



Customer Experience & Continuous Improvement: The USPS® Digital Approach

Digital.gov University - UX Community of Practice
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PRESENTER INTROS



Matt Petrowski

- Program Manager, Digital Analytics
- Began digital career in 2007
- Interested in how digital social media modify interpersonal behaviors



Jeff Pass (contractor)

- UX Team Lead, USPS.com®
- Began digital career in 1997
- Interested in the hybrid of government UX and CX: citizen experience



Alex Turgeon (contractor)

- UX Business Team Lead, USPS.com®
- Began digital career in 2015
- Interested in the intersection of data analytics & UX to empower the digital citizen

AGENDA



- Meet Your Presenters
- Background: **USPS.com®**
- **The USPS® Customer Experience Continuous Improvement Approach**
- **2020: Lessons Learned (So Far...)**
- Appendices

Note: For this presentation, we've tried to keep this discussion lively and have included some fun imagery. Unless otherwise noted, all imagery is the property of USPS®, the Smithsonian National Postal Museum, or the presenters. See [Appendix 4: Image & Figure Citations](#) for additional details.

CX & CI: The USPS® Digital Approach

■ BACKGROUND: USPS.COM®

USPS® & USPS.COM®

USPS.com is an important and ever-growing part of the daily USPS delivery.

A DAY IN THE LIFE

USPS ORGANIZATION

472.1 Million

TOTAL MAILPIECES

181.9 Million

FIRST-CLASS MAILPIECES

\$236 Million

DAILY AVERAGE REVENUE

Source: Postal Service, United States. "A Day in the Life." Postal Facts - U.S. Postal Service, United States Postal Service, 6 Nov. 2020, facts.usps.com/one-day/

USPS WEBSITE

7.1 Million

SESSIONS ON **USPS.COM**

\$890,000

ONLINE SALES **PER DAY**

57% MOBILE

3% TABLET

40% DESKTOP



Source: United States Postal Service. "A Day in the Life." Postal Facts - U.S. Postal Service, United States Postal Service, 6 Nov. 2020, facts.usps.com/one-day/.

Source: Google Analytics - Device Category for FY2020

THE UNITED STATES POSTAL SERVICE® STRATEGIC PLAN FOR FY20 – FY24

Goal 1: Deliver World Class Customer Service

Goal 2: Equip, Connect, Engage, and Empower Employees
to Best Serve USPS® Customers

Goal 3: Innovate Faster to Deliver Value

Goal 4: Invest in Our Future Platforms

Goal 5: Support the Legislative and Regulatory Changes to
Enable This Vision



THE IMPACT OF USPS.COM®

We play a critical role in achieving the USPS® mission: provide a reliable, affordable, universal service that binds the nation together.¹

- 24-hour access to USPS products and services
- 40 million transactions per month²
- 9 years of steady growth; \$1 billion+ in transactions 3 of the past 4 years²
- Key enabler to meeting USPS's "Ready-Now > Future-Ready" goals³, especially those related to CX
- A major success story at a time when USPS faces unprecedented market and legislative challenges
- Reduces burden on Post Office™ Locations and Operations
- Provides USPS with opportunities to gain competitive advantages, drives revenue, and improves overall CX
- Cultural relevance

