The three key themes have been termed (1) Institutional Drive, (2) New Competencies, and (3) Data as the Backbone

1 Institutional Drive

Taking a systematic approach to CX requires focusing on strategic and institutional capabilities. A coherent institutional direction involves appointing appropriate leadership that is empowered and dedicated to CX transformation efforts. Additionally, it requires evaluating the status of current capabilities, identifying priorities and future goals, and developing clear action plans for their implementation. This is achieved effectively by following an integrated approach that enhances the culture of customer focus and continuous improvement through transparent communication efforts across the organization.

Examples of How to Apply:

- Launch a CX improvement program across the government supported by a clear aim and mandate instantiated in official policy. Establish clearly defined ownership of the initiative in terms of leadership roles and responsibilities, including resourcing considerations
- Plan/implement initiatives in all 4D dimensions at the same time (Direction, Design, Development, Delivery) – as opposed to single initiatives.

- Nominate a clear political champion for CX improvement across the government and define milestones for them to meet.
- Raise awareness of political leadership on the importance and methods of CX improvement.
- Invest in transparent communication efforts across the organization to bring attention to CX improvements and their value.

In conclusion, taking a systematic approach to CX involves focusing on strategic and institutional capabilities. Organizations can effectively enhance their CX by embracing transparent communication and a customer-centric culture. The provided examples, such as government CX programs and multidimensional initiatives, showcase how this approach can drive significant improvements.

2 New Competencies

Employees are central to an organization's success, with exceptional CX being significantly determined by employee experience. A primary underlying factor of employee experience is empathy, whereby organizations should remain mindful and proactive in enabling employee autonomy and personal development and ensuring individuals fit into their roles. Embracing a focus on workforce engagement further encourages employees to adopt CX practices with commitment and enthusiasm, further supporting excellence in service delivery.

Examples of How to Apply:

- Applications can be divided into **two sub-categories**, whereby **one** focuses on the **employee in detail** and the **second** describes **how to manage employees to enhance personal well-being and organizational success in the context of CX improvement**.

Employee Focus

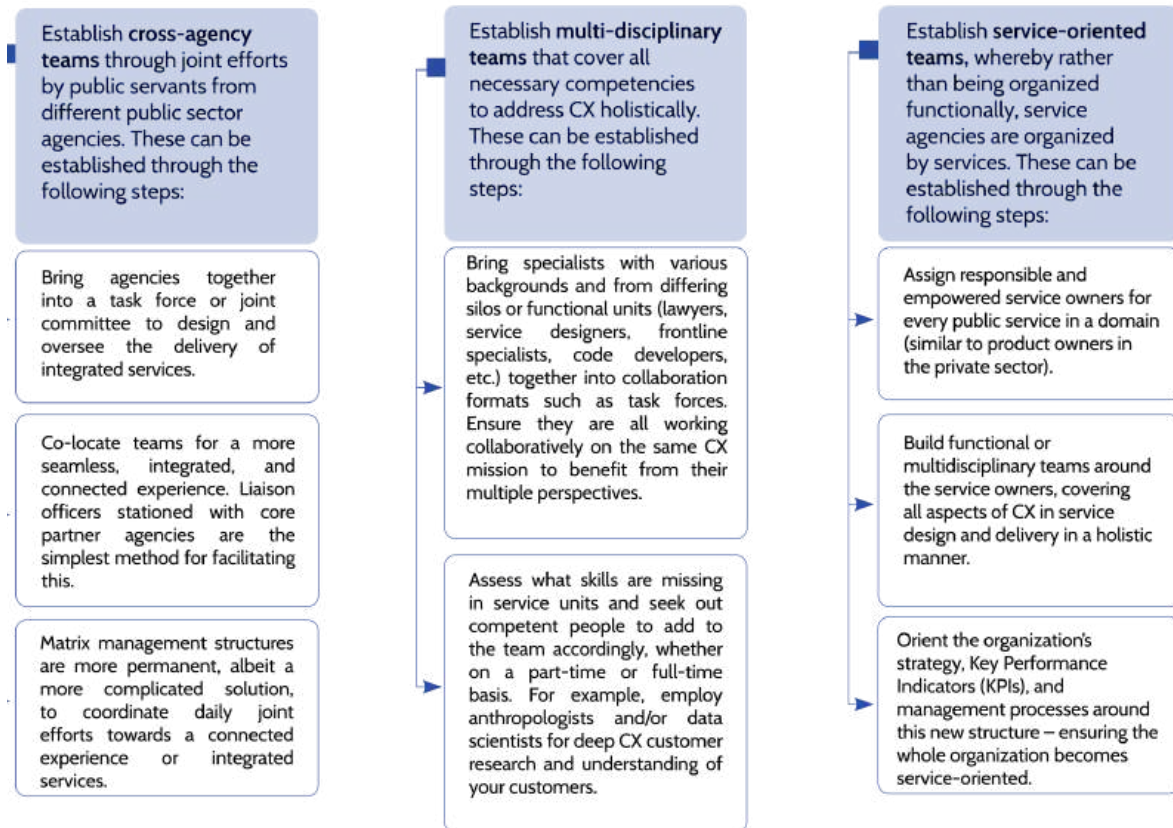
Define expectations for the competencies of public servants that are predictive of exceptional CX.

Create new types of positions (such as Chief Customer Experience Officer, Service Manager, Product Owner, Data Scientist, Ambassador of Happiness, etc.) and define the relevant competencies for these positions.

Ensure the recruitment of staff, in terms of skills, knowledge, abilities, and personal attributes, is tailored to fit their selected positions in the organization.

Launch systematic capability-building initiatives to advance employee competencies for lasting change.

Team Focus



In conclusion, recognizing the pivotal role of employees in organizational success highlights the indispensable link between employee experience and exceptional customer experience (CX). Emphasizing empathy as a foundational element, organizations should actively empower employees on an individual and team level. This commitment to employee well-being and engagement not only fuels CX practices with dedication but also bolsters the delivery of excellent services.

3 Data as the Backbone

Organizational decisions should be supported by evidence-based findings and assumptions with a strong data driven background. Various data analytics types offer insights from diverse data sources.

Descriptive Analytics examines historical data for past trends, while Diagnostic Analytics delves into the reasons behind these trends. Predictive Analytics forecasts future events, while Prescriptive Analytics recommends actions for desired outcomes. Text and Social Media Analytics extract insights from text and online interactions, Spatial Analytics analyze geographic data, and Streaming Analytics process real-time information. Big Data Analytics handles vast datasets, Customer Analytics focuses on behavior, and Web Analytics optimizes online experiences.

Citizens and organizations should provide data to the government only once, when they have first contact with a government agency. Additionally, when needed, public administration organizations can then process and share the data to use again in other processes or other services.

Examples of How to Apply:

- Design and constantly iterate customer journeys, touchpoints, and experiences at-large based on data-driven insights on customer needs, preferences, actual usage of services, and feedback. This involves building the necessary data feed and feedback loops for continuous improvement.
- Strongly support all other CX approaches with data insights.
- Allow customer data to be shared or reused automatically, with customer consent, between agencies or service providers. For example, at the customer's request, banks can send customer data to the tax office for screening on their eligibility for tax deductions. In this way, the customer has an easier time making their tax declarations. This kind of back-end integration should be built into the customer journey.
- Ensure that once the data is presented to the government, the customer does not need to present data (such as their name, ID code, address, email, etc.) multiple times, even across different agencies or levels of government.
- Build personalized journeys and touchpoints based on data insights about each customer.

In conclusion, the foundation of effective organizational decisions lies in evidence-based findings and a robust data-driven approach. By incorporating these insights, organizations can refine customer journeys, enhance touchpoints, and optimize online experiences, all driven by personalized and data-informed strategies. These applications exemplify the profound impact that data-driven decision-making has on shaping successful customer experiences and organizational outcomes.

Emerging Potentially Disruptive Trends

There are newly identified trends that are emerging on the CX horizon with the potential of evolving into mainstream use. These trends have the potential to greatly reshape CX design and delivery in the mid-to-long term.

Presently, the areas of focus have focused on integrating the human component of employee experience with a data-driven backbone to support the organizational-level implementation of CX objectives. For example, improving the soft skills and knowledge of customer-facing staff can reduce customer effort when applying to a service. These results can also be expected to improve with the implementation of data-based strategies to reform technological infrastructure and general process improvements. Further trends are detailed below:

Emerging Disruptive Trend	What it entails	How it would impact CX	Examples
Autonomous Machines	Using robots and drones to carry out routines or dangerous functions.	<ul style="list-style-type: none"> More service delivery functions can become automated or handled by machines for faster and more accessible services. 	Drones delivering medicines or library books.
Metaverse	Immersive digital interaction environments, based on augmented, blended, or virtual reality technology.	<ul style="list-style-type: none"> Digital interactions can become more life-like, changing their perceptions. Metaverse environments can become another channel for CX. Alternatively, metaverse applications may change the CX feel of existing channels. 	Adding certain service interactions into the metaverse.
Voice Enabled Services	Using speech recognition technology to allow users to interact with and control devices, applications, or systems through spoken commands.	<ul style="list-style-type: none"> Digital interactions become more natural, convenient, and personalized. Reduces friction, streamlines processes, and improves satisfaction through hands-free and inclusive accessibility. 	Voice assistants such as Amazon's Alexa and Apple's Siri, voice-based banking and voice enabled payments, and chatbots with voice interaction capabilities.
Gamification	Use of game design elements and methods to (digitally) engage and motivate people towards a specific behavior.	<ul style="list-style-type: none"> Gamification would enable bringing personalized services and nudging to the next level – by leveraging what motivates people and encouraging their participation. Customers can become participants in CX rather than just receivers – and ultimately become more engaged with CX with a stronger perception of value. 	Establish apps for certain services that contain quests or point systems to encourage engagement.
Human-Machine Interfaces	Implanting tech devices into or onto the human body for physical connection and impulse exchange between humans and machines.	<ul style="list-style-type: none"> Human-machine interfaces would allow the collection of new types of data for personalized and predictive services and can also change the interfaces of CX interactions. 	Brain imaging
Artificial Intelligence	Novel Artificial Intelligence (AI) technology could be used at various stages of the service journey, from the collection of data for analysis to facilitating customer interactions at various touchpoints.	<ul style="list-style-type: none"> AI would assist in generating analytics for a better understanding of the customer, their needs, and their expectations, thereby enhancing service design and delivery. It can also be employed at various touchpoints to assist the customer journey. 	Chatbots, intelligent virtual assistants, and face and voice recognition.

