Total Experience

Guidebook

CEEN
Citizen-Centric Experience Excellence Navigator.

Digital Government Authority
هيئة الحكومة الرقمية

Version 1.0

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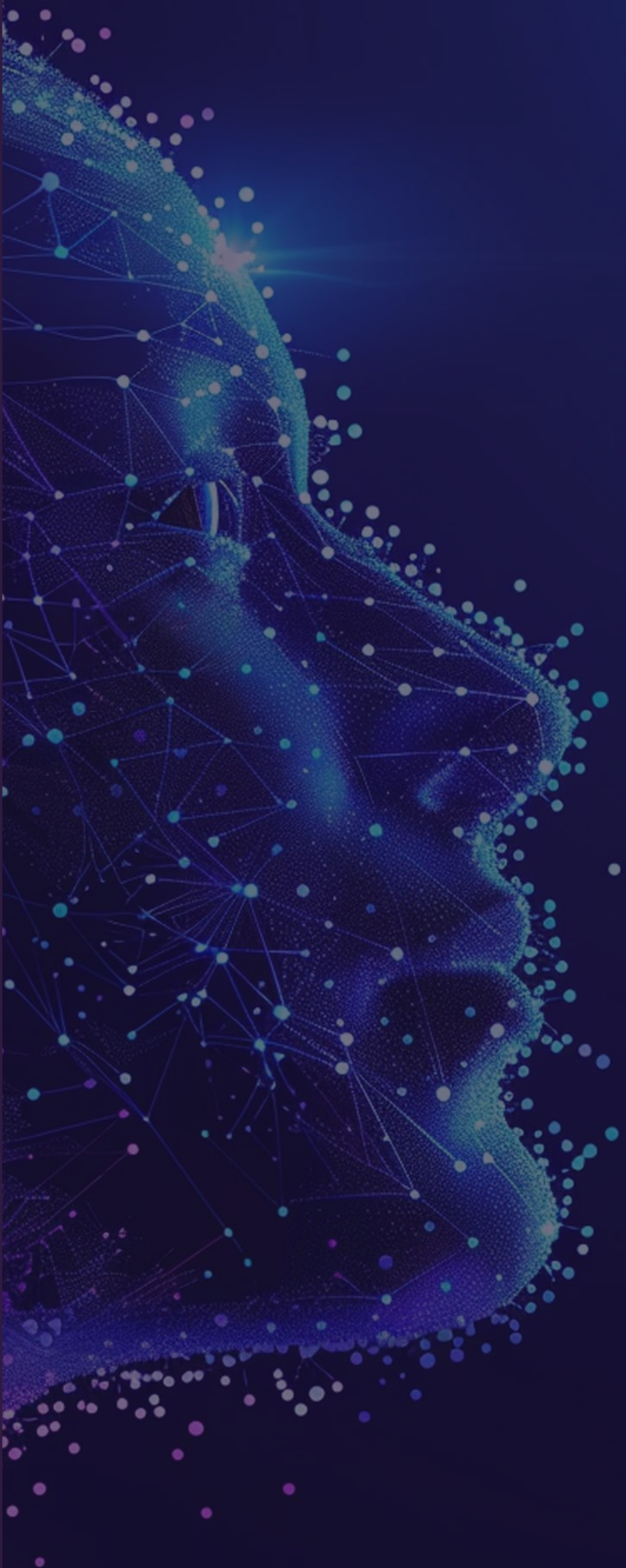


CX Strategy

Service Design

Predictive Analysis

Design Thinking

01

Customer Experience Strategy

CX Strategy

What is a CX Strategy?

A comprehensive plan aimed at enhancing interactions between public services and beneficiaries. It stems from understanding beneficiary needs and expectations to planning the creation of positive engagements that foster trust and satisfaction. A CX strategy aims to improve the quality of interactions across all touchpoints, promoting loyalty, contentment & most importantly high levels of satisfaction.

When is a CX Strategy developed?

Developed at the very beginning of the public service lifecycle, setting the foundation for every stage that follows, a CX strategy starts by understanding beneficiary needs through thorough research and analysis, enabling the design of tailored service touchpoints, beneficiary personas, and journey maps. This strategy is then carried through the delivery phase, where infrastructure, internal processes, and service management are continually optimized to ensure a seamless and positive experience for beneficiaries.

The Significance of having a CX Strategy

01 Enhanced beneficiary Satisfaction

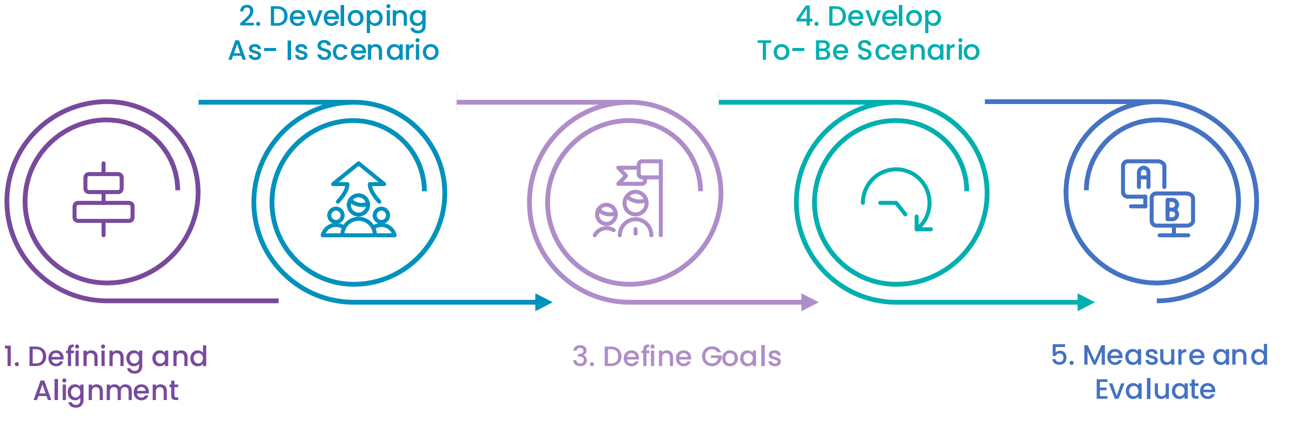
02 Increased Efficiency

03 Cost Savings

04 Data-Driven Decision Making.

How to conduct CX Strategy?

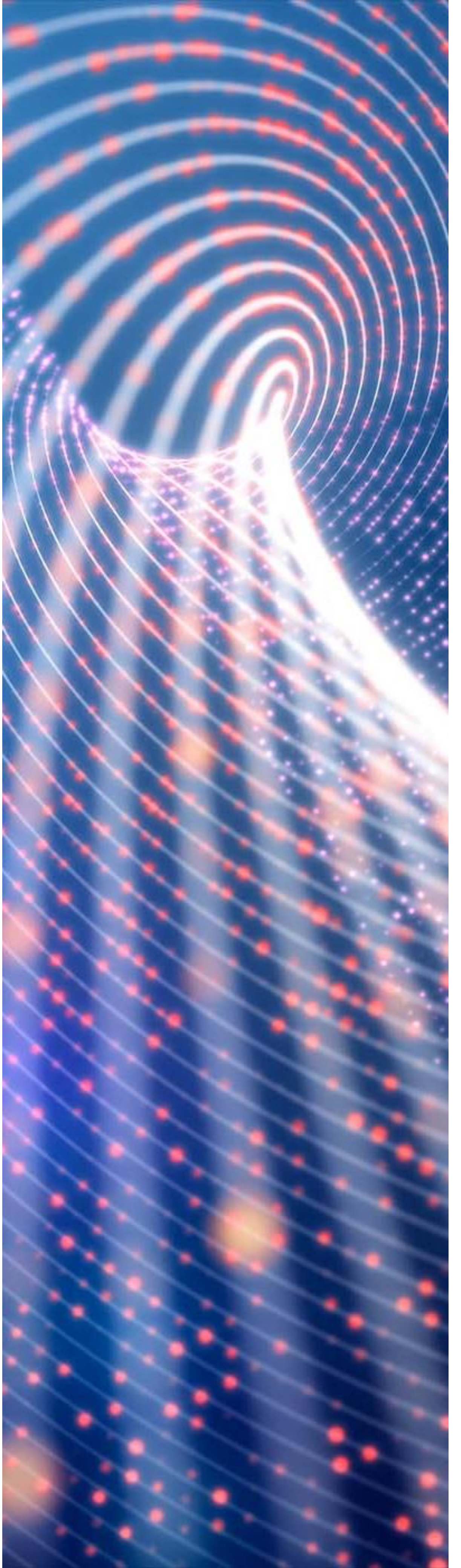
CX strategy is conducting by following these steps



Stage 1

Defining and Alignment

Defining and Alignment form the very basis of any CX strategy, where the government defines a clear vision-aspirational goal-and mission-active approach. It is here that the CX strategy gets aligned with the general organizational vision and mission, bringing together beneficiary-centered goals with governmental objectives. This lays down guiding principles and direction for further CX efforts.