1. Paraphrased for brevity

2. Source: USPS Customer Payment Team

3. USPS Five-Year Strategic Plan, FY2020-FY2024



USPS.COM® FRAMING



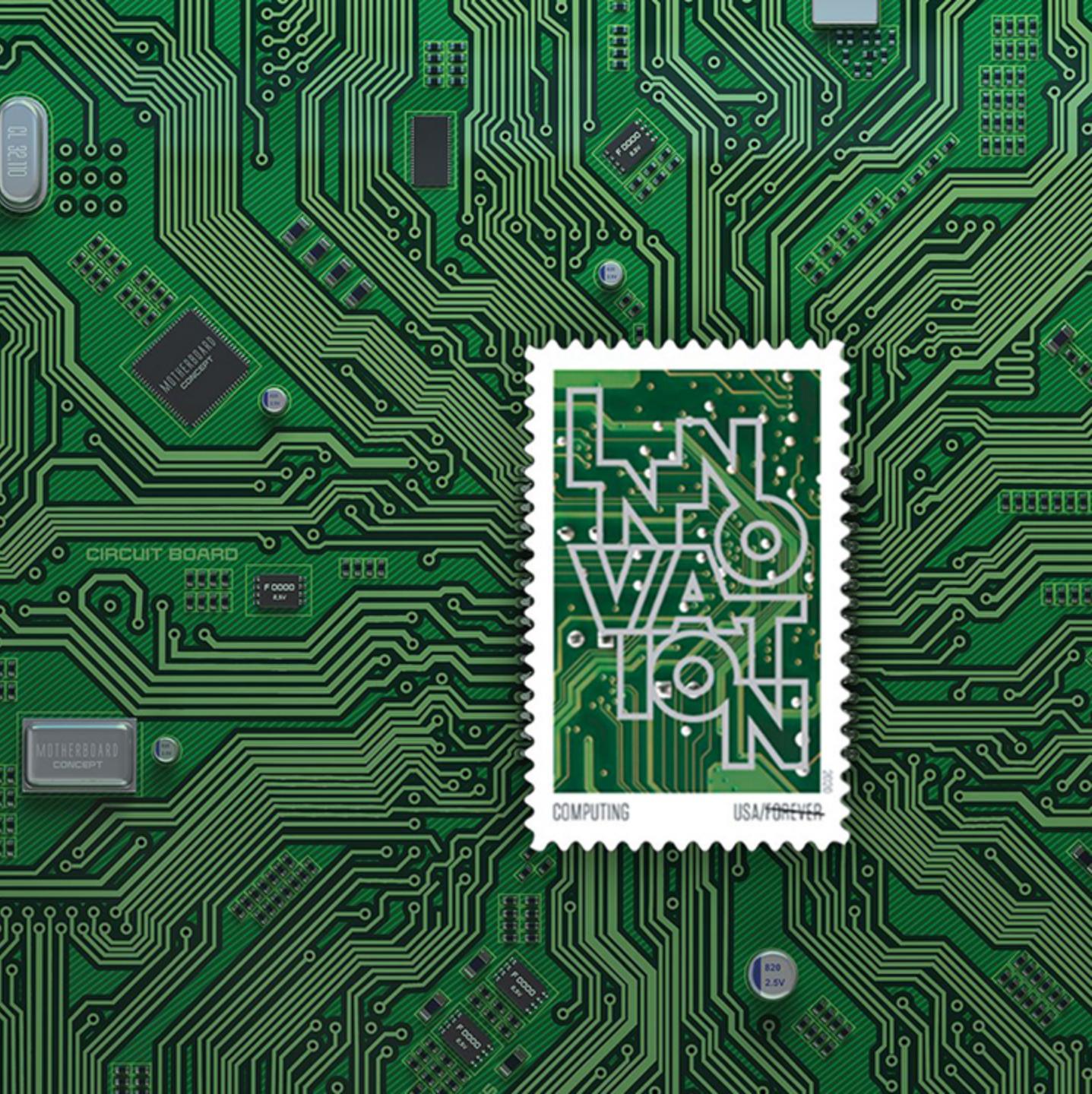
The digital storefront for USPS® and a unique Federal Government website:

- Collaboration with foreign counterparts, direct competitors and partners, and ecommerce sites
- Straddles the world of .gov and retail websites
- Audience: the American public (residential consumers), small and medium businesses, as well as foreign shippers
- Constantly evolving, but at a slow, deliberate pace (7 site ‘designs’ in 23 years, most recently in 2019)
- Always adding new content and functionality, but not necessarily pages

USPS.COM® HISTORY & INNOVATION

USPS.com went live in the fall of 1997. It was an ecommerce site from day one.

Let's take a quick look at some of the USPS.com homepage designs over time and how the homepage (and larger site) has evolved over the last 23 years...



USPS.COM® CIRCA 1997

- Version 1.0
- Postage (paid shipping labels) and stamps available for sale
- Key tools and applications introduced; many in the header navigation
- Yes, the background did tile in perpetuum...