PART 3

CASE STUDIES ON BEST PRACTICES
IN GOVERNMENT CUSTOMER
EXPERIENCE

PART 3

CASE STUDIES ON BEST PRACTICES IN GOVERNMENT CUSTOMER EXPERIENCE

The present section is a compilation of **13 case studies** serving as examples of effective CX practices around the globe. It documents key insights gained internationally on how various governments have addressed their own unique CX challenges through transformative efforts targeting public service provision. The objective is to highlight exemplary practices and to guide and inspire future efforts.

It is important to note that the examples provided are not exhaustive. There are many other administrations that are making strides in CX at all levels of government. For clarity, the following criteria was used in selecting the case studies and governments:

- Substantial progress in CX with a clear impact.
- Systematic work in CX as opposed to one-time campaigns or sporadic initiatives.
- Results have elicited a sustained and systemic improvement in key indicators over an extended period of time.
- A focus on whole-of-government initiatives where CX improvement is attempted, steered, and achieved for the whole country or region, not just within the confines of one agency.
- Representation of a wide range of backgrounds and countries.

The final list was compiled and finalized on the basis of multiple efforts, including literature review, an online survey gathering the insights of CX experts around the world, and inputs from the International Foundation for Customer Experience's own in-house expertise and prior work on collecting CX practices globally.

The cases follow a unified, intuitive structure, opening with an introduction section to contextualize the initiative, a description of practice, followed by a summary of the success factors and main challenges. Each case ends with key takeaways to summarize main concepts and a conclusion. Choices of sections are based on a combination of initial research and in-depth interviews with current or former civil servants involved in the development and delivery of highlighted initiatives.

CASE 1: FRANCE'S SERVICES PUBLICS+ PROGRAM

The French national CX improvement programme Services Publics+ shows that a steady commitment and a feedback loop on results can spark change.

Introduction:

The French government faced the challenge of reforming its long-standing traditional approach to public service delivery, which was often characterized by bureaucracy, inefficiencies in processes, complex administrative procedures, and scope for expanding service accessibility. These obstacles often led to frustration among the public and declining levels of trust in the government's ability to cater to the needs of its citizens effectively.

According to a report by the French Court of Audit (Cour des Comptes), the need for improved public services was paramount. There was a pertinent focus on targeting the population's priority expectations of improving processing times (35%), accessing competent and personalized service assistance (32%), streamlined procedures (25%), and simplification of documents and communications (20%).¹⁷

Description of the Initiative:

The French government introduced the Services Publics+ program in January 2021. Around 3.7 million public officials, working across all public agencies to enhance the daily lives of tens of millions of citizens, were involved in the program.¹⁸ The government decided to unify all previous initiatives into this dedicated program and gave the coordinating role to the Customers Experience Department of the French Directorate for Digital Transformation (DITP).

The program's five pillars were designed to drive change:

1. **Common Commitments:** The program outlined nine common commitments¹⁹ to public services, including respectful and courteous treatment, accessible online procedures, personalized support, and timely responses to requests.

+ Closer	+ Efficient	+ Simpler
<ol style="list-style-type: none">1. In mutual respect, you are welcomed with courtesy and kindness and, under the conditions provided for by the law, you have the right to make mistakes.2. We can be reached by phone or onsite and we facilitate your online procedures.3. You benefit from support adapted to your personal situation.	<ol style="list-style-type: none">4. We direct you to the competent person dedicated to processing your request.5. You receive a response to your requests within the announced deadlines and you are informed of the progress of your file.6. You have access to the results on quality of our service.	<ol style="list-style-type: none">7. Your opinions are taken into account to improve and simplify our procedures.8. We continuously develop our skills and continuously improve.9. We are eco-responsible.

¹⁷ "L'ambition Du Programme: Services Publics +." Accueil - Services Publics+, n.d. <https://www.plus.transformation.gouv.fr/lambition-du-programme>.

¹⁸ Ibid.

¹⁹ Découvrez Les nouveaux engagements du service public , n.d. <https://www.plus.transformation.gouv.fr/>.

2. **Proof of Improvement:** The Services Publics+ program emphasized the systematic measurement and display of improvement results. Thousands of French citizens were surveyed annually to gauge their perception of public services, allowing for targeted improvements based on feedback. Several dedicated web pages exist to display the results of these assessments with various indicators.
3. **Listening to Users:** Dedicated channels were established to enable citizens to provide feedback and voice their concerns, ensuring that user perspectives were considered.
4. **Continuous Improvement:** Collaboration among users, service agents, and elected officials was encouraged to foster ongoing improvements in service delivery.
5. **Service Quality Labeling:** Labeling enables most committed public services to promote their efforts of service improvement to users.

Success Factors:

Several key success factors contributed to the effectiveness of the program:

High-Level Political Support: Improving user experience was a government priority, receiving strong backing from political leaders. Regular reports on the program's progress captured the attention of the Prime Minister's Office where every 3 months, the current status of the programme is reported to the Prime Minister's Office, and high-level actors are engaged if needed.

Integrated and Dedicated Department: The program was led by the Customers Experience Department of the French Directorate for Digital Transformation (DITP), providing a centralized approach to address challenges in a coordinated manner. The French Court of Audit emphasized the importance of having an integrated program led by a dedicated department, rather than relying on scattered ad-hoc initiatives.

Effective Progress Monitoring: A robust monitoring process supported agencies in their commitments, enabling hesitant entities to actively participate in improving customer experience. The process included gathering feedback from citizens through surveys, as highlighted in the French Court of Audit report, and encouraging citizen testimonies on the "I give my opinion with Public Services+" section on government web pages.

Building a Community: The DITP facilitated collaboration among different state actors, as recommended by the French Court of Audit. This created a network for sharing best practices and challenges, for a deeper understanding and adoption of new approaches.



Main Challenges:

While the program achieved significant success, it also encountered some challenges:

Government Entity Buy-in: Convincing all government entities to embrace the program and implement relevant commitments was a considerable challenge. Each independent organization required dedicated efforts in change management to ensure active participation. The French Court of Audit pointed out that while the program is mandatory, the transformation journey relies on the commitment of individual agencies.

Upskilling for Improvement: Relying solely on a top-down approach and benchmarking was insufficient to achieving long lasting results. Adequate day-to-day know-how through training and providing support to agencies was essential for generating tangible improvements.

Takeaways:

The program offers valuable takeaways for successful government initiatives:

Clear Vision and Commitments: A clear national-level vision, political attention, and follow-up on agreed-upon commitments are essential to drive government service improvements.

Dedicated and Integrated Support: Having a dedicated team and an integrated program of support initiatives significantly enhance the effectiveness of the transformation process.

Consistency and Visibility: Consistency in commitment and ambition is vital when initiating new programs. Demonstrating the positive impact of changes through customer feedback reinforces motivation and encourages continued progress.

In conclusion, France's Services Publics+ program showcases the potential for positive change in even traditionally bureaucratic public services through steady commitment, user feedback, and collaborative efforts. By prioritizing user experience, implementing a clear vision, and fostering a culture of continuous improvement, France has made significant strides in enhancing public services for its citizens that many governments can learn from.

CASE 2: CANADA'S PUBLIC-CENTRIC SERVICE DESIGN

Canada has set the direction toward client-centric public service design and delivery with evolutionary integrated policy guidance.



Introduction:

The Government of Canada (GC) introduced its comprehensive Policy on Service and Digital. The policy provides a coherent framework and guidelines for how organizations manage the design, development, and delivery of services, as well as the handling of information and data in an ever-expanding digital landscape.

This integrated policy represents a progressive evolutionary stride, reflecting shared values and a commitment to meeting the expectations of citizens. The driver behind this paradigm shift involved providing greater clarity on standards and aligning them with the perspectives of customers and service providers.

Description of the Initiative:

Issued by the Treasury Board of Canada Secretariat (TBS), the policy combines various areas, including service delivery, information technology, information management, cybersecurity, access to information, open government, and accessibility.

Within this encompassing framework, approximately 50 standards, directives, and mandatory procedures have been established to ensure the fulfilment of responsibilities and attainment of minimum expectations concerning the design and delivery of public-facing services at the federal level. It unifies the direction for the development of public services and sets definitive benchmarks, eliminating fragmentation that may have arisen from disparate guiding documents.

In this context, noteworthy shifts in emphasis are evident, with a heightened prioritization of services over conventional back-office functions. This recalibration has redefined the objectives of back-office operations, requiring a more pronounced focus on the impact of public-facing services on the overall frontline experience.

The Treasury Board of Canada Secretariat (TBS) plays a pivotal role in facilitating the practical adoption of policy. TBS holds a unique position to drive policy compliance by linking it with budgetary allocations and entailing goalsetting, impact assessment, and reporting of policy outcomes in conjunction with financial resource allocation. TBS now incorporates adherence as a significant dimension of performance assessment, guided by monitoring of adoption progress, data analysis, and transparent result publication.

20 "Policy on Service and Digital." Canada.ca, August 24, 2017. <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32603>.

Success Factors:

Several key success factors contributed to the effectiveness of the program:

Prevalence of Citizens' Expectations Over Technological Advancements: The policy guidance firmly establishes that people must take precedence over technology, providing a clear mission and focus for all public servants, regardless of their roles.

Integration in a Single Framework: Consolidating and harmonizing the pre-existing guidance of a variety of elements of the customer-centric approach, guidelines, and standards.

Performative Impact: The existing processes of management and budgeting have played a pivotal role in ensuring tangible improvements in public services and the practical implementation of the guidance's standards.

Budget Efficiency: Adopting a practice of gathering and transparently publishing feedback and performance results aligned with the policy significantly bolsters CX improvement initiatives. Valuable data from these assessments informs service redesign processes and aids in allocating funding appropriately.