Stage 1: Defining and Alignment

1. Defining Vision

	Element	Description
Inputs	• Entity's Vision and Mission	A baseline for aligning the CX strategy with the overarching goals of the entity.
Outputs	• CX Strategy Vision	

Disclaimer:
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What is a Vision?

A vision is more about an aspirational big, long-term ambition over what the ultimate beneficiary experience outcome should be. It thus acts like guiding stars, defining what the government wants beneficiaries to feel and achieve and experience in the future when engaging with government services.

Properties of an Effective Vision

Inspirational: Engages employees, beneficiaries, and stakeholders in transformational results.

Future-oriented: Focused on long-term future intent versus current capabilities.

Beneficiary-centric Engages employees, beneficiaries, and stakeholders in transformational results.

Meets Organizational Goals: In other words, the overarching vision of the government or institution.

Clear and Concise: Clear from ambiguity, hence easily understood by all stakeholders.

How to Define the Vision?

01

Define the Vision Stakeholder Involvement

Aspiration-exploring workshops with Senior Leadership and departments shall be done using prompts such as: What do we want to have beneficiaries say about services in 10 years? What do we want to be known for in CX?

02

Beneficiary Needs Assessment

Identify unmet expectations by analyzing surveys, focus groups, and current feedback.

03

Draft and Refine

Apply follow-up with frameworks like McKinsey's 5Cs for Vision Development: Clarity, Consistency, Beneficiary-focused, Context-aware, Collaborative.

04

Validating

Share drafts with leadership and key stakeholders to ensure alignment an

Stage 1: Defining and Alignment

1. Defining Vision

Steps to Write a Vision Statement for CX Strategy:

01

Understand Your Organizational Goals:

- Ensure that the CX vision aligns with the broader objectives of the entity.
- Identify how improved customer experiences can contribute to achieving these goals.

02

Gather Insights from Stakeholders:

- Engaging with customers, employees, and other stakeholders to understand their expectations and experiences.
- Use surveys, interviews, and feedback tools to collect diverse perspectives.

03

Define your ideal beneficiary experience

- What kind of experience do you want your beneficiaries to have when they interact with your entity?
- Where do we want the organization to go?
- What problem does the organization intend to solve?
- How will things be different if the vision is realized?

04

Differentiate Between Concept and Quality Statements:

- Concept Statement
  - Describes the ideal future state for your customer experience. They are aspirational and forward-looking.
  - Focus on the 'what' and 'why' of your customer experience vision.

- Quality Statement
  - Defines the measurable attributes of a good customer experience. They are specific and actionable.
  - Focus on the 'how' by outlining the criteria for success.

Stage 1: Defining and Alignment

2. Defining Mission

	Element	Description
Inputs	• Entity's Vision and Mission, CX Strategy Vision	A baseline for aligning the CX strategy with the overarching goals of the entity.
Outputs	• CX Strategy Mission	

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What is a Mission?

The mission is the actionable pathway to realizing the vision. It's how the government will deliver against the intended beneficiary experience: what principles, priorities, and methodologies will guide them in pursuing that vision.

Properties of an Effective Mission

Actionable: With concrete actions and deliverables.

Practical yet Realistic: Focused on long-term future intent versus current capabilities.

Aligned with Vision: This translates into achievable steps.

Inclusive: Reflecting diversity and equity in service provision.

How to Define the Vision?

01

Translate Vision into Action

Break the vision down into smaller and actionable components, Example: If the vision is "Seamless digital service delivery," then the missions to achieve it could include the use of AI in service delivery and access anytime, anywhere

02

Involve Departments

Liaising with all units of government services toward the realization of our mission as a reflection of shared goals.

03

Identify Key Enablers

Technology, training, and beneficiary engagement should be considered as drivers of the mission.

04

Test for Clarity

Ensure the mission is understandable and communicable across the entity.

Stage 1: Defining and Alignment

3. Aligning the Vision and Mission

	Element	Description
Inputs	• Entity's Vision and Mission, CX Strategy Vision, CX Strategy Mission	The vision and mission of the CX Strategy.
Outputs	• Alignment of the CX Strategy Vision and Mission	Aligning the CX Strategy vision and mission with the overall vision and mission of the entity

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What is the Alignment step?

The alignment step is to make sure that CX vision and mission are aligned with the overall vision and mission of the government entity. That all efforts, resources, and initiatives are pointed at both CX-specific goals and broader organizational objectives.

Why Alignment is Important?

Consistency: It prevents conflicting objectives among different departments.

Efficiency: Leverages from previous government priorities and investments.

Credibility: These show the stakeholders that CX is a priority aligned with larger governmental goals.

How to Achieve Alignment?

01 Understand the Entity's Goals

- Break down the entity's vision and mission into key focus areas, such as **economic growth, social inclusivity, and environmental sustainability.**

Example: Entity's Vision: "Achieve sustainable development."

02 Map the CX Vision and Mission to Entity Goals

- Identify how the CX vision and mission directly support each focus area.

Entity Goal	CX Contribution
Economic: National prosperity	Provide seamless digital services for businesses.
Social: Inclusivity and equity	Ensure services are accessible to all beneficiaries.
Environmental: Sustainability	Implement paperless processes to reduce impact.

03 Simplify and Validate:

- Ensure the CX vision and mission are clear, beneficiary-centric, and practical.
- Share the alignment with leadership for validation and adjust based on feedback.

Example: CX Alignment: "Enable digital services to minimize environmental impact."

4. SWOT Analysis

	Element	Description
Inputs	• Market Research, Analysis of Current Trends, Stakeholder Insights	A mix of internal and external factors, including organizational capabilities, market conditions, and feedback from stakeholders.
Outputs	• SWOT Analysis	The strengths, weaknesses, opportunities, and threats for the entity regarding the beneficiary experience.

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What is SWOT Analysis?

SWOT analysis is a strategic tool applied in planning that evaluates strengths, weaknesses, opportunities, and threats for an organization. It affords, within a CX strategy, clear insight into where the entity is internally and how external forces can influence its capability for the delivery of outstanding beneficiary experience.

Why to do a SWOT Analysis for CX Strategy?

01 **Holistic Understanding:** It covers the identification of the internal factors, strengths and weaknesses, and external influences, opportunities, and threats, about CX strategy.

02 **Informed Decision-Making:** Helps prioritize initiatives, focus on areas of strength, and mitigate risk.

03 **Gaps Identification:** It highlights areas that need improvement, such as outdated systems or pain points among the beneficiaries

04 **Leveraging Opportunities:** Identifies external trends or resources that could benefit CX.

4. SWOT Analysis

How to Execute a SWOT Analysis for CX Strategy?

Typically, SWOT Analysis is divided into two parts

Internal

Strengths (Positive Internal Factors)

Resources, capabilities, or processes internal to the organization that provide it with an advantage in delivering great beneficiary experiences.

Purpose:

What the entity has been doing well in order to focus on building on its positive traits and amplifying overall good results.

Identifying Strengths

1. Review service performance metrics such as resolution times and satisfaction scores.
2. Internal workshops to gather input from employees and departments.
3. Look for recurring positive themes in beneficiary feedback

Weaknesses (Negative Internal Factors):

Internal limitations or challenges in the delivery of a frictionless CX.

Purpose:

Identify areas that need improvement so as not to impact negatively on beneficiary satisfaction.

Identifying Strengths

1. Analyze complaints and recurring pain points of the beneficiaries.
2. Identify inefficiencies using internal process audits.
3. Benchmark against peers in the market to get clarity around performance gaps.

External

Opportunities (Positive External Factors)

External trends, innovations, or changes that can be leveraged by the entity to get better at its CX.

Purpose:

To identify how to leverage emerging trends, resources, or external factors for CX improvement.

Identifying Strengths

1. Monitor global and regional CX trends-which may emanate from, but is not limited to, Gartner or McKinsey.
2. Analyze technological developments to be utilized to enhance service delivery.
3. Benchmark to identify best practices.

Threats (Negative External Factors)

Identify any potential risks that could affect CX delivery and take action to mitigate the same, well in advance.

Purpose:

Identify any potential risks that could affect CX delivery and take action to mitigate the same, well in advance.