USPS.COM® CIRCA 2003

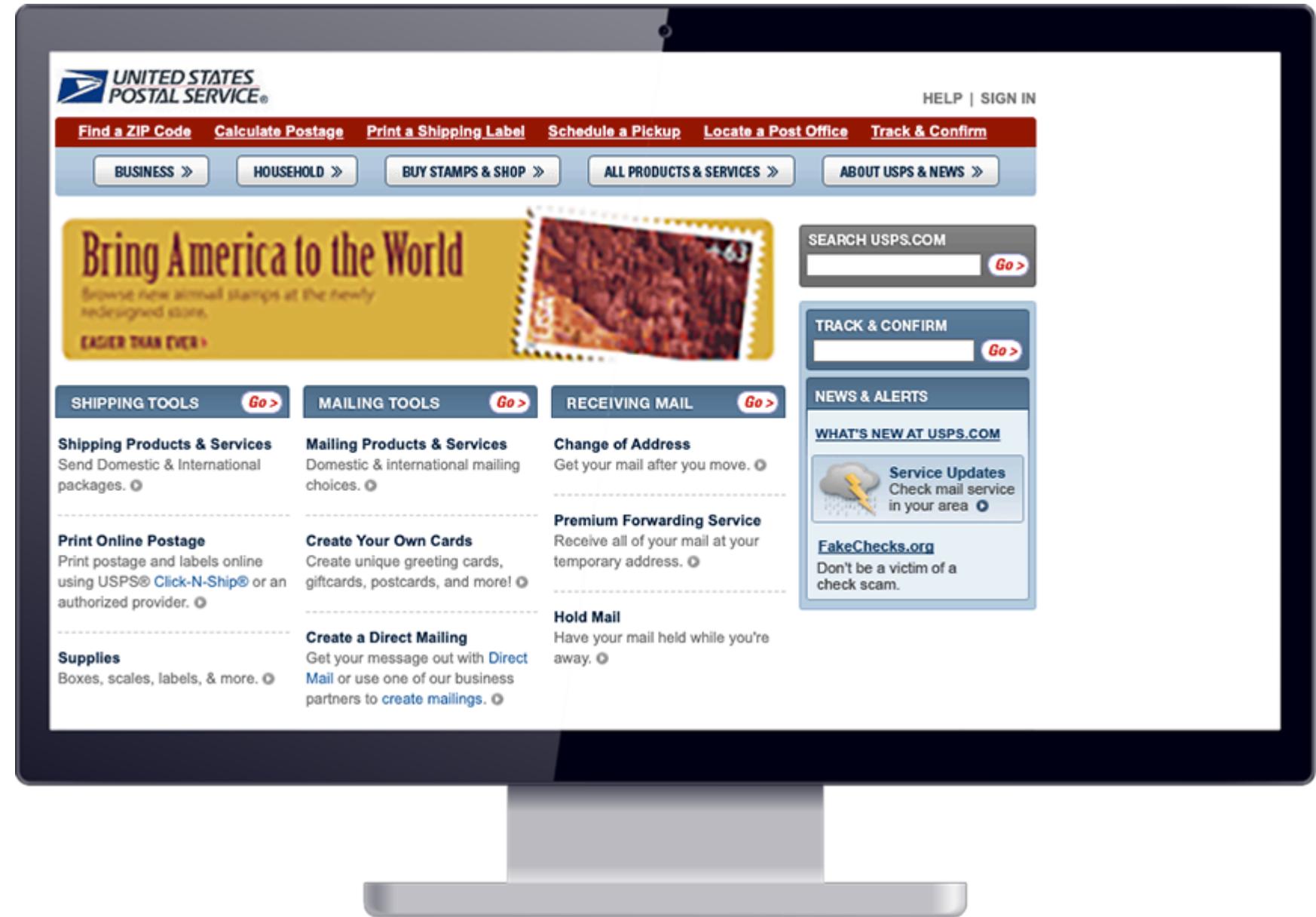
- Expanded content and functionality (but not max screen width)
- Evolution of the navigation to include ‘rows’ of navigation links
- Move toward increased information density

The screenshot shows the homepage of USPS.com from around 2003. At the top, there's a red header bar with the United States Postal Service logo and links for "Find a ZIP Code", "Locate a Post Office", "Track & Confirm", "Calculate Postage", "Change Address", and "Find a Form". Below this is a blue navigation bar with links for "Buy Stamps & Shop", "Grow Your Business", "Send Mail & Packages", "Receive Mail & Packages", "Send Money & Payments", "All Products & Services", and "About USPS & News". The main content area is divided into three columns: "Grow Your Business" (with sections for creating campaigns and tips), "Send Mail & Packages" (with sections for Click-N-Ship, sending cards/letters, and pickup options), and "Buy Stamps & Shop" (with sections for postal locator and buying stamps online). To the right is a search bar, a sidebar for "What's New at USPS.com", and other links for "Track & Confirm", "PCC Day on May 26th", and "Presidential Commission". At the bottom, there's a footer with links for "POSTAL INSPECTORS Preserving the Trust", "site map", "contact us", "government services", "Jobs", "National & Premier Accounts", and copyright information.