Main Challenges:

While the program achieved significant success, it also encountered some challenges:

Inconsistency in Implementation: Despite the existence of policy guidance within GC, the desired system-wide transformation has not yet been fully achieved, and some public services remain unaffected. Agencies may not feel the urgency to fix services that seem to be functioning adequately, even if comprehensive guidance exists.

Coordination Difficulties Within Entities: Fragmented responsibility for service improvement leads to slower progress if it is not managed adequately. Aligning different actors such as Chief Digital Officer, Chief Data Officer, Chief Technology Officer, policy departments, and design labs becomes challenging in a large country with numerous stakeholders. This often resulting in numerous "alignment meetings" without significant service improvements.

Time Efficiency: Constant revision of agreed-upon directions can be time-consuming, as it entails repeated agreement and processing of policies. Nevertheless, it is important to maintain up-to-date guidelines and rules to ensure their thorough application. To effectively cater to the ever-evolving needs of citizens, policy guidance must encompass expectations and instructions that are regularly adapted.

Need for Wider Understanding: Notwithstanding rigorous efforts to evaluate performance, there is presently a general lack of an up-to-date and comprehensive view encompassing all public services, in the form of a government-wide service performance "heat map," accessible to senior decision-makers. Gaining a comparative understanding of areas requiring improvement and those exhibiting exemplary performance would enable enhanced prioritization and proactive initiatives, thus departing from a reactive approach towards addressing service quality matters.



Takeaways:

The program offers valuable takeaways for successful government initiatives:

Creating a Unified Framework: To enhance the overall Government of Canada Experience (GCX), it is essential to consolidate the guidance and standards for frontline service, data governance, and digital/tech practices into an integrated system. By harmonizing these requirements and ensuring their simplicity, they will better reflect policy objectives.

Driving Effective Policy Action: When faced with situations where policy appears sound on paper, but implementation is faltering, policy changes should be considered (For example, if certain policy rules hinder the delivery of a satisfactory customer experience, policy adjustments should be made). It is crucial to establish a clear feedback loop to regularly update rules and ensure comprehensive policy alignment, as opposed to just addressing isolated aspects.

Fortifying Coordination and Governance: Effective policy implementation requires robust coordination and daily governance, whilst avoiding the challenge of fragmented responsibilities. However, it is essential to avoid ineffective coordination that only leads to fruitless alignment discussions without tangible outcomes.

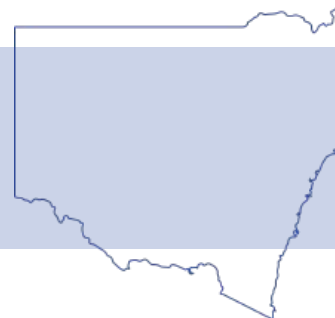
Cultivating a Culture of Excellence: The practice of performance management (beyond merely as an oversight function) establishes a conducive working culture that fosters continuous improvement in CX. Setting well defined goals, measuring results, and utilizing data in decision-making processes contribute significantly to enhancing the overall experience for citizens and users.

In conclusion, the Government of Canada's comprehensive policy on service and digital aims to provide citizen-centric public services. Expected impact involves introducing client-centricity into decision-making, planning, and reporting that is formally supported by enterprise governance, technology-enabled service delivery and innovation.



CASE 3: NEW SOUTH WALES CUSTOMER STRATEGY

While customer feedback is often an underused input for CX improvement, the NSW government has taken initiative to integrate such insights with institutional directions.



Introduction:

The implementation of a Customer Framework as part of New South Wales' (NSW) Customer Strategy marks a significant milestone in the evolution of the NSW government's service delivery approach. In response to an ever-changing landscape of citizen expectations and technological advancements, the NSW government recognized the pressing need to shift towards a more customer-centric model.

The strategy aims to meet the **NSW government vision to become the world's most customer-centric government by 2030**, directly impacting the delivery of services with a focus on service uptake, service effectiveness, as well as budget efficiency and productivity. The published Customer Commitments give a clear picture of what customers should expect when receiving government services.

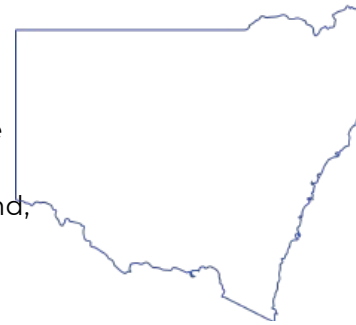
Description of the Initiative:

The Customer Framework NSW seeks to empower citizens by providing them with streamlined, accessible, and responsive services, fostering a sense of trust and engagement between the government and its diverse population. The Customer Framework is composed of 5 key areas of work, outlined below:

1. **Understanding**: developing an understanding of customer needs based on data and insights.
2. **Prioritize**: making customer impact a priority.
3. **Delivery**: ensure seamless and high-quality experience are delivered to customers.
4. **Engage**: making sure customers engage with future priorities meaningfully.
5. **Embed**: integrate a culture of customer service across the public service.

As the basis for all areas of work, the NSW government takes a pertinent focus on understanding the customer. This is done by gathering, analyzing, and publishing large-scale customer feedback based on its Customer Experience (CX) Survey launched in December 2021 to measure how easy, effective, and trustworthy the various services are. The CX Survey provides insights into the experience of over 24,000 individuals and 6,000 businesses annually, covering 550 different transactions across 37 government services.

The NSW Government's vision of becoming the world's leader in customer-centricity requires comparison to other governments. Therefore, once a year, the same survey is conducted by an independent marketing agency in two other regional governments in Australia and six international jurisdictions (New Zealand, Singapore, Canada, United Kingdom, Germany, and Denmark).



The Customer Experience Unit, within the Customer Service Department, undertakes the task of translating survey insights into actionable inputs for service enhancements. Utilizing the Double Diamond Design Thinking methodology, the unit first focuses on understanding customer issues deeply, then passes this knowledge to development and delivery teams in entities that design and implement solutions. Priority is given to high-volume transactions and essential services that cater to numerous individuals, with an additional emphasis on addressing the needs of marginalized members of the community who require substantial government support.

Success Factors:

Several key success factors contributed to the effectiveness of the program:

Vision and Full Support During Implementation: Clear vision and strong leadership support elevate customer centricity, bringing tangible changes in practice.

Role of “Change Agents” in Agencies: Change agents share design thinking tools, improving CX and implementing customer feedback for continuous improvement.

Positive Feedback Driving Change: Positive feedback and customer orientations foster a willingness to provide customer-oriented solutions among citizens and public servants.

Main Challenges:

While the program achieved significant success, it also encountered some challenges:

Utilizing Comprehensive Customer Feedback Data: Delving deeper into specific data for services and customers poses challenges, requiring careful consideration of privacy and data protection. Surveying is also only one of the many techniques that can be used to collect insights.

Information Sharing Among Agencies: Although agreeing on information sharing for customer research is challenging, access to aggregated datasets is crucial for understanding customer behavior.

Transitioning From Start-Up to Maturity: Moving towards a scalable model requires constant communication of success stories and building competencies for working with key tools such as customer journey mapping.



Takeaways:

The program offers valuable takeaways for successful government initiatives:

Leveraging Structured Data for Service Improvements: Structured customer feedback data serves as actionable input for enhancing services.

A Unified Service Design Method: A unified service design method helps define responsibility within public organizations for improved service delivery and provides a common language for public servants and service designers.

Upskilling and Storytelling for Effective Implementation: Constant upskilling of the workforce and storytelling to create a narrative around planned improvements drive routine customer-centric practices. • Framework for Sharing Personal Data: Establishing a data-sharing.

In conclusion, the NSW Customer Framework represents a significant milestone in the NSW government's commitment to shift towards a customer-centric service delivery approach. By prioritizing customer impact, leveraging comprehensive feedback data, implementing a unified design method and cultivating change agents, the government has successfully embraced a culture of customer service, paving the way for continuous improvement and a vision to become the world's leader in customer-centricity.

CASE 4: SINGAPORE “MOMENTS OF LIFE” SERVICE DESIGN

Singapore is leading in its design of life-event services with its “Moments of Life” service design and LifeSG platform



Introduction:

In 2018, Singapore made a bold step toward delivering integrated services and information on a single platform to ease the bureaucracy that comes with impactful life events such as childbirth or death²¹. This allows citizens to focus more on the event instead of the often-large amounts of associated paperwork. The transformative program was introduced to address the growing need for streamlined and citizen-centric government services in the digital age with the goal of providing a seamless, intuitive, and integrated experience to citizens during pivotal moments in their lives.

Description of the Initiative:

The distinctive aspect of service delivery lies in its focus on structuring services around specific “Moments of Life.” This strategic approach aims to empower citizens during crucial moments or events when they find themselves engaging with multiple government agencies simultaneously, often unsure of the necessary steps to take. By aligning services with these pivotal life events, the strategy endeavors to provide clarity and ease of interaction, helping citizens navigate through complex processes and facilitating a seamless experience.

For example, registrations for all eligible births in Singapore are done through the LifeSG web portal or application²². New parents can perform birth registration, set up the child’s bank account, and apply for associated government benefits in just 15 minutes and in the comfort of their own home. These processes used to take at least 60 minutes online, as they involved different agency touchpoints.

Now, once the parents log in online, their personal data is already pre-filled with available personal data retrieved from government databases and there is no need to present any documents. After the registration of birth, an application for government benefits is triggered automatically through bundled application.

Developing such an integrated service journey for birth registration involved the consolidation of relevant services from 18 systems through 40 Application Programming Interfaces (APIs) across multiple public and private organizations into a single platform to serve new parents²³. The initial service bundle took one and a half years to develop.

²¹ “Personalised Government Services and Information.” Smart Nation Singapore, n.d. <https://www.smartnation.gov.sg/initiatives/strategic-national-projects/lifesg/>.

²² Ibid.

²³ ICA Country Report summary, 2020. <https://ica-it.org/pdf/ICA-Country-Report-Summary-v2.pdf>.

The LifeSG initiative integrates other essential topics for parents in a centralized LifeSG platform, encompassing a child's health data, preschool options, and parenthood-related information. It is now recognized as a Strategic National Project under the Singapore's Smart Nation Initiative with an extended scope to simplify access to government services. This will be done by consolidating related services and information across all government sectors, while also proactively presenting users with relevant services they may not have considered.