Identifying Strengths

1. The reporting on technology, social trends, and policies analyzes the external risks.
2. Obtain input from stakeholders on all possible barriers.
3. Monitor complaints or levels of dissatisfaction that may indicate emergent risks.

Positive | **Negative**

5. Benchmarking

	Element	Description
Inputs	• Comparable Entities, Performance Data, Best Practices	Information from industry leaders or similar organizations, performance metrics, and global best practices to evaluate and compare against your entity's current state
Outputs	• Benchmarking Report	A clear report that shows where you stand, what you can improve, and what steps you can take to match or beat others.

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What is Benchmarking?

It does involve benchmarking the CX performance of an entity with that of its industry leaders or organizations that are in similar fields, thus the identification of gaps and ways is realized.

Why is Benchmarking Important?

01 **Identify and recognize standards and best practices.**

02 **Establish metrics with which to measure CX for evaluation and improvement.**

How to Define the Vision?

01 Identify Benchmarks

Select peers known for excellence in CX: top performing governments, private sector leaders, global entities.

02 Select Metrics

Focus on KPIs: beneficiary satisfaction, response times, and accessibility.

Examples:-
- Estonia's e-Government is a benchmark in terms of digital accessibility.
- Denmark's "single beneficiary ID" is a benchmark for integrated services.

03 Collect and Analyze Data

Leverage public reports, case studies, or Gartner/Forrester insights.

04 Document Insights

Example Insights:
- For instance, Estonia reduced service times by 50% simply by using integrated digital platforms.
- Singapore achieved a 90% beneficiary satisfaction rate by prioritizing mobile-first services.

Stage 1: Defining and Alignment

6. Positioning

	Element	Description
Inputs	• Comparable Entities, Performance Data, Best Practices	Information from industry leaders or similar organizations, performance metrics, and global best practices to evaluate and compare against your entity's current state
Outputs	• Benchmarking Report	A clear report that shows where you stand, what you can improve, and what steps you can take to match or beat others.

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What does Positioning mean?

Positioning defines how a governmental entity is perceived by its beneficiaries compared to others. It reflects the entity's unique value proposition (UVP) and highlights what differentiates it in the market of public services.

Why Positioning is Important?

01 **Clearly Explain Identity:** Establish a clear and specific identity in the eyes of the beneficiaries.

02 **Building Trust:** Highlight strong points and values of the entity to foster confidence among the beneficiaries about satisfaction.

03 **Differentiate Highlighter:** Position the entity to lead in delivering services that would meet or surpass the expectation of the beneficiary.

How to Determine the Entity's Positioning?

01 Understand Perception of Beneficiaries

- Conduct surveys, focus groups, and interviews that shall help in gaining insight into how the beneficiaries currently view the entity. The purpose is to identify areas of satisfaction and dissatisfaction to understand the public perception of strengths and gaps.

02 Unique Value Proposition (UVP)

- Clearly define what sets the entity apart from others in delivering services, highlighting the unique benefits and value it provides to its beneficiaries.
    - **Focus on aspects:** Such as Inclusivity to serve all demographics with equity.
    - **Digital-First Services:** Putting convenience at the forefront, supported by technology.
    - **Efficiency:** Providing services sooner and in a beneficiary-focused way.

Example UVP: "We are the first government agency to provide fully digital services catering to rural and under-served communities.".

03 Compare with Competitors: Competitor Analysis Research

- Compare with Competitors: Competitor Analysis Research other governmental levels-local, regional, or international-to learn where the gaps in services are and where differentiation lies. Use competitor insights to answer the following:
    - Where do we stand in comparison to others?
    - "What is our competition doing better, and where can we lead?

04 Articulate the Positioning Statement

- Combine findings to draft a clear and compelling positioning statement that communicates: What the entity delivers. Whom it serves. How it stands out.

Stage 2

Develop AS- IS Journey

The Developing AS-IS Scenario step includes an analysis of the status of beneficiary's experiences. This will help the entity in identifying all beneficiaries, their expectations, frustrations, and document the actual journey that the beneficiary is performing in order to find the gaps and problematic parts. This provides the factual input regarding the status as an entity stands today, since such improvement efforts need ground in later steps.

Stage 2: Developing As- Is Scenario

1. User Research

	Element	Description
Inputs	• Beneficiary Feedback (Surveys, Interviews)	Qualitative/quantitative data to understand beneficiary needs, frustrations, and behaviors.
Outputs	• Personas and Empathy Maps	Visual representations of beneficiary needs, motivations, and frustrations.

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What is User Research?

User research involves activates like creating personas and empathy maps to represent beneficiaries' needs, motivations, and frustrations.

Why is it important?

01 **Provides a human-centered perspective on the beneficiary experience.**

02 **Ensures CX strategy decisions are driven by real needs, not assumptions.**

03 **Personas help segment users, while empathy maps deepen understanding of their emotions and behaviors.**

How to Conduct User Research?

01 Gather Data

Qualitative data are collected using surveys, focus groups, interviews, and observation.

02 Create Personas

Develop personas representative of the types that capture:

- **Demographics:** Age, location, occupation.
- **Behaviors:** How they interact with the service.
- **Needs and Goals:** What they want to achieve.
- **Frustrations:** Barriers they face.

03 Create Empathy Maps

Focus on four key areas:

- What they are thinking and feeling-for example, "I'm frustrated by long wait times.
- What they see-for example, disorganized processes.
- What they do when visiting service centers, for example.
- What they say, e.g. "Why is the process so slow?.

2. AS-IS Beneficiary Journey Map

	Element	Description
Inputs	• Beneficiary Touchpoint Data, Surveys and Feedback Reports	Data on existing service channels and beneficiary interactions.
Outputs	• AS-IS Journey Map	A visual representation of the current journey, showing touchpoints and pain points.

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What is the Beneficiary Journey Map?

The AS-IS Beneficiary Journey Map is the representation of what a beneficiary nowadays experiences when in contact and interaction with any entity establishment for service provisions. This typically includes all touchpoints-phone, physical space, other people-along with their responding emotions and pain points.

Why is it important?

01 **It pinpoints the inefficiencies, delays, and frustrations of the current process.**

02 **This will establish where beneficiary expectations are not being met.**

03 **It forms the foundations for designing a better experience.**

How to Conduct a Beneficiary Journey Map?

01

Identify Touchpoints

Outline all the channels and steps a beneficiary would go through to interact with the service. This may include things such as websites, calling, and in-person visits.

02

Capture Emotions and Pain

Emotionally high moments and reflected pain points on the journey map.

03

Document Points of Friction

Identify any steps or processes which involve delays, redundancies, or are confusing.

04

Data Usage

Underpin the insights with data from beneficiary feedback, complaints, and service logs.

Stage 2: Developing As- Is Scenario

3. Problem Statement

	Element	Description
Inputs	• Pain Points from Journey Map, Beneficiary Needs	Specific challenges and pain points extracted from journey mapping and user research.
Outputs	• "How Might We" Statements	Problem statements reframed as opportunities using the "How Might We" (HMW) format

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What is the Problem Statement?

The Problem Statement activity reframes beneficiary pain points and challenges into actionable opportunities using the "How Might We" framework. This makes the problem an open-ended question, solution-oriented, and aimed at driving creativity and focus on the solution design process.

Why is it important?

01 **It encourages the framing of solutions, not problems, and in a positive sense.**

02 **Allows collaboration, providing a common language to brainstorm with.**

03 **It will create crystal clear, actionable questions that drive ideation for CX improvements.**

How to define Problem Statement

01 Identify Challenges

Review the as-is beneficiary journey map, including beneficiaries pain points, based on research.

Example Challenge: "Beneficiaries face delays when applying for industrial license."

02 Reframe the Problem Using HMW

Start with "How Might We" and phrase the challenge as a question.

Example Reframe: "How might we reduce approval time for the industrial license to improve beneficiary satisfaction?"

03 Break Down Complex Challenges

Use multiple HMW questions to address different aspects of a problem.

Example: For delays in service applications:
- "How might we automate parts of the approval process?"
- "How might we provide real-time updates on application status?"

04 Ensure HMW Questions Are

- **Focused:** Tied to a specific pain point.
- **Open-Ended:** Encourages multiple solutions.
- **Actionable:** Solvable given resources and constraints.

4. Beneficiary Expectations/ Persona Card Mapping

	Element	Description
Inputs	• Beneficiary Data, Demographics, and Behavioural Insights	Information about the beneficiaries, such as their needs, preferences, behaviors, and demographic details.
Outputs	• Persona Card Mapping Report	A document or sheet containing detailed profiles of all beneficiary segments, outlining their characteristics, needs, goals, and pain points.

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What?

Persona Card Mapping is the process of creating detailed profiles for different beneficiary segments. These profiles help organizations understand who their beneficiaries are and how to design better services for them.

Why is it important?

01 **Better Understanding:** Gain a deeper insight into who your beneficiaries are.

02 **Improved Services:** Tailor services to meet specific needs and preferences.

03 **Focused Decision-Making:** Guide strategies and solutions based on real beneficiary insights.

How to create a Persona Profile Report?

01

Collect Data

Use surveys, interviews, and analytics to gather information about your beneficiaries.

02

Segment Beneficiaries

Group them by shared traits like age, preferences, or behavior.

03

Build Profiles

Create detailed persona profiles for each segment, including demographics, goals, pain points, and motivations.

04

Organize into a Report

Compile all profiles into a structured report or sheet for easy reference.

Stage 2: Developing As- Is Scenario

5. Mapping Gains and Pain Points

	Element	Description
Inputs	• Persona Card Mapping, Journey Data	Insights from persona profiles and data from customer journey analysis to understand key beneficiary experiences.
Outputs	• Empathy Mapping	A detailed visualization that captures beneficiaries' thoughts, feelings, and actions, highlighting areas of satisfaction and frustration.

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What is Mapping Gains and Pain Points?

Mapping Gains and Pain Points is the process of identifying what works well (gains) and what causes frustration (pain points) for beneficiaries throughout their interactions. This provides a clear view of areas to enhance or resolve.

Why is it important?

01 **Clarity on Experience:** Understand what beneficiaries value and where they face difficulties.

02 **Targeted Improvements:** Prioritize areas to enhance based on their impact.

03 **Informed Decision-Making:** Use data-driven insights to guide CX strategies.

How to Map Gains and Pain Points?

01 **Analyze Persona Data**

Use insights from Persona Card Mapping to understand different beneficiary needs and behaviors

02 **Review Journey Data**

Examine customer journey maps to identify points of satisfaction and frustration.

03 **Engage Stakeholders**

Collaborate with teams to validate findings and share diverse perspectives.

04 **Create Empathy Maps**

Develop empathy maps to capture what beneficiaries think, feel, do, and say at each touchpoint.

05 **Identify Actionable Areas**

Use the maps to highlight key gains to leverage and pain points to address.

Stage 3

Define Goals

It is about setting clear and actionable goals through the use of the SMART framework and prioritizing them in terms of impact and feasibility. In this way, CX initiatives are aligned with the overall strategy of the entity and expectations of beneficiary's while being achievable with available resources.

1. Service Blueprint

	Element	Description
Inputs	• Empathy Mapping, Customer Journey Insights, Operational Data	Insights into beneficiary experiences, touchpoints, and backend operations to identify opportunities for improvement.
Outputs	• Service Blueprint Document	A visual and detailed map of service delivery, including touchpoints, processes, and potential areas for improvement or innovation.

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What is a Service Blueprint?

A service blueprint represents the detailed visualization of service delivery. It maps the interaction of beneficiaries, employees, and systems to spot strengths, gaps, and areas of improvement in service delivery.

Why is it important?

01 **End-to-End Visibility:** Provide a complete view of service delivery, from the front-end interaction to the back-end process.

02 **Identify Pain Points:** Pinpoint bottlenecks or inefficiencies in the service.

03 **Generate Solutions:** Emphasize any opportunity for improvement or innovation in the service.
Improve Alignment: Alignment of teams across departments in the service delivery process.

How to Conduct User Research?

01 **Define the Scope:**
Identify whether the project was to map which service or process.
Example: Mapping the journey of applying for a government permit.

02 **Gather Inputs**
Empathy maps, journey insights, operational data shall help in understanding beneficiary interactions and system interaction.

03 **Map the Touchpoints**
Identify different touch points of interaction among beneficiaries with the service, from digital to in-person interaction to backend processing.

04 **Layer the Blueprint**
Include
- **Customer Actions:** What the beneficiary does.
- **Front-stage Actions:** Direct interaction between the staff and the beneficiaries.
- **Backstage Activities:** Activities that support the frontstage but are not visible to the beneficiary.

05 **Analyze and Ideate**
Using the blueprint, identify points of pain, inefficiency, and improvement.

06 **List Possible Solutions**
Document actionable solutions for each identified issue, such as process improvements or technology upgrades.

Stage 3: Define Goals

2. Define Goals Using SMART Framework

	Element	Description
Inputs	• Customer Expectations, Internal and External Challenges	Solutions aligned with expectations, categorized challenges, and organizational focus.
Outputs	• SMART Goals List	A set of Specific, Measurable, Achievable, Relevant, and Time-bound goals.

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What is a Service Blueprint?

SMART goals are valuable in establishing a clear, actionable direction for a CX strategy in the entity services. It is structured to guide the development and implementation phases effectively.

Why is it important?

01 **SMART goals provide structure, focus, and clear expectations for each venture so that progress can be estimated and measured effectively.**

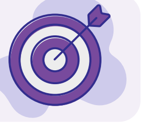
How to define goals using SMART goals Framework?

Apply the SMART Framework

S

S- Specific

The objective is clear and well-defined, leaving no room for ambiguity, such as: "Reduce response time for citizen queries"



M

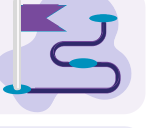
M - Measurable

The objective can be quantified and tracked using specific metrics or indicators., this applies to "Reduce response-time by 30%"

A

A - Achievable

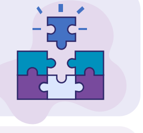
The objective is realistic and attainable given the available resources and constraints, e.g., "Utilize existing CRM tools to automate responses".



R

R - Relevant

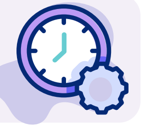
The objective is aligned with the overall strategic goals and mission of the organization, like "Supports transparency and citizen satisfaction goals".



T

T- Time-bound

The objective has a specific deadline or timeframe for completion.



Example for a SMART Goal: Reduce citizen service response time by 30% in the next 12 months through the implementation of an AI-based support system.

3. Prioritization of Goals

	Element	Description
Inputs	• SMART Goals List, Feasibility Assessments, Impact Analysis	A collection of goals alongside assessments of their feasibility and potential impact on beneficiary experiences and operational efficiency.
Outputs	• Prioritized Goals List	A ranked list of goals focusing on those with the highest impact and feasibility for implementation.

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What is Goal Prioritization?

Prioritization of goals involves evaluating and ranking them to focus on initiatives that deliver the highest value while being practical to implement within resource constraints.

Why is it important?

01 **Resource Optimization:** Ensure resources are allocated to the most impactful initiatives.

02 **Timely Execution:** Focus on achievable goals to maintain momentum and deliver results.

03 **Strategic Focus:** Concentrate on goals that align closely with organizational priorities.

How to prioritize goals?

01 — Evaluate Feasibility

Assess each goal's resource requirements, timeline, and implementation challenges.

02 — Analyze Impact

Determine the potential benefits of each goal for beneficiaries and operational improvements.

03 — Use a Prioritization Matrix

Map goals based on impact and feasibility to categorize them as:

- High Impact, High Feasibility: Quick wins and strategic priorities.
- High Impact, Low Feasibility: Long-term or resource-intensive projects.
- Low Impact, High Feasibility: Minor improvements for immediate action.
- Low Impact, Low Feasibility: Low-priority initiatives.

04 — Engage Stakeholders

Validate prioritization with input from key stakeholders to ensure alignment.