Moreover, the LifeSG platform expanded its features to cater to users' diverse life journeys comprehensively. These enhancements include user-friendly guides, benefits and support modules, eligibility checkers and calculators, access to over 400 government services²⁴ and the retrieval of personal information from various public agencies and databases.

Adopting the Service Journey work methodology, LifeSG designs and organizes government services around life events in a user-centric manner, with a primary focus on saving citizens' time and expenses by acting as a unified touchpoint for streamlined access to various services. Constantly evolving based on user feedback and needs, the initiative continuously onboards new service journeys and modifies existing ones to ensure an intuitive design and platform for citizens.

Success Factors:

Several key success factors contributed to the effectiveness of the program:

Deep Understanding: Singapore deeply understands customers when designing life-event services. They utilize design thinking methodology, such as user personas and customer journey mapping across agencies, covering all aspects of government interactions.

User-Centricity: Developing a user-friendly platform that consolidates government services requires tight coordination between digital and ground-level operations, ensuring citizens' needs are met seamlessly across different agencies.

Communication: Singapore's cross-agency task force enables joint life-event service development, involving relevant collaboration between civil servants, and facilitating comprehensive and integrated service design.

Main Challenges:

While the program achieved significant success, it also encountered some challenges:

Resistance to Digital Adoption: Less tech-savvy segments resist digital channels, prompting the need to provide physical touchpoints for preferred engagement, such as phone/video calls or face-to-face meetings. Integrating the life-event approach into these channels presents challenges compared to the digital channel experience with LifeSG.

²⁴ "Lifesg Gets a Makeover with Design and Service Upgrades!" Government Technology Agency, April 11, 2023. <https://www.tech.gov.sg/media/technews/lifesg-gets-a-makeover>.

Takeaways:

The program offers valuable takeaways for successful government initiatives:

- **Customization:** Design life-event services based on users' actual needs for interacting with the government, considering specific moments in their lives.
- **Bridging Silos:** Coordinate agencies' efforts and align their work to create an integrated experience for customers, using collaboration formats like task forces.
- **Integration by Design:** Utilize design principles and methods, such as personas and customer journey mapping, to develop life-event services that transcend agency "silos."
- **Development:** Create a highly modular technical solution with various feature options to enable rapid deployment of new service journeys and continuous iteration of existing ones.

In conclusion, Singapore's "Moments of Life" service design on the LifeSG platform stands as a leading example of delivering integrated, citizen-centric government services. By structuring services around specific life events, empowering citizens during crucial moments, informing a deep understanding, and ensuring user-centricity and effective communication across agencies, the initiative successfully streamlines processes and fosters seamless and intuitive CX.



CASE 5: DUBAI MODEL FOR GOVERNMENT SERVICES

Dubai has implemented the Dubai Model for Government Services - a systematic and results-driven service design improvement programme.



Introduction:

The Dubai CX improvement journey started in 2011²⁵ as part of the top leadership vision to transform the city into a globally competitive and progressive hub. Translated into Dubai Model for Government Services, the innovative model has been implemented now for more than 10 years and is coordinated from the Dubai Model Centre in the Executive Council of Dubai. The Model aims at advancing future orientation, innovation, disruptive thinking, and delivering sustainable value.

Description of the Initiative:

The aim of the Dubai Model for Government Services centers around supporting the government in achieving a balance between two key strategic objectives. The first is its focus on greater customer-centricity by placing the customer, their needs, and their expectations at the core of service delivery. The second is improved service efficiency through the optimal use of resources for the delivery of government services. The implementation of these objectives consists of five interrelated phases, involving:

1. **Current State Assessment:** Baselining and understanding customers' needs and expectations.
2. **Planning Service Improvement:** Identifying future objectives, identifying a list of potential service improvement areas, setting improvement priorities, and developing a service improvement plan.
3. **Implementation:** Planning communication and overseeing its implementation. Develop a change management and risk management approach with flexibility towards the plan. Monitoring and Follow-Up: Following up on implementation, reporting and dealing with recommendations, and updating the improvement plan.
4. **Continuous Learning:** Assessing final results, celebrating success, and implementing a continuous follow-up procedure.

The methodology is implemented annually on a set of priorities that change every year, called the Annual Improvement Cycle. The Model is centered around four areas, involving innovation, customer engagement, connected government, and reasoned spending, focusing on 6 overall perspectives: (1) customer insights, (2) service charter, (3) service realization, (4) customer experience, (5) service delivery stars, and (6) service improvement culture. The Dubai Model for Government Services has worked successfully for more than 10 years in a row with continued strong support from leadership.

²⁵ "الخدمات الحكومية الريادية 2021". The Executive Council - Government of Dubai, 2021. https://www.tec.gov.ae/c/document_library/get_file?uuid=43659869-02bf-fb66-50d1-4bc0f40f6be9&groupId=20124.

Success Factors:



Several key success factors contributed to the effectiveness of the program:

Leadership Support Drives Success: Dubai's impressive achievements of over a decade have been nurtured by strong leadership of the Emirate's Crown Prince. The unwavering commitment of the program's sponsor to service transformation instills confidence and stability throughout the administration, inspiring continuous improvement.

Result Orientation: The government's focus on service results is a driving force behind the program success. Collaboration among government entities is essential as customer journeys often span multiple agencies. For instance, a seamless experience for obtaining building permits involves various agencies; their joint efforts are crucial to enhancing overall results.

The program administration published a report²⁶ on achieved impact, demonstrating tangible results: The program administration published a report on achieved impact, demonstrating tangible results:

- Over 1,000 public service improvement initiatives since launch.
- Over 300 services undergoing service improvement initiatives.
- Over 700 AED cost savings between 2015 – 2019.
- An average 25% increase in service productivity.
- An average 40% decrease in number of touchpoints and visits customers made to avail a service.
- An average 50% decrease in service delivery time.

Incentive Scheme Fuels Progress: The model is complemented by a prestigious incentive program that motivates agencies to excel. Recognizing and rewarding best improvement initiatives and teams publicly and financially ensures acknowledgment and motivation. This celebration is an integral part of the service improvement process within the Model.

Main Challenges:

While the program achieved significant success, it also encountered some challenges:

Operational Complexities: Alongside notable achievements, the program continue to tackle operational complexities, stemming from the intricate coordination needed among a diverse network of government entities to ensure seamless customer experiences across the different services.

Implementation Approach: Determining the appropriate level of involvement in improvement endeavors is a typical challenge for central government bodies. The Dubai Model Centre continues to flexibly shift and adjust its level of involvement in its different initiatives to strike an optimal balance.

²⁶ Ibid.



Takeaways:

The program offers valuable takeaways for successful government initiatives:

Influential Role of Political Leaders: Political leaders initiate change through endorsement and prioritization, while a systematic process and incentive schemes ensure lasting success.

Results-Driven Annual Cycle: Focusing on key metrics like cost-efficiency and customer-centricity sparks government service improvements when coupled with a structured annual cycle for improvement and change.

Guided Entity Support: A proficient expert team provides entities with tools, ensuring guided, result-oriented improvement processes. • Relationship Building: Prioritizing relationship-building and preparatory change management “soft” activities before embarking on service design and throughout the process.

Motivation and Celebration: Acknowledging achievements and awards motivates change and cultivates an improvement-oriented culture.

In conclusion, the case study underscores the influential role of strong leadership in catalyzing transformative change within governmental entities. While their endorsement serves as a vital catalyst, sustained progress necessitates the implementation of systematic processes, supported by schemes that incentivize dedicated efforts. By leveraging key performance metrics and nurturing guided support from knowledgeable experts, the case exemplifies a comprehensive approach to fostering meaningful and lasting improvements in government services.

CASE 6: UK SERVICE STANDARD



The UK Service Standard defines the principles of CX that all digital services must meet; ensuring this happens in practice through service development.

Introduction:

The UK Service Standard²⁷ was first introduced in 2014, initiated by Government Digital Service as the central digital service development unit under the Cabinet Office. The latest iteration was launched in 2019 and includes 14 principles for alignment in government.

This initiative was a response to the political attention towards improving the service experience. At the time, it was openly believed that normal people often found it difficult to use government services: they were too hard to use, too complicated, “and include too much jargon”²⁸. The first iteration of work focused mainly on the digital service experience with a digital-by-default approach.

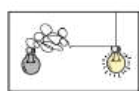
Description of the Initiative:

The UK Service Standard is a centralized standard consisting of principles and guidelines that help teams create and run exceptional public services. The principles are:

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1. Understand users and their needs.



2. Solve a whole problem for users.



3. Provide a joined-up experience across all channels.



4. Make the service simple to use.



5. Make sure everyone can use the service.



6. Have a multi-disciplinary team.



7. Use agile ways of working.



8. Make the service simple to use.



9. Create a secure service which protects users' privacy



10. Define what success looks like and publish performance data.



11. Choose the right tools and technology.



12. Make new source code open.



13. Use and contribute to open standards, common components, and patterns.



14. Operate a reliable service that aligns with the Service Standard.

²⁷ “Service Standard.” Service Standard - Service Manual, n.d. <https://www.gov.uk/service-manual/service-standard>.

²⁸ Fox, Martha Lane. “DIRECTGOV 2010 AND BEYOND: REVOLUTION NOT EVOLUTION.” Gov.UK, October 14, 2010.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/60993/Martha_20Lane_20Fox_s_20letter_20to_20Francis_20Maude_2014th_20Oct_202010.pdf.

²⁹ “Service Standard.” Service Manual, n.d. <https://www.gov.uk/service-manual/service-standard>.



Presently, adherence to this established standard has become customary practice, evolving towards a broader customer-centric and service-oriented framework encompassing digital services and channels beyond CX. The latest version introduces the principle of “Solve a whole problem for users”³⁰, guiding enhancements not only in digital realms but extending to multiple services and even external agencies in response to user needs.

The standard’s integration is fortified by a series of governance and support mechanisms. Notably, agencies are supported in meeting the standard through comprehensive measures, including open-access resources, training, a platform for sharing best practices, and collaborative co-creation opportunities. Moreover, a dedicated unit within the Cabinet Office, the Central Digital and Data Office, takes a proactive role in standard development and enforcement, ensuring accountability.