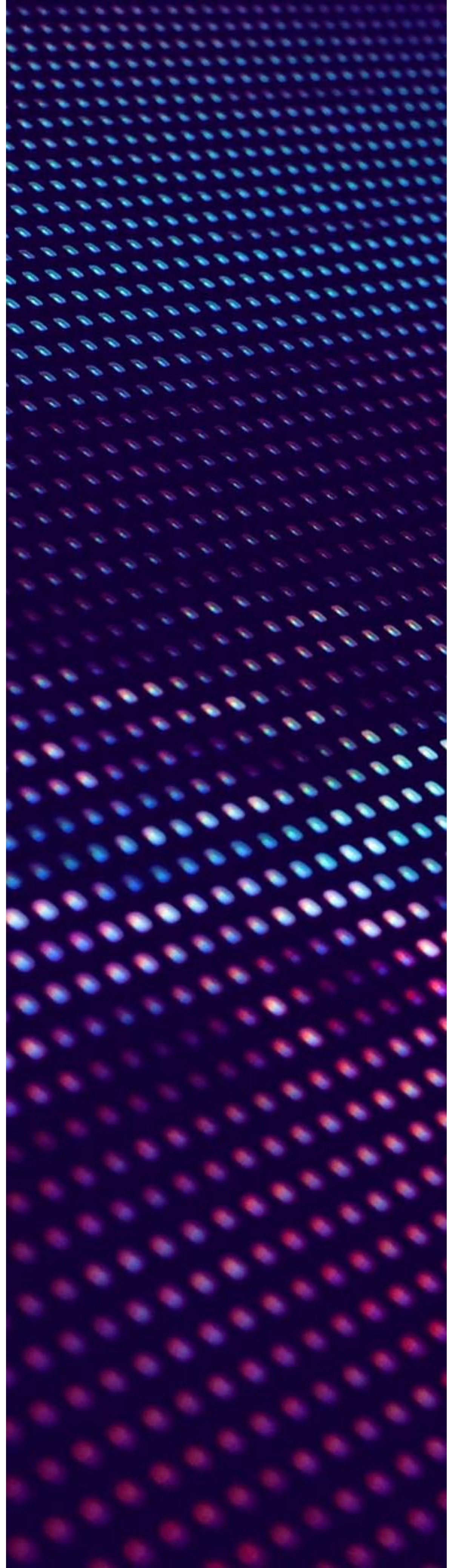
Example of Prioritization

- High Impact, High Feasibility: Implement AI chatbots to reduce response time by 30%.
- High Impact, Low Feasibility: Develop a multi-channel support system for inclusivity.
- Low Impact, High Feasibility: Optimize internal workflow for quicker approvals.

Stage 4

Develop To- Be Journey

Stage Four is where all the insights and planning come together to create a future-focused, citizen-first experience. This is about envisioning the ideal journey for beneficiaries, setting measurable targets, and paving the way for change. It’s where the vision turns into actionable steps to truly transform how the entity interacts with and serves its citizens.



Stage 4: Develop To- Be Journey

1. Strategic Planning and Market Mapping

	Element	Description
Inputs	• Selected Solutions	A list of potential solutions from the "Define Goals" stage, for evaluation against market trends and organizational objectives.
Outputs	• Strategic Market Map	A comprehensive analysis and mapping of how emerging market trends align with solutions, enabling informed decision-making and adaptive strategies.

Disclaimer:
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- *Outputs: are the deliverables or results produced at the end of the process.*

What is Strategic Planning and Market Mapping?

This process combines strategic planning with market analysis to position potential solutions in current and emerging market trends. It assures solutions are not only aligned with organizational goals but also positioned to address future demands and opportunities.

Why is it important?

01 **Informed Decision-Making:** Solutions aligned with market realities on which to base resource allocation and strategy.

02 **Opportunity Identification:** Recognize growth and innovation opportunities accelerated by emerging trends.

03 **Risk Mitigation:** Anticipate the emergence of challenges or disruptions in the market to adapt strategies in advance.

04 **Improved Strategic Alignment:** Ensure solutions support both beneficiary expectations and organizational objectives.

How to Carry Out Strategic Planning and Market Mapping?

01 **Identify Relevant Trends**
Research technological, social, and economic trends that may affect the market.
Example: More mobile-first service delivery or AI-driven customer interactions.

02 **Analyze the Impact of the Trend**
Based on this, determine how these trends will affect potential solutions in a positive or negative way.
Example: Sustainability trends are driving the need for paperless processes.

03 **Map Trends to Solutions**
Align the solutions by using appropriate frameworks like SWOT or PESTEL to indicate with which market trend each solution aligns.
Example: Mapping Digital Transformation Trends to Automated Service Solutions.

04 **Identify Opportunities**
Establish how new emerging trends can be leveraged to develop better solutions.

05 **Anticipate Challenges**
Highlight potential barriers to implementation, such as resource gaps or regulatory issues.

06 **Develop Strategic Plans**
Formulate strategies to adapt solutions to changing market trends, focusing on flexibility, scalability, and future-proofing.

Stage 4: Develop To- Be Journey

2. To-Be Beneficiary Journey

	Element	Description
Inputs	• Defined Goals, Solutions (Analysed)	Clear, actionable goals derived from previous stages and analysed suggested solutions.
Outputs	• To-Be Beneficiary Journey Map	Detailed blueprint for creating a seamless and satisfying beneficiary experience, enabling organizations to prioritize improvements, drive beneficiary satisfaction, and measure their success..

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What is the To-Be Beneficiary Journey Map?

A visual representation of the ideal beneficiary experience, outlining the steps a beneficiary takes to interact with a service or product, from initial contact to post-interaction support.

Why to conduct a To-Be Beneficiary Journey Map?

01 **Improved Beneficiary Experience:** To design a seamless and satisfying beneficiary journey.

02 **Increased Beneficiary Satisfaction:** To meet and exceed beneficiary expectations.

03 **Optimized Operational Efficiency:** To streamline processes and reduce friction points

04 **Prioritize Improvements:** Identify areas for improvement and focus on high-impact initiatives.

05 **Innovate and Differentiate:** Develop innovative solutions and create unique beneficiary experiences.

06 **Measure Success:** Establish key performance indicators (KPIs) to track progress and success.

How to conduct To-Be Beneficiary Journey Mapping?

01 **Analyze the As-Is Beneficiary Journey**
Identify pain points, inefficiencies, and opportunities for improvement.

02 **Analyze the list of Solutions and Goals**
Reviewing the list of goals and solutions from previous activities.

03 **Define the Desired Beneficiary Experience**
Determine the ideal beneficiary experience, considering factors such as ease of use, speed, and personalization.

04 **Map the To-Be Beneficiary Journey**
Create a visual representation of the ideal beneficiary journey, including touchpoints, interactions, and emotions.

05 **Identify Gaps and Opportunities**
Compare the As-Is and To-Be journeys to identify gaps and opportunities for improvement.

06 **Prioritize Improvements**
Focus on high-impact areas that will have the greatest impact on the beneficiary experience.

07 **Define KPIs and Success Metrics**
Establish key performance indicators to measure progress and success.

08 **Develop a Success Matrix**
Create a matrix to track the implementation of improvements and measure their impact.

Stage 4: Develop To- Be Journey

3. Change Management

	Element	Description
Inputs	• Strategic Market Map, To-Be Beneficiary Journey • Stakeholder Feedback	Insights into planned changes, desired future journeys, and feedback from stakeholders to guide the transition process.
Outputs	• Change Management Plan	A structured strategy that ensures smooth implementation of changes, minimizing resistance and enabling successful adoption.

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What is Change Management?

Change Management is a systematic approach to helping organizations transition from their current state to a desired future state. It involves preparing, equipping, and supporting stakeholders to adapt to changes in processes, technologies, or strategies.

Why is it important?

01 **Facilitates Smooth Transitions:** Ensures changes are implemented with minimal disruption.

02 **Enhances Adoption Rates:** encourages acceptance and commitment from stakeholders.

03 **Mitigates Risks:** Identifies and addresses potential challenges before they escalate.

04 **Improves Morale:** Supports individuals during transitions, fostering a positive outlook.

05 **Aligns Efforts:** Ensures all teams and departments are working cohesively towards shared goals.

How to Implement Change Management?

01 Assess Readiness

Evaluate the entity's preparedness for change by analyzing the Strategic Market Map and To-Be Beneficiary Journey Map.

Example: Identify areas where resistance might arise, such as introducing a new digital service platform.

02 Develop a Communication Plan

Use clear and consistent messaging to articulate the vision, benefits, and impacts of the change.

Example: Share the To-Be Beneficiary Journey Map with teams to illustrate the desired outcomes and benefits.

03 Provide Training and Support

Equip stakeholders with the skills and knowledge they need to succeed in the new environment.

Example: Offer workshops on using new technologies identified in the Strategic Market Map.

04 Monitor and Adapt

Regularly track progress and gather feedback to make necessary adjustments.

Example: Conduct pulse surveys to measure stakeholder adaptation and identify areas needing additional support.

Stage 4: Develop To- Be Journey

4. Action Roadmap

	Element	Description
Inputs	• Selected Solutions (Analyzed)	List of the selected solutions
Outputs	• An action plan for the selected solutions	A detailed roadmap for implementing solutions, including specific tasks, timelines, resource allocations, and risk mitigation strategies.

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What is the Action Plan?

A detailed plan outlining the steps, resources, timeline, and budget required to implement the selected solutions.

Why to conduct the Action Plan?

01 **Effective Implementation:** To ensure the successful implementation of solutions.

02 **Efficient Resource Allocation:** To optimize the use of resources.

03 **Accountability:** To assign responsibilities and track progress

04 **Prioritize Tasks:** Focus on the most critical tasks and allocate resources accordingly.