Crucially, the standard’s application is bolstered by financial considerations. Funding approval for digital services hinges on alignment with the Service Standard. Furthermore, all digital services must be accessible via the common channel gov.uk, subject to rigorous quality and technical controls, which encompass adherence to the Service Standard’s prerequisites before services are published or updated.

Success Factors:

Several key success factors contributed to the effectiveness of the program:

High-Level Backing for Change: The push for change came from the top-down, with the Prime Minister and Cabinet Minister spearheading the commitment to boost government services. This showcased a strategic drive toward CX’s goals.

Practical Guidance: The Service Standard provides crystal-clear principles and comes with practical resources such as guidelines and manuals. These help agencies build the capacity needed to meet requirements effectively.

Focused Leadership: The Central Digital and Data Office took charge of the initiative, ensuring agencies stay on track and are accountable. In addition to ensuring compliance with set standards, this agency was the main driver of change.

Main Challenges:

While the initiative achieved significant success, it also encountered some challenges:

Extended Oversight Needed: While current standards and governance mainly focus on initial service design and launch, they often move on quickly to other issues as a result of not having the time or resources to attend to post-launch phases. Agencies are left largely self-directed in pursuing further service developments, necessitating enhanced guidance in this crucial stage.

³⁰ Ibid.



Holistic Improvement Perspective: Continuous CX enhancement across the government mandates a comprehensive customer-centric overview of services. Despite existing data on service performance, a holistic, comparable dataset and methodology remain absent, potentially hindering comprehensive progress assessment.

Real-World Limitations: The scope of the standard is bounded by technological, legal, and practical readiness. Certain services, like fully digital document signing, face constraints due to existing limitations even within the advanced UK ecosystem.

Takeaways:

The program offers valuable takeaways for successful government initiatives:

Establishing Clear Standards: Defining unequivocal service standards and securing strong political endorsement for practical adoption is imperative.

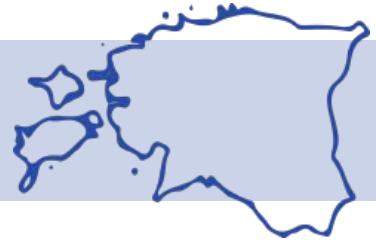
Governance-Driven Enforcement: The implementation of standards should be enforced through governance mechanisms, potentially linking funding or service access to their adoption.

Strengthening Implementation Capacity: Ensuring effective standard implementation requires robust support and capacity building, providing guidance to agencies even when the principles are already established.

The next Service Standard version aims for end-to-end service inclusion, crossing agency boundaries and addressing collaboration challenges.

CASE 7: ESTONIA'S DIGITAL TRANSFORMATION JOURNEY

Estonia has made effective use of its digital government base to make public services more proactive.



Introduction:

Estonia's digital journey commenced in the late 1990s³¹, establishing policy, legal, and technological bedrocks for comprehensive government-wide digital transformation.

Over the subsequent decade and a half, nearly all public transactional services transitioned online, except for marriage and divorce. Simultaneously, the government's back office underwent a complete digital transformation, operating seamlessly in the digital realm. This strategic evolution, guided by visionary policies, marked Estonia as a global leader in utilizing technology to enhance governance and public services.

Description of the Initiative:

Estonia's digital transformation journey is underpinned by a strong digital identity, interoperability, and the X-Road platform for secure data exchange. One of the main goals of the transformation was to build services that were personalized as much as possible.

Using the "once only"³² principle, Estonia reuses data across government agencies to prefill users' personal information during service interactions, enhancing speed and seamlessness. Even if services became available digitally, their design and delivery were reactive – based on users turning to the government with their requests. At the same time, the government holds a lot of data to pre-empt the user's need and provide a solution or start interaction for better CX (saving people effort, time, and money even more) on its own.

From 2015 onwards, Estonia embarked on an advanced phase of service transformation³³, aiming to shift from application-centric to "invisible" services. This involved proactively utilizing data reuse and process redesign to create services that are predictive and seamlessly integrated. For instance, when a new baby arrives, parents are automatically offered parental benefits based on income data, eliminating the need to wait for an application.

³¹"Story - e-Estonia." e-Estonia, February 1, 2023. <https://e-estonia.com/story/>.

³²Kattel, Rainer, and Ines Mergel. Estonia's digital transformation: Mission mystique and the hiding hand, September 2018. https://www.ucl.ac.uk/bartlett/public-purpose/sites/public-purpose/files/iipp-wp-2018-09_estonias_digital_transformation.pdf.

³³"Story - e-Estonia." e-Estonia, February 1, 2023. <https://e-estonia.com/story/>.

Success Factors:



Several key success factors contributed to the effectiveness of the program:

High Readiness and Even Expectations: High readiness of the population and even expectations for seamless and effortless services, including proactive experience, have created a challenge for the government to match the pace of change with the demand for quicker advancements.

Technological Maturity and Readiness: With a robust technological foundation, including the X-Road platform and digital identity, the country has embraced forward-looking architectural and tech design principles to facilitate process iteration, data sharing, and personalization.

Preparedness and Constant Evolution: Estonia's willingness to adopt new technology and consistently update digital systems has positioned it as a global leader in AI adoption among governments. This ongoing commitment allows for increased possibilities for proactive services by leveraging predictive capabilities and automation.

Stronger Steering from Government Chief Information Officer's (GCIO) Office: The GCIO Office has evolved from a soft coordinator to a more assertive entity, ensuring stronger steering. This shift has led to improved government-wide transformation, including the development of life-event services and AI uptake programs. While involving other agencies, the GCIO Office now directly oversees and guides their work with a more robust mandate, expediting uptake.

Main Challenges:

While the program achieved significant success, it also encountered some challenges:

Decentralized Set-Up: The pace and extent of change have varied across agencies, leading to differing levels of progress. This diversity has necessitated the support of upskilling and the enhanced coordination provided by the GCIO Office.

Service Design and Addressing Legacy Processes: Implementing proactive services goes beyond technology; it's a multifaceted challenge that involves redesigning processes, instilling a proactive mindset, creatively navigating legal frameworks, and fostering collaborative efforts.

Legacy Legislation: Traditional government operations and services have historically focused on reacting to people's requests, creating a challenge during the shift to a proactive approach. While legal amendments have been implemented, an alternative strategy involves interpreting existing regulations to facilitate proactivity. However, navigating these legal hurdles demands time and creative persuasion to secure agreement from all stakeholders.

Integration Beyond Silos: Collaborative service redesign requires clear direction, as it doesn't naturally emerge from separate agencies. Thus, Estonia's top-down life-event services program was pivotal for the ensuing phase of proactive services.



Takeaways:

The program offers valuable takeaways for successful government initiatives:

Technology is the Easy Part of Proactive Service: Implementing proactive services is technologically straightforward, as suitable technology is widely available; advanced solutions like AI are not necessarily required initially. The real challenge lies in (re)designing processes.

Proactive Service Delivery is Not Easy for Government Agencies: While proactive service delivery might seem intuitive, achieving it within government agencies is not easy. Vigorous guidance and deep support are essential, especially in decentralized government structures, to initiate the process. Otherwise, change will be too slow, and users can be impatient if they do not get a similar experience across the board.

Steer Government Agencies and Lawyers to Speed Up Processes: In the presence of legacy legislation and slow legal changes, guide government agencies and legal experts to agree on a unified interpretation of existing regulations that enables proactive services.

Build or Rebuild the Technology Stack and Government-Wide Platforms: Establishing or reconfiguring the technological infrastructure and government-wide platforms is pivotal to facilitating proactive service design and delivery. Prioritize robust data-sharing platforms across the government for seamless implementation.

In conclusion, Estonia's proactive approach extends beyond digital services, encompassing broader public services aided by digital tools and data. The ongoing focus involves redesigning services into seamless life-event bundles, integrating AI, and utilizing virtual assistants for proactive user communication through the (#Bürokratt program)³⁴. Spearheaded by the Government Chief Information Officer's Office, coordination falls under the Ministry of Economic Affairs. Service design and delivery are distributed, with combined efforts and top-level support yielding results.

³⁴ "Bürokratt." Information System Authority, n.d. <https://www.ria.ee/en/state-information-system/machine-learning-and-language-technology-solutions/burokratt>.

CASE 8: DENMARK'S AGENCY FOR DIGITIZATION

Denmark made digital channels mandatory for all services and interactions of citizens and companies with the government.



Introduction:

Denmark's extensive government digitization, spanning more than two decades, began a transformative phase in 2011 with the establishment of the Agency for Digital Government³⁵. This pivotal milestone was driven by a resolute political vision aimed at uncovering cost efficiencies within the administrative framework.

The new digital strategy was one of the prime instruments in this regard. This strategic digital approach garnered a unanimous political consensus on its significance, transcending party lines within the parliamentary landscape. With fiscal goals at the forefront, the development of digital services became a unifying political imperative, solidifying its status as a shared priority for government agencies across Denmark.

Description of the Initiative:

While certain provisions were made for citizens lacking computer access or digital skills to still receive offline services via municipal registration, a digitalization strategy³⁶ that included notable Government Citizen Experience (GCX) reforms was launched.

- **Mandatory Digital Mailbox:** Businesses and citizens were required the Digital Mailbox for government mail, with nearly universal adoption.
- **Top Services Digitization:** The aim was to digitize the 100 most-used government services.
- **Digital Communication Target:** The goal was for 80% of public sector communication to be digital.

To facilitate the shift from analog to digital service delivery, Denmark enacted laws to enable the development of digital services, removing obstacles like the need for handwritten signatures. The Digital Mailbox evolved from a small pilot project managed by a private company into a crucial government-run infrastructure component.

The effort to digitize the 100 most used public services initiated broader digitalization across Denmark, resulting in nearly all public services becoming digitally accessible. However, varying levels of digitalization led to differences in user-friendliness, and therefore guidelines promoting citizen-centric design were introduced.

³⁵ "About the Agency for Digital Government." Agency for Digital Government, n.d. <https://en.digst.dk/about-us/>.

³⁶ Ibid.



Success Factors:

Several key success factors contributed to the effectiveness of the program:

Digital Government Strategy with Political Backing: The extensive political backing played a crucial role in propelling cohesive digital service development across public organizations, emerging as a primary catalyst for steering these entities towards digital service advancement.

Legislative Adjustments: The strategic revision of laws played a critical role in surmounting legal obstacles during the digitalization of public services, reinforcing Denmark's digital transformation.

Centralized Digital Agency: A newly established central digital agency assumed leadership in digitalization efforts, facilitating inter-agency negotiations and sustaining reform momentum.

Budgetary Process Push: Placed under the Ministry of Finance, the Agency for Digital Government leveraged budgetary influence to propel digitalization, aligning financial pressure with cost-saving digital reforms.

Main Challenges:

While the program achieved significant success, it also encountered some challenges:

Absence of Early Unified Standards: Facing the challenge of inconsistent customer experience outcomes from key digitized services, early adoption of standards to enhance user-friendliness could have made a significant impact.

Conflicts Arising in Cross-Sector Collaborations: Collaborative challenges arose, demanding negotiation, particularly in investment and benefit-sharing among agencies. The role of the Agency for Digital Government emerged as a mediator, ensuring equitable outcomes and commitments at various government levels.

Inadequate Consideration of Issues: Being a trend-setter was characterized with emerging challenges, like cybersecurity and accessibility, that have surfaced after initial success. This shifted the focus from cost efficiency to addressing digitalization's side effects and ultimately slowing overall progress. While these factors were initially underemphasized, they proved pivotal for long-term CX quality, particularly if digital channels are dominant or mandatory.

Takeaways:

The program offers valuable takeaways for successful government initiatives:

Enforce Mandatory Digital Usage of Public Services: Denmark's mandatory digital provision enhanced cost efficiency.



Secure Funds and Political Support with Effective Oversight: Adequate funding and strong political support are vital for the successful implementation of reforms.

Revise Legislation to Enable Progress: Denmark's experience highlights the significance of having a capable managing entity equipped with both incentives and consequences to drive change effectively. This entity, acting as a mediator and advocate, has played a pivotal role in navigating negotiations and aligning diverse entities toward reform goals.

Initiate with a Clear and Strong Focus: A strong focus on user-centric service standards from the outset ensures that digital initiatives align with citizens' needs and expectations. Denmark's emphasis on user experience has driven the successful adoption of digital services by designing and implementing solutions that cater to citizens, ultimately boosting satisfaction.

Acknowledge and Address Risks Early On: Recognizing and addressing the side-effects and risks associated with digital services is of utmost importance. Denmark's proactive approach to addressing challenges, such as cybersecurity and accessibility, reflects its commitment to providing a secure and inclusive digital environment.

In conclusion, while the journey has not been devoid of challenges, Denmark's approach underscores the significance of striking a balance between accessibility, uniformity, and user satisfaction in the realm of digital services. With the government nearing full digitalization, attention now focuses on addressing digital divides, particularly in accessibility for individuals with disabilities. Denmark's ongoing commitment to improvement reflects its vision for a future where government services are efficient, accessible, and inclusive, ensuring digital transformation benefits all citizens.

CASE 9: NEW ZEALAND'S PUBLIC SERVICE ACT

Good CX and complex challenges require cross-agency solutions and delivery, and New Zealand's experience shows how legal and institutional arrangements can enable it.



Introduction:

New Zealand has been a pioneer in transforming its government CX. The New Public Management reforms in New Zealand have made bold and radical changes in the way of working in the public administration. Since then, social, economic, and technological changes have created expectations about how public services should be delivered.

Through collaborative efforts, legislative changes, and shared values among chief executives, the country has made significant progress in delivering seamless and citizen-focused public services. Despite challenges in transitioning from traditional practices and aligning financial arrangements, the commitment to achieving greater customer centricity remains strong.

Description of the Initiative:

In response to the new expectations and challenges posed by them, New Zealand put in place a model which lays a collaborative effort on the same footing as individual agency efforts. The changes in the Public Service Act in 2020³⁷ enable the government to reorganise itself more flexibly while a clear line of accountability remains and the spirit of service to the community is emphasized.

As part of the act, a regulation about a new organizational set-up was introduced – the Interdepartmental Executive Boards³⁸; so far, five have launched. These boards are created by the Cabinet of Ministers, and they run at the level of the chief executives of the departments. A board membership gives them a joint responsibility that is equivalent to their individual agency responsibility. They are joined by a common task, joint resources that support the alignment of effort, and a formal responsibility on the chief executives to drive the changes through in a collaborative mode.

Another reform in the Public Service Act 2020 is a movement towards a unified public service culture. The mission of a civil servant is now defined to deliver value to the public by defining foundational principles and values for a common culture to emerge. The goal is to provide an integrated and unified customer experience across multiple agencies.

³⁷ "Public Service Act 2020 Reforms." Te Kawa Mataaho Public Service Commission, July 23, 2020. <https://www.publicservice.govt.nz/guidance/public-service-act-2020-reforms/>.

³⁸ Ibid.

Success Factors:

Several key success factors contributed to the effectiveness of the program:

Collaborative Legislation Model and Values: Incorporating a more collaborative model and values into legislation transforms practices and working culture. It represents an evolutionary step towards greater customer-centricity, already set in motion through performance management adoption.

Shared Understanding: Chief executives share an understanding of the necessity of collaboration and their willingness to embrace new formats, such as the Interdepartmental Executive Boards.

Dedicated Public Service Development and Collaboration Group: A separate high-level group dedicated to public service development and collaboration goals, and led by the Public Service Commissioner, has been instrumental. They focus on public service development and collaboration, working with the Public Service Leadership Team to foster a collective public service ethos and emphasize collaborative values within the legal changes.

Main Challenges:

While the program achieved significant success, it also encountered some challenges:

Transitioning from Traditional to New Practices: The existing institutional setup and incentives have been observed to foster isolated efforts within various government agencies and departments. This siloed approach has posed significant challenges when it comes to implementing rapid practice changes and adapting to the evolving needs of citizens and the changing landscape of service delivery. However, there is a recognized need to complement the legal foundation with proactive steering and action in a new direction. Top executives are actively driving a cultural shift to embrace collaborative arrangements and adapt to the evolving landscape.

Inadequate Financing Mechanisms: Effective implementation of flexible and collaborative organizational approaches necessitates aligned financial arrangements, including the approach to budget allocation. While the Public Service Act in New Zealand has undergone modernization, the Public Finance Act, which governs public finances, lacks similar updates. Consequently, the collective approach advocated by new interdepartmental boards faces hurdles in allocating financial resources, impeding the full realization of intended structural changes.

Takeaways:

The program offers valuable takeaways for successful government initiatives:

Joint Leadership-Level Institutional Formats: Establishing collaborative leadership structures that receive administrative and financial backing is essential when addressing complex challenges and establishing integrated government CX.



Empowering Legislation: It is important that legislation not only allows but actively encourages the establishment and management of cross-silo collaborative efforts.

Clearly Defined Values: Communicating collaborative values shapes behavior, adapting them to suit the context, whether in laws, policies, or practice guidelines.

Flexibility and Relevance: To make cross-agency collaboration and institutional formats effective in practice, it is crucial to prioritize flexibility and appropriate structuring in financial allocations.

Collaboration: Collaborate with public administration leaders to foster a collective sense of ownership towards shared objectives, moving beyond the exclusive focus on individual agencies. This approach will inspire their teams to do the same.

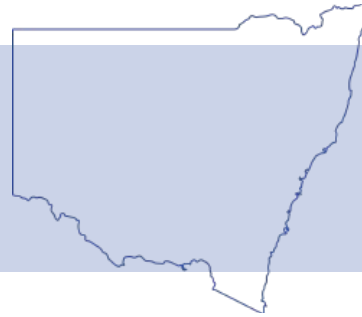
In conclusion, New Zealand's efforts in transforming its CX have led to remarkable progress in delivering seamless and citizen-centric public services. The introduction of Interdepartmental Executive Boards and a shared understanding among chief executives have fostered a culture of collaboration, enabling agencies to work together efficiently.

The success of New Zealand's approach lies in its dedication to continuously improve and adapt to the evolving landscape of service delivery. As the global landscape continues to evolve, the dedication to meeting citizens' true expectations and providing efficient public services remains a priority. By embracing collaborative models and innovative practices, governments can create a seamless and citizen-centric CX that positively impacts the lives of the people they serve.



CASE 10: NEW SOUTH WALES' SERVICE NSW

The New South Wales government has established a central CX agency in collaboration with Service NSW, designed to deliver services and provide information access seamlessly through a unified and omnichannel approach.



Introduction:

The organization of responsibilities within the government can often create silos of service. Accessing government services often involves navigating multiple agencies, each with its own processes, paperwork, and points of contact. This fragmented approach leads usually to inefficiencies, longer waiting times, and increased frustration for residents and businesses. Citizens, on the other hand, sometimes prefer a 'single window' approach with omnichannel access, where all their requests and needs can be efficiently addressed.

Description of the Initiative:

In response to the challenges posed by the existence of silos, the New South Wales government made a bold decision to transition to a shared service delivery model and established Service NSW as the designated central agency for this purpose.

Service NSW is an innovative initiative aimed at improving the citizen experience when interacting with the government. Initially, Service NSW was responsible for providing a horizontal information service on behalf of all government agencies. Based on user demand, as it progressed, it started providing transactional services both digitally and physically in an integrated front-end way.

There are currently more than 600 transactional services available through the Service NSW channels (website, mobile application, call center, and service centers). The omnichannel approach is the result of the realization that while digital solutions can be efficient, the government can win the hearts of citizens through direct contact channels.

Additionally, Service NSW launched a Grants and Funding Finder that enables citizens to search for various funding opportunities and provides direct access to the source. The growth of informational and transactional service offerings by Service NSW is supported by their OneCX program³⁹. The program features a dedication to change, and capability teams that help agencies with the organizational and technical changes that come together with migrating to the [nsw.gov.au](https://www.nsw.gov.au) portal or other joint channels.

³⁹ OneCX program, September 28, 2023. <https://www.nsw.gov.au/nsw-government/onecx-program>.