05 **Monitor Progress:** Track progress and identify potential bottlenecks.

Why to conduct the Action Plan?

01 **Break Down Solutions**
Divide each solution into smaller, actionable tasks.

02 **Assign Responsibilities**
Assign specific tasks to individuals or teams.

03 **Develop a Timeline**
Create a detailed timeline with specific deadlines for each task.

04 **Identify Required Resources**
Determine the necessary resources, including personnel, budget, and technology.

05 **Estimate Costs**
Calculate the estimated cost of each task and the overall project.

06 **Create a Budget**
Develop a detailed budget to allocate funds to different tasks.

07 **Identify Potential Risks**
Assess potential risks and develop mitigation strategies

08 **Establish Monitoring and Evaluation Mechanisms**
Develop a system to track progress and measure performance.

Stage 5

Measure and Evaluate

The Measure and Evaluate stage ensures the defined CX strategy aligns with the entity's vision, mission, and operational goals. This stage establishes mechanisms to continuously monitor, assess, and refine CX initiatives, reinforcing their effectiveness and adaptability to organizational objectives.

Stage 5: Measure and Evaluate

1. KPIs (Key Performance Indicators)

	Element	Description
Inputs	• Entity goals, CX strategy goals • Baseline performance data.	These elements provide the foundational context and benchmarks needed to set measurable objectives for CX performance.
Outputs	• CX KPI dashboards • Performance reports.	Visualize progress and highlight areas requiring attention.

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What are KPIs?

KPIs are quantifiable metrics that assess the effectiveness of CX initiatives. They provide measurable insights into how well the organization meets beneficiary expectations and operational goals.

Why are KPIs important?

01 **Link CX performance with the entity's strategic goals.**

02 **Drive data-informed decision-making.**

03 **Benchmark success and identify areas for improvement.**

How to Define KPIs?

01 Align with Strategy

Ensure KPIs support the entity's CX vision and mission.

Example: If the mission is "Seamless digital service delivery," a KPI might be "Percentage of online service completions."

02 Select Relevant Metrics

Focus on beneficiary satisfaction, operational efficiency, and service quality.

Examples:

- Beneficiary satisfaction score (CSAT).
- Net Promoter Score (NPS).
- Average resolution time.

03 Develop Dashboards

Use visual tools to track, analyze, and report KPI performance. Dashboards enable transparency across teams and leadership levels.

1. KPIs (Key Performance Indicators)

Example for KPI's

Customer Satisfaction (CSAT): Measures how satisfied beneficiaries are with public services.
Scoring: Typically, on a 1-5 scale, with 5 being highly satisfied.
Target: Aim for an average score of 4 or higher to reflect positive service experiences.

Net Promoter Score (NPS): In public service delivery, often replaced with "Beneficiary Trust Score (BTS)" and aimed at gauging the level of trust beneficiaries have in public services and institutions.
Scoring: Often on a scale from -100 to 100, like NPS.
Target: Scores above 0 are considered positive, while scores of 50+ indicate strong trust in the services and their providers.

Customer Effort Score (CES): Assesses how easy it is for beneficiaries to interact with public services.
Scoring: Usually on a 1–5 scale, with 1 indicating a very easy experience.
Target: Strive for an average score closer to 1, indicating low effort required from beneficiaries to access services.

Service Continuity Rate: Tracks the percentage of beneficiaries who continue to use digital public services over time.
Scoring: Percentage of beneficiaries consistently utilizing the service over a specific period.
Target: Aim for high continuity rates (e.g., 80% or higher), which indicate reliable and valued service offerings.

First Contact Resolution (FCR): Measures the effectiveness of resolving beneficiary issues at the first contact.
Scoring: Percentage of cases resolved on the initial interaction.
Target: The higher the percentage, the better. Aim for a range of 70–80% for effective first-contact resolution.

Stage 5: Measure and Evaluate

2. Feedback Mechanism

	Element	Description
Inputs	• Beneficiary surveys • Service ratings • Real-time feedback.	These elements provide the foundational context and benchmarks needed to set measurable objectives for CX performance.
Outputs	• Consolidated feedback insights and improvement plans.	Turn feedback into actionable steps to enhance services and increase satisfaction..

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What is a Feedback Mechanism?

Feedback mechanisms collect, organize, and analyze input from beneficiaries to improve CX initiatives. They ensure beneficiary voices guide the development and refinement of services.

Why is Feedback Important?

01 **Validates the effectiveness of CX initiatives and strategy.**

02 **Highlights pain points and areas for improvement.**

03 **Encourages beneficiary trust and engagement.**

How to Implement Feedback Mechanisms?

01

Use Multiple Channels

Employ surveys, online reviews, live chat ratings, and mobile app feedback tools to gather diverse insights.

Example: Post-service SMS surveys asking, "How satisfied were you with the service today?

02

Analyze Trends

Regularly review feedback to identify recurring issues or successes.

Example: Analyzing monthly NPS trends to detect dips in satisfaction.

03

Act on Feedback

Translate insights into actionable improvements

Example: Reducing wait times after complaints about delays.

3. Continuous Monitoring of Performance

	Element	Description
Inputs	• KPI data, feedback data • Operational metrics.	These inputs provide real-time data to identify strengths, weaknesses, and opportunities for improvement.
Outputs	• Performance improvement strategies • Evaluation insights.	These outputs ensure ongoing improvements and clear communication of results to stakeholders.

Disclaimer:
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What is Continuous Monitoring?

Continuous monitoring ensures CX performance remains aligned with evolving beneficiary expectations and organizational goals. It identifies areas for proactive adjustments.

Why is Monitoring Crucial?

01 **Detects performance gaps early**

02 **Maintains alignment with operational and strategic objectives.**

03 **Supports iterative improvement cycles.**

How to Conduct Continuous Monitoring?

01 Establish Monitoring Frameworks

Schedule regular reviews of KPIs, feedback, and operational metrics.

Example: Monthly review meetings to evaluate digital service uptake.

02 Engage Leadership and Teams

Create cross-functional committees to ensure CX evaluation involves diverse perspectives.

03 Leverage Technology

Utilize automated systems for real-time data collection and analysis.

Example: AI-powered sentiment analysis to gauge beneficiary emotions in feedback.

04 Adjust Strategies

Update CX initiatives based on performance data and emerging trends.

01
Design Thinking

Design Thinking

What is Design Thinking?

Design Thinking is a practical, human-centered approach to solving problems and fostering innovation. It focuses on understanding people's needs, defining their requirements, brainstorming creative ideas, designing solutions, and testing those solutions for effectiveness and simplicity. This iterative, non-linear process helps ensure that services are genuinely aligned with public needs.