Success Factors:

Several key success factors contributed to the effectiveness of the program:

Gradual Growth: Service NSW adopted a gradual approach, learning from experience, to transform citizens' government interactions significantly. They prioritized learning-by-doing over a sudden change, starting with informational service levels and gradually expanding to complex unitary offerings like common fronts for transactional services.

Collaboration and Steering: Achieving a seamless and cohesive governmental front requires effective collaboration and strategic direction. Service NSW successfully redesigned traditional responsibilities to deliver services through unified channels while fostering partnerships with various agencies. This approach has significantly enhanced the customer experience.

Strategic Decisions and Strong Leadership: Delivering exceptional customer experiences for citizens starts with strategic decisions implemented by strong leadership. As time passes, these principles become embedded in the DNA and culture of organizations, driving a lasting commitment to continuous improvement.

Main Challenges:

While the program achieved significant success, it also encountered some challenges:

The Current Operating Model May Need to Be Revisited to Support Funding Complex Services: The current operating model of Service NSW prioritizes standardized transactional services, with costs uniformly covered per transaction. However, funding complex services proves challenging due to varying costs based on cases and processes, often spanning multiple agency lines. As a result, a more appropriate and flexible funding model is necessary to advance Service NSW offerings toward more complex and unitary service delivery.

Difficulty in Efficiently Gathering and Analyzing Customer Feedback: Customer feedback, encompassing journey observations and survey responses, holds immense value for service improvements. However, swiftly gaining a comprehensive understanding of customers from these inputs, which can be addressed by automating the feedback collection process, is challenging.

Limited Personalization: The lack of a national digital ID hinders the full personalization of digital services and the implementation of secure digital service delivery, despite the increasing digitalization of government interactions and citizens' data.

Takeaways:

The program offers valuable takeaways for successful government initiatives:

Unitary Service Delivery Channels: To elevate CX and meet people's true expectations, consider establishing unitary service delivery channels. This may require a dedicated team or mandating a specific agency, even potentially creating a new agency.

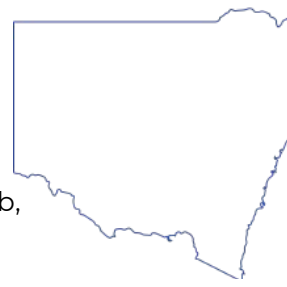


User-Friendly Whole-Of-Government Information Service: As a first step towards unitary service delivery, begin with a well-structured and user-friendly whole-of-government information service.

Omnichannel Approach: Offer your services through multiple channels (e.g., web, app, call, physical, mobile office) to accommodate customers' preferences and needs. However, managing the omnichannel approach effectively is essential.

Dedicated Support: Even with unitary frontline channels, provide dedicated support to agencies during their transformation process to overcome resistance to change and develop new capacities.

Reconfigure Funding Models: Redesign service delivery funding models to support unitary offerings of more complex services, not solely standardized ones.

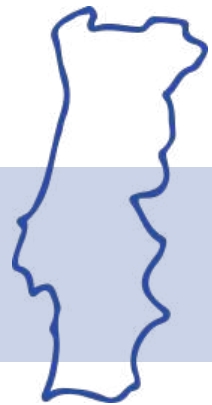


In conclusion, Service NSW has achieved remarkable success in transforming the Government Customer Experience in New South Wales. According to the 2021-2022 annual report⁴⁰ published by Service NSW, since its inception, it has facilitated over 51 million transactions supporting 2,500+ services. Additionally, it has set-up 200+ physical one-stop shops, saved customers 4.5 billion dollars, and achieved a 97% customer satisfaction rate⁴¹. To sustain this success, Service NSW must remain agile, adaptive to technological advancements, and data-driven to meet changing citizen expectations and deliver seamless and citizen centric services in the future.

⁴⁰ "Service NSW Annual Report 2021-22." Service NSW, 2022. <https://www.service.nsw.gov.au/system/files?file=2022-12/service-nsw-annual-report-2021-22.pdf>.

⁴¹ Ibid

CASE 11: PORTUGAL'S CITIZEN SPOTS



Portugal has the approach of digital-by-default provision of public services, but they offer Citizen Spots as a complimentary physical channel to make sure everyone has access to services.

Introduction:

Despite the rapid pace of digital development, Portugal faces a significant challenge with its population's limited digital literacy compared to other European countries. This poses difficulties in achieving widespread adoption of digital public services, as approximately 14%⁴² of Portuguese citizens still have never used the internet.

Additionally, even among those with basic digital literacy, there are still individuals with insufficient skills to fully engage with digital services effectively. and some who choose not to do so. This situation highlights the need to address digital inclusion and improve accessibility to ensure that all citizens can benefit from public services in the digital age.

Description of the Initiative:

The Citizen Spots program, run by the Administrative Modernization Agency (AMA), was set up to ensure digital public service accessibility for all citizens regardless of digital literacy or device connectivity. A Citizen Spot is a physical place that combines the available digital services from public administrations at one helpdesk with professional staff. In the Citizen Spot, people are patiently shown all the steps to follow the process through a dual screen.

Having assistance for those with limited digital skills ensures accessible public service delivery while keeping digital channels as the primary means, fostering improved digital literacy. When a Citizen Spot is established, trained staff (mediators) provide information services for public service delivery, guiding citizens to available services or raising tickets for non-digital options. In case of difficulty, a central contact center is available to assist the mediators in finding solutions.

Portugal has over 850 Citizen Spots, conveniently offering around 200 similar public services to users. These Citizen Spots are widely distributed across the country, eliminating the need to travel long distances to meet officials, who otherwise may be available only in larger cities. With over 1 million annual attendances, these Citizen Spots cater to a substantial number of users, a remarkable feat given Portugal's total population of 10+ million residents⁴³.

⁴² "Digital economy and society statistics - households and individuals. eurostat - Statistics Explained. (2022, December). https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Digital_economy_and_society_statistics_-_households_and_individuals#Use_of_internet

⁴³ "Service at Citizen Spots." ePortugal.gov.pt, n.d. <https://eportugal.gov.pt/en/acesso-aos-servicos-publicos-em-portugal/atendimento-nos-espacos-cidadao>.



Success Factors:

Several key success factors contributed to the effectiveness of the program:

Central and Local Government Collaboration: The fruitful collaboration between central and local administrations stands as a key pillar for the success of Citizen Spots, ensuring citizens receive excellent public services involving various entities at different levels. Although supported by legislation, effective cooperation across administrative layers necessitates practical implementation and dedication.

One-Stop-Shop Location: The triumph of Citizen Spots lies in their distinct role as one-stop shop locations, streamlining services and offering citizens comprehensive assistance in a single place, facilitated by skilled and knowledgeable mediators.

Empowering Design: Citizen Spots are thoughtfully designed to empower citizens, promoting the use of digital services and cultivating their digital skills. The valuable human capital and professionalism of the staff have been well-invested, yielding substantial returns for the overall success of Citizen Spots.

Main Challenges:

While the program achieved significant success, it also encountered some challenges:

Resistance by Central and Local Authorities: Upon launching in 2014⁴⁴, the initiative faced some resistance as authorities questioned the added value and the required investment in equipment and training. Reaped benefits on the long run of Citizen Spots eased workload and improved service delivery efficiency, which contributed to more adoption and buy-in.

Limited Accessibility Infrastructure: Local authorities faced the challenge of providing timely information to AMA to verify location suitability and address any identified accessibility issues before the spot's opening.

Limited Budget: Significant investment was required to launch and sustain Citizen Spots, but it was viewed as an integral part of the overall investment in service delivery and improvement of CX.

Takeaways:

The program offers valuable takeaways for successful government initiatives:

Human Interaction Layer/Channel: Establishing a human interaction to increase access to digital services allows for a transition towards digital channels while ensuring continued accessibility for all users.

Truly One-Stop-Shop: Designing the channel as a genuine one-stop-shop, going beyond a mere co-location of frontline staff from different agencies ensures seamless service provision.

⁴⁴ "Citizen Spots." Observatory of Public Sector Innovation, January 6, 2020. <https://oecd-opsi.org/innovations/citizen-spots/>.



Investment and Maintenance Funding: Successful implementation of initiatives like Citizen Spots requires careful planning, transparent communication, and the ability to showcase tangible benefits. By addressing the challenges of funding and maintenance proactively and effectively, the government can ensure sustained large-scale accessibility to public services and continually improve CX for its citizens.

Cost and Responsibility Sharing: Promoting mutually beneficial solutions and cost-sharing approaches foster collaboration among government entities, particularly across different levels. Without such collaboration, the practical implementation of a joined-up service is unattainable.

In conclusion, Portugal's Citizen Spots have emerged as a successful and invaluable initiative, revolutionizing the way public services are delivered to citizens. These spots have significantly improved accessibility and convenience, ensuring that essential services are easily available to all. Moving forward, Portugal's focus will remain on collaboration and customer experience, with an emphasis on enhancing user-friendliness and efficiency. The ambition of the government is to expand the number of Citizen Spots to over 1,000 in the next few years⁴⁵. Work is also ongoing to transform the equipment in the Citizen Spots to make the service help and interaction more mobile-friendly.

⁴⁵ Mendonca, Tiago. Portugal Citizen Spots - Administrative Modernization Agency. Personal, 2023.

CASE 12: UKRAINE'S DIGITAL SERVICES IN TIME OF CRISIS

Delivery of services is tested and can be disrupted in times of crisis – Ukraine has proven that digital service delivery keeps them resilient at all times, even in times of war.



Introduction:

According to the Ukrainian national survey conducted by the Kyiv International Institute of Sociology (KIIS) in September 2022, the adoption of electronic government services in Ukraine is on a steady rise. In 2022, approximately 63% of Ukrainians utilized public electronic services, demonstrating an increase from 60% in 2021 and 53% in 2020, meaning three out of every five adult Ukrainians availed electronic public services during the year⁴⁶.

Description of the Initiative:

In 2019, Ukraine launched the “State in Smartphone” digital service development program⁴⁷, inspired by private services. The initiative introduced the Diia (which translates to “the State and Me”) mobile app and web portal in 2020, prioritizing a simple and convenient customer experience. The program aimed to enhance public service delivery and increase trust in the government through positive interactions, resulting in over 2.7 million users on the Diia platform⁴⁸.

Diia has provided the following possibilities to citizens (and the list keeps growing constantly):

- Offering over 70 services, including tasks like registering a child’s birth, starting a business, and applying for financial support.
- Providing access to 14 official documents electronically, such as school diplomas, driver’s licenses, and passports.
- Sharing of digital copies of official documents for verification purposes, allowing them to prove their rights to authorities like police officers.
- Allowing people to actively participate in public matters, like voting in polls to decide street names.

Amidst the Ukraine-Russia war that began in February 2022, Diia emerged as the primary channel for providing continuous public services due to the closure of physical locations. The well-established digital delivery system ensured the resilience of essential public services in Ukraine. Moreover, with millions of Ukrainians becoming refugees and moving abroad, Diia served as a secure and accessible means to access government and public services from afar. More remarkably, the government has been able to use Diia to respond very quickly to the emergency needs of people in wartime by launching and running new services on the platform.

⁴⁶ “63% of Ukrainians Use State E-Services, User Numbers Grow for Third Year in Row – Survey.” UNDP, January 25, 2023.

<https://www.undp.org/ukraine/press-releases/63-ukrainians-use-state-e-services-user-numbers-grow-thirdyear-row-survey>.

⁴⁷ Pugach, Olga. “The ‘state in a Smartphone’ - or How Zelensky’s Digital Dream Is Coming True.” GLOBSEC, April 19, 2023.

<https://www.globsec.org/what-we-do/commentaries/state-smartphone-or-how-zelenskys-digital-dream-coming-true>.

⁴⁸ Bateson, Ian. “State in a Smartphone: Inside Ukraine’s Effort to Replace Bureaucracy with an App.” Rest of World, June 22, 2021.

<https://restofworld.org/2021/inside-ukraines-effort-to-replace-bureaucracy-with-an-app/>.

For example, the following new services have become available in Diia:

- Citizens can register war damage to their property and receive compensation from the state.
- Entrepreneurs can receive support payments in the regions most affected by war.
- People can apply for the status of internally displaced persons and receive financial aid (more than 1 million such applications received on the first day of launching this service)⁴⁹.
- New official documents available so the refugees can start living abroad with less hassle

Success Factors:

The successful implementation of Diia can be attributed to several key factors:

Vision and Political Prioritization: A clear vision and strong political support from the president and officials allowed for quick results in times of crisis. The leadership's determination to "hack the bureaucracy" enabled the rapid rollout of new services.

Organizational Focus: Recognizing that digital transformation is primarily an organizational challenge, not just a technological one, efforts were made to upskill ministries and foster a culture of "simple and convenient interaction with citizens."⁵⁰

Leveraging Existing Infrastructure: Diia was built on top of an already established infrastructure, including the digital ID and secure data exchange platform.

Adopting Best Practices: Instead of reinventing the wheel, Ukraine adopted practices and solutions from successful implementations abroad. For instance, the Estonian X-road served as the basis for the Ukrainian data sharing platform Trembita, accelerating the development of digital delivery channels⁵¹.

Service Resilience: The focus on essential services during the digitalization journey ensured that critical services remained available, even during times of war or crisis.

Main Challenges:

Despite its success, Diia faced several challenges:

Resilience in Crisis: Maintaining infrastructure and service platforms during times of crisis required protection from physical and cyber-attacks, and preparations for power outages.

Overcoming Resistance: Initially, there was resistance to moving away from paper documents due to habits and legal concerns. To address this, the government instituted policies and law changes to promote digital document usage.

Resource Constraints: Continuing service developments during crises, where resources are limited, presented a significant challenge for the state.

⁴⁹ Mamedieva, Sana. Ukraine - Ministry of Digital Transformation. Personal, 2023.

⁵⁰ Ibid.

⁵¹ Paraskevopoulos, Dea. Deployment of trembita system in Ukraine a milestone for Estonian digitisation efforts - e-estonia, November 2, 2021. <https://e-estonia.com/deployment-of-trembita-system-in-ukraine-a-milestone-for-estonian-digitisation-efforts/>.



Takeaways:

Several valuable takeaways can be drawn from Diia's journey:

Strong Leadership and Vision: The combination of strong political leadership, dedicated teams, clear vision, and mandate contributed to successful change management.

Digital Channel Adoption: Emphasizing digital service delivery, particularly for essential and common services, ensures resilience during times of crisis.

Agile and Scalable Foundations: Building technical foundations that are agile and scalable allows for quick development and broad accessibility of new services during crises.

Promoting Digital Uptake: Encouraging people to adopt digital services before a crisis strikes facilitates ease of access and learning during challenging times.

Robust Delivery Platforms: Ensuring the resilience of delivery platforms, particularly in terms of cybersecurity and scalability, is crucial for effective crisis management.

In conclusion, These factors and lessons from the Ukraine's experience provide valuable insights for successful digital service delivery and resilience. They demonstrate the importance of strong leadership, agile infrastructure, and a focus on citizen-centric services. As a result, the majority of respondents (79%) who utilized these government electronic services reported a positive or very positive experience⁵².

⁵² "63% of Ukrainians Use State E-Services, User Numbers Grow for Third Year in Row – Survey." UNDP, January 25, 2023. <https://www.undp.org/ukraine/press-releases/63-ukrainians-use-state-e-services-user-numbers-grow-third-year-row-survey>.

CASE 13: THE ABU DHABI EFFORTLESS PROGRAM

CX transformation in Abu Dhabi was thoroughly integrated as an institutional endeavor to become adopted by all government entities as a lifestyle of holistically approaching service transformation by equally addressing all 4 dimensions – Direction, Design, Development and Delivery



Introduction:

The Abu Dhabi Effortless Program for Customer Experience was launched in March 2022 as a strategic endeavor to lead the CX drive in Abu Dhabi⁵³. It followed and fortified previous steps towards customer-centric services and ignited systematic work towards transforming all government services within the coming years. The objective is to situate Abu Dhabi as a world leader in CX, with the lowest effort score amongst the nations adopting this leading measure.

Description of the Initiative:

The government's aim, as the program's title hints, is Effortless CX. Effortlessness captures elements of ease of use, service accessibility, service speed, staff professionalism, and the perceived effort in availing a service – these are combined into a perception measure known as the effort score.

The program aims to achieve effortless CX in two directions:

- Empowering the Customer: Maximizing the potential for self-service and customer independence in completing the service transaction.
- Offering Appropriate Support: Once challenges arise, customers receive full support from well-trained and professional staff.

There are 5 key strategic 'thrusts' that make up the program so far:

01

CX Policy and Guidelines

Defining all respective CX roles to ensure proper management of the program and effective implementation, as well as easing collaborative work between all concerned stakeholders.

02

Priority Setting

Abu Dhabi government services are catalogued using a common methodology and system. This allows for the setting of a yearly evidence-based agenda of high priority services to target for transformation and results.

⁵³ "Khaled Bin Mohamed Bin Zayed Launches Abu Dhabi Program for Effortless Customer Experience." Abu Dhabi Media Office, March 22, 2022. <https://www.mediaoffice.abudhabi/en/government-affairs/khaled-bin-mohamed-binzayed-launches-abu-dhabi-program-for-effortless-customer-experience/>.

03

Capacity Building

The competencies of all CX agents are assessed based on a tailored competency framework. According to the results, there are individualized development programs to ensure sufficient focus on people as the most vital asset for public service transformation.



04

Design Lab

A stimulating environment for creativity and joint government work has been built as a physical premise where government services undergo transformation efforts through an established and thorough design practice. Services are categorized across two dimensions: vertical and horizontal. The former refers to simpler transactional services which are currently being handed over to the entities responsible for internal service improvement, and the latter refers to more complex services that involve the integration of multiple entities that are run in the central Abu Dhabi Effortless Design Lab.

05

Measurement

Abu Dhabi is carrying out systematic work to quantify public service improvement and identify future priorities, areas for attention, and areas of strength.

Success Factors:

Although the program is relatively new, it is making steady successful steps and has a uniquely structured approach to transformation. Below are some of its current success factors:

Strategic Alignment: The program formalized a clear vision with measurable policy goals, emphasizing effortlessness. Government support at the highest level facilitated collaboration among entities and shaped customer expectations for improved service access.

Prioritization: Service cataloguing and priority lists allowed for coordinated program roll-out in separate waves. Evidence-based data and well-defined criteria helped select priority services.

Capability Building: A competency framework tailored to the Abu Dhabi context guided large-scale capacity building, with over six thousand customer-facing employees assessed on 9 competencies and priority training provided for 2,000 employees⁵⁴.

Holistic Approach: The holistic approach of the program was supported by a framework that emphasized the importance of all stages of the design process – Direction, Design, Development, and Delivery. This ensures services in both vertical and horizontal streams are approached, evaluated, and redesigned through a comprehensive approach ensuring success.

⁵⁴ Al Mehairbi, Sara. Abu Dhabi Effortless Program for Customer Experience. Personal, 2023.

Main Challenges:

As the program leaders reflect on their learning so far, here are some of the key points:

Leading Change: Implementing new ways of working and adopting new methodologies requires patience and time for people to understand, learn, and integrate into their routine.

Momentum: Sustaining momentum in the Effortless program requires extensive follow up with all stakeholders supported by capability building, result-orientation, and facilitative support.

Measurement: One metric on its own cannot be a proxy measure for public service performance. Abu Dhabi government is working now on setting up a CX index to provide a more balanced view of its public services that includes both perception and operational measures.

Takeaways

The program offers valuable takeaways for successful government initiatives:

Support change agents with capacity-building and clear priorities, emphasizing the importance of necessary skills.

Adopt time-bound formats like sprints, bootcamps, and minilabs to achieve tangible results across shortened time periods and maximize learning.

Achieve lasting impact through holistic, whole-of-government CX improvement across all dimensions.

In conclusion, The Abu Dhabi Effortless Program for Customer Experience is showing remarkable potential for success characterized by its holistic and well-structured approach. Leadership-involvement and extensive support is ensuring a coordinated program roll-out. Large-scale capacity building is empowering the employees to drive exceptional customer experiences. The program's empathy-driven approach is positively changing customers' sentiments. Overall, it is revolutionizing the government's customer experience landscape in Abu Dhabi.

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