When to Use Design Thinking

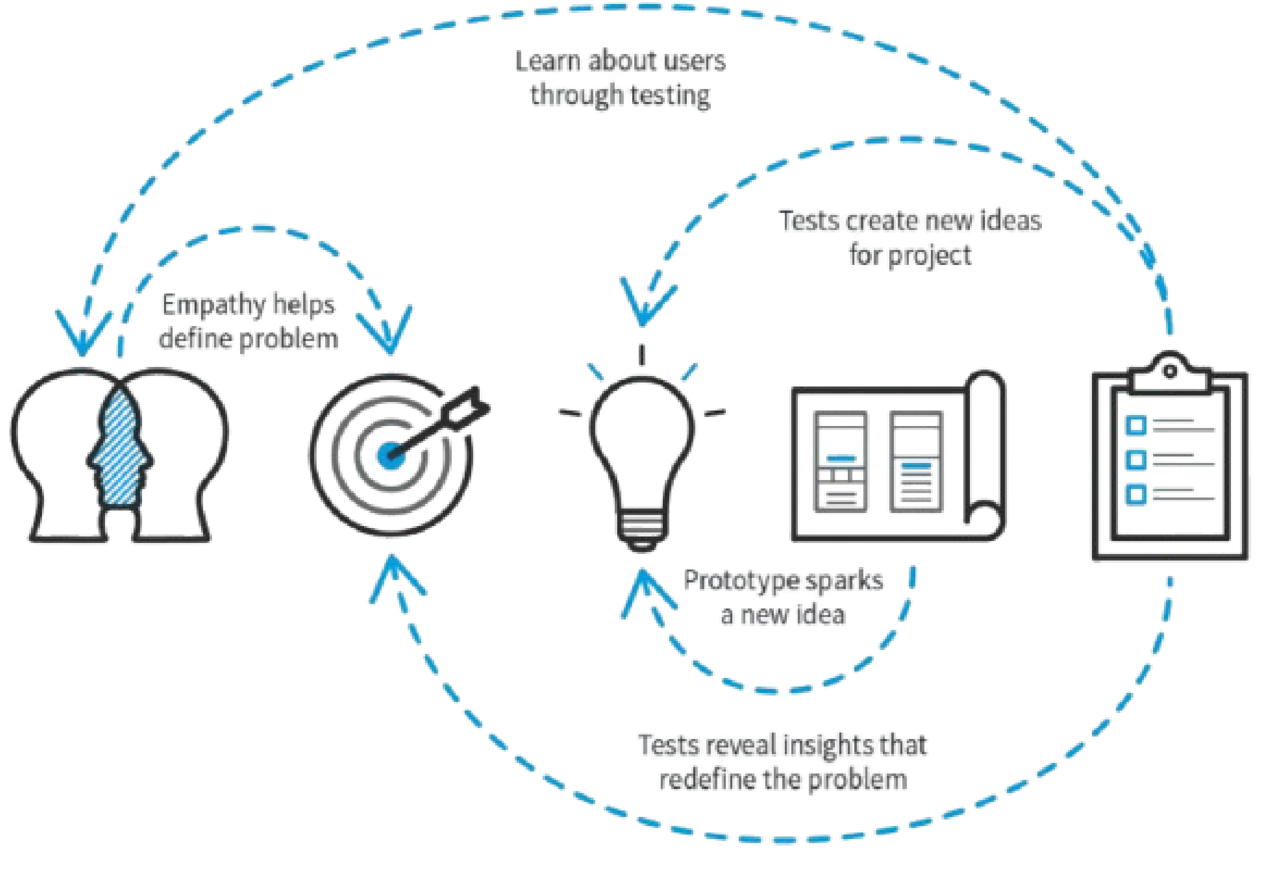
Design Thinking should be applied whenever there's a need to enhance the beneficiary experience. This approach is beneficial at all stages of service development, from initial policy design to refining digital interactions. By focusing on experience, Design Thinking allows government entities to respond proactively to changing public needs, particularly during significant transitions or crises. Continuously applying this approach ensures that services evolve based on real beneficiary feedback, making interactions smoother, more intuitive, and aligned with public expectations.

The Significance of Design Thinking

01 **User-Centered Solutions:** Design Thinking helps governments understand the needs and constraints of beneficiaries, enabling the creation of solutions that are truly user-centered and accessible.

02 **Continuous Innovation:** By promoting a cycle of improvement, Design Thinking enhances efficiency, fosters collaboration, and establishes a culture of ongoing innovation across public services.

Design Thinking Process



Empathize (Design Thinking)

What ?

The Empathize phase involves understanding the desires, difficulties, and objectives of beneficiaries through qualitative research techniques, including user interviews, focus groups, and observations. This phase allows a profound understanding of the values and experiences of beneficiaries.

How?

01 Initial Phase of Design Thinking: The Empathize phase is the foundational step in the Design Thinking process, establishing the foundation for all later phases.

02 Qualitative Research conducts: User interviews, focus groups, and in-person observations to provide immediate feedback regarding beneficiary experiences.

03 Identify Pain Points: Use empathy mapping methodologies to identify and understand the challenges, frustrations, and unfilled needs of beneficiaries.

04 Create Empathy Profiles: : Create beneficiary personas derived from the collected insights to help with visualization and understanding of different beneficiary demographics.

05 Regular Re-Evaluation: : Constantly revisit this phase when beneficiary demographics or habits evolve to ensure that solutions stay congruent with their changing demands.

Outcomes?

The phase of understanding beneficiary needs involves identifying pain points, motivations, and preferences, which informs the design process and informs the next steps.

When?

Initial, and Revised frequently

Channels?

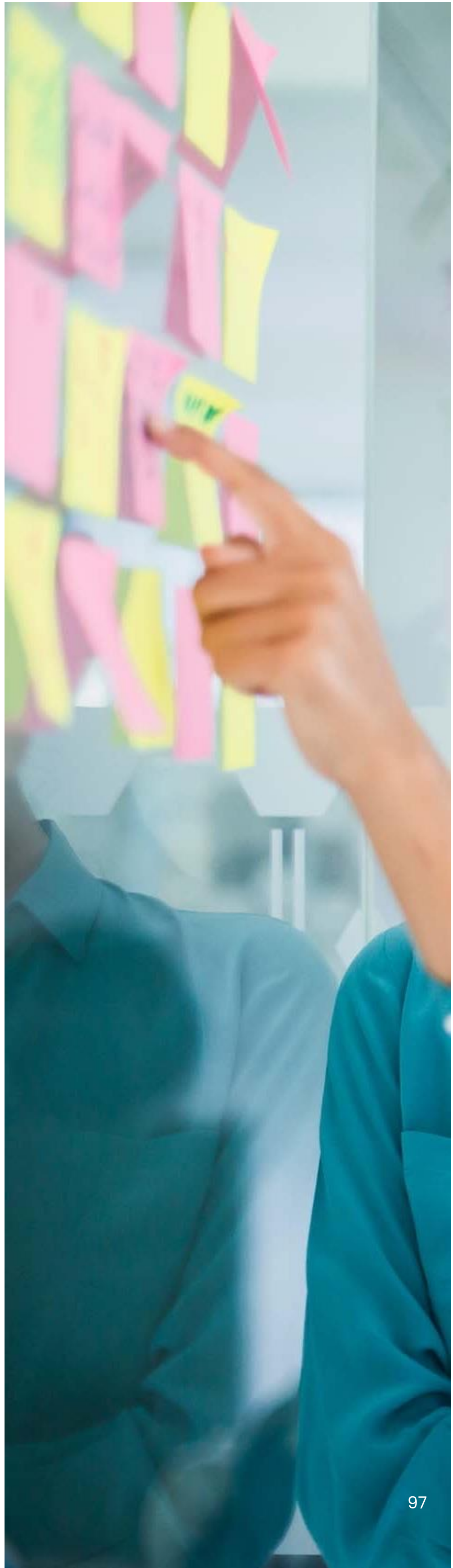
Offline/Online

Duration?

1-2 Weeks

Who?

2-3 Members.



Define (Design Thinking)

What ?

The Define step involves clearly communicating the issue statement or opportunity from the beneficiary's viewpoint. It requires the analysis of data gathered during the Empathize phase to discern critical concerns and obstacles that must be addressed.

How?

01 Define the Problem: Empathize, proceed to Define and formulate an accurate problem description.

02 Analyze Data: Consider patterns and issues from the data that is qualitative.

03 Craft the Statement: Develop a practical, beneficiary-centric problem statement.

04 Engage Stakeholders: Work together to guarantee that the statement is practical and consistent with their requirements.

05 Refine as Needed: Consistently evaluate and modify the statement to remain consistent with goals.

Outcomes?

The problem statement clearly addresses beneficiaries' needs and expectations, while aligned team goals ensure a shared understanding of the core challenge.

When?

Continually refining

Channels?

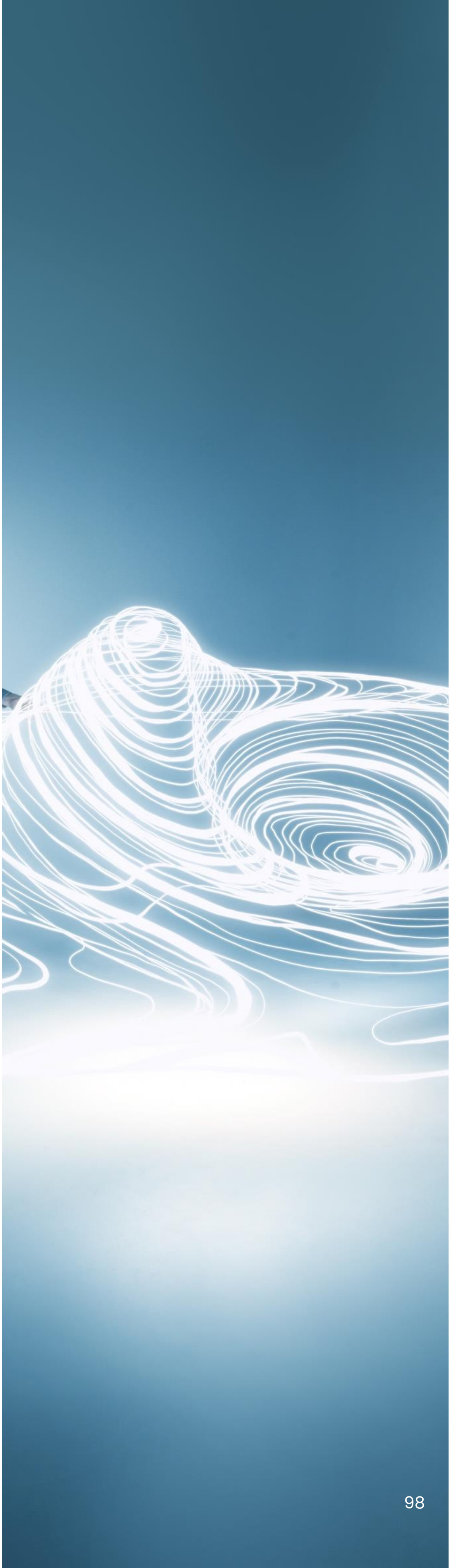
Offline/Online

Duration?

1-2 Weeks

Who?

2-3 Members.



Ideate (Design Thinking)

What ?

Ideation is the stage in which innovative solutions and concepts are developed to address the specified issue. The emphasis is on generating a diverse array of unique ideas without constraints to promote creative thinking.

How?

01 Start After Define: Start the Ideate process following the problem description.

02 Brainstorm with Teams: Organize brainstorming meetings with teams from different fields.

03 Use Creative Tools: Use tools such as virtual whiteboards to document and organize concepts.

04 Encourage Open-Mindedness: Create an environment that allows for the development of ideas.

05 Refine and Cluster: Identify and categorize the optimal concepts for the following Design Thinking step.

Outcomes?

A diverse range of potential solutions to address identified challenges, fostering enhanced creativity among team members by encouraging unconventional thinking.

When?

Continuous Innovation

Channels?

Offline/Online

Duration?

1-2 Weeks

Who?

2-3 Members.

Prototype (Design Thinking)

What ?

The Prototype phase includes the development of concrete representations or simulations of the suggested solutions. This allows the team to assess the feasibility of their concepts and obtain early feedback from stakeholders or beneficiaries.

How?

01 After Ideation: Begin the Prototype phase on the establishment of a shortlist of feasible concepts generated during the Ideate phase.
the solution.

02 Create Tangible Representations: Create prototypes as digital designs, wireframes, or real models, dependent on the solution's criteria.

03 Tools and Techniques: Use digital tools like as Figma or Sketch for developing interactive prototypes or construct physical models to illustrate actual objects.

04 Gather Feedback: Show prototypes to stakeholders and intended consumers to gather feedback on accessibility, design, and functionality.

05 Iterative Refinement: Continuously improves and perfect prototypes in response to feedback, moving through various iterations to maximize

Outcomes?

Early validation of concepts, which allows teams to assess feasibility and alignment with beneficiary needs. Creating tangible representations of ideas to enable stakeholders and beneficiaries to provide valuable feedback, leading to refinements that better meet user expectations.

When?

Begins after creating acceptable concepts

Channels?

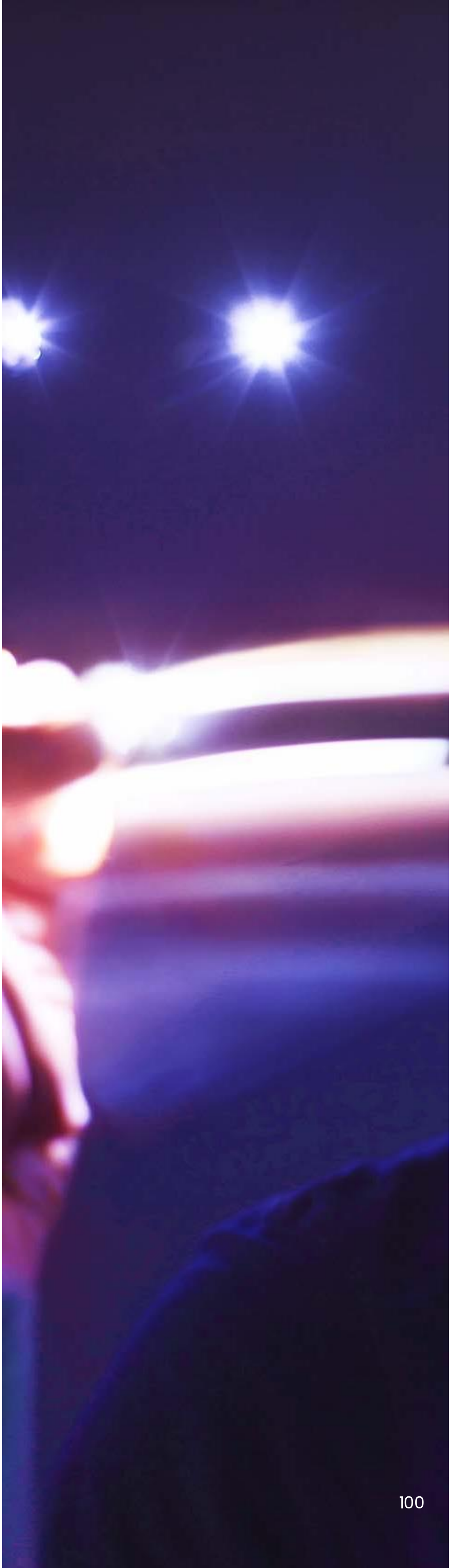
Offline/Online

Duration?

1-2 Weeks

Who?

2-3 Members.



Testing (Design Thinking)

What ?

The Test phase involves evaluating prototypes through the collection of input from beneficiaries or stakeholders. This stage is crucial for evaluating the solution's effectiveness in addressing the problem and identifying areas for additional improvement.

How?

01 Continuous Testing: Conduct testing as a continuous iterative process with prototyping, allowing constant feedback and improvements.

02 Collect User Feedback: Use platforms such as User Testing for online feedback or arrange in-person focus groups to collect personal views from beneficiaries or stakeholders.

03 Analyze Insights: Analyze the comments to identify which elements of the prototype are effective and where gaps or opportunities for improvement exist.

04 Refinement Loop: Integrate the feedback into the prototype, refining and iterating the solution to better align with the needs of the beneficiaries.

05 Real-World Scenarios: Test the prototype in everyday situations to assess its viability, usability, and overall effectiveness.

Outcomes?

Direct feedback validates solutions, while continuous testing and iterations refine products, ensuring they effectively address beneficiaries' needs and require no further adjustments.

When?

After the prototype phase

Channels?

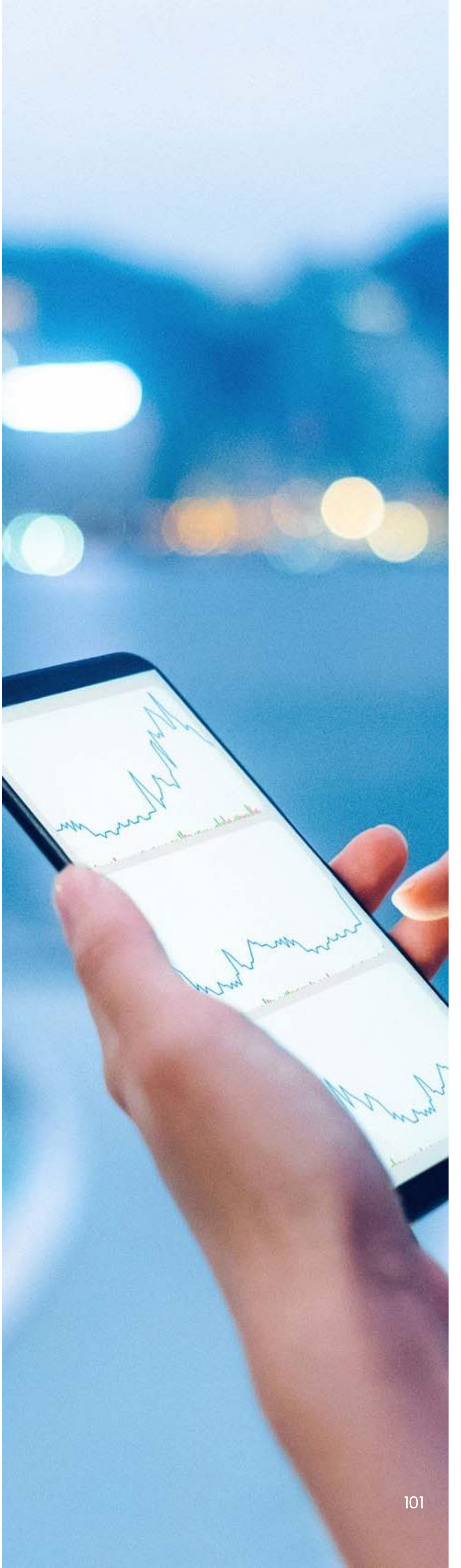
Offline/Online

Duration?

1-2 Weeks

Who?

2-3 Members.



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