USPS.COM® CIRCA 2007

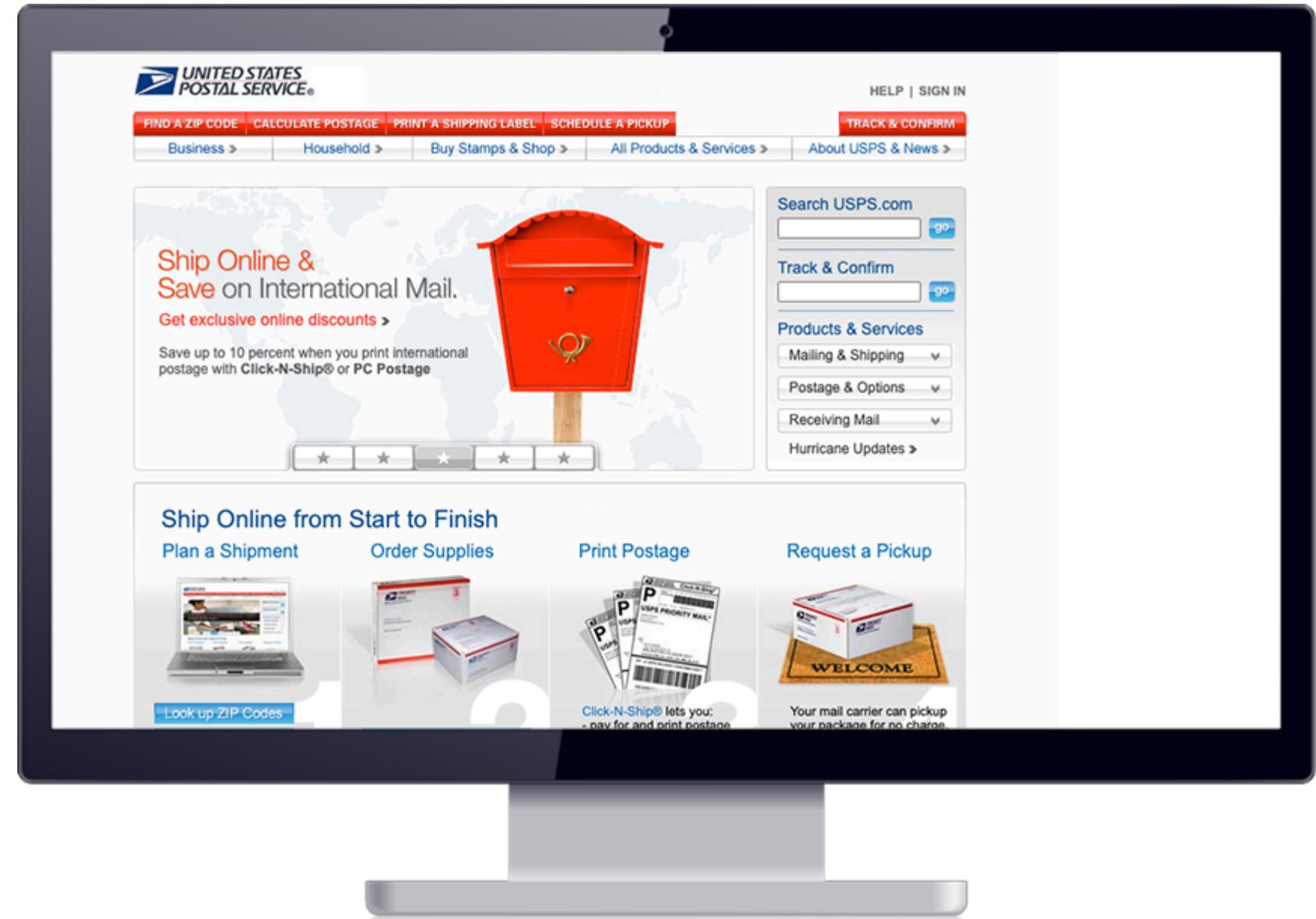
Introduction of...

- The utility bar navigation
- Audience segmentation (residential consumers & business)
- **THE BANNER!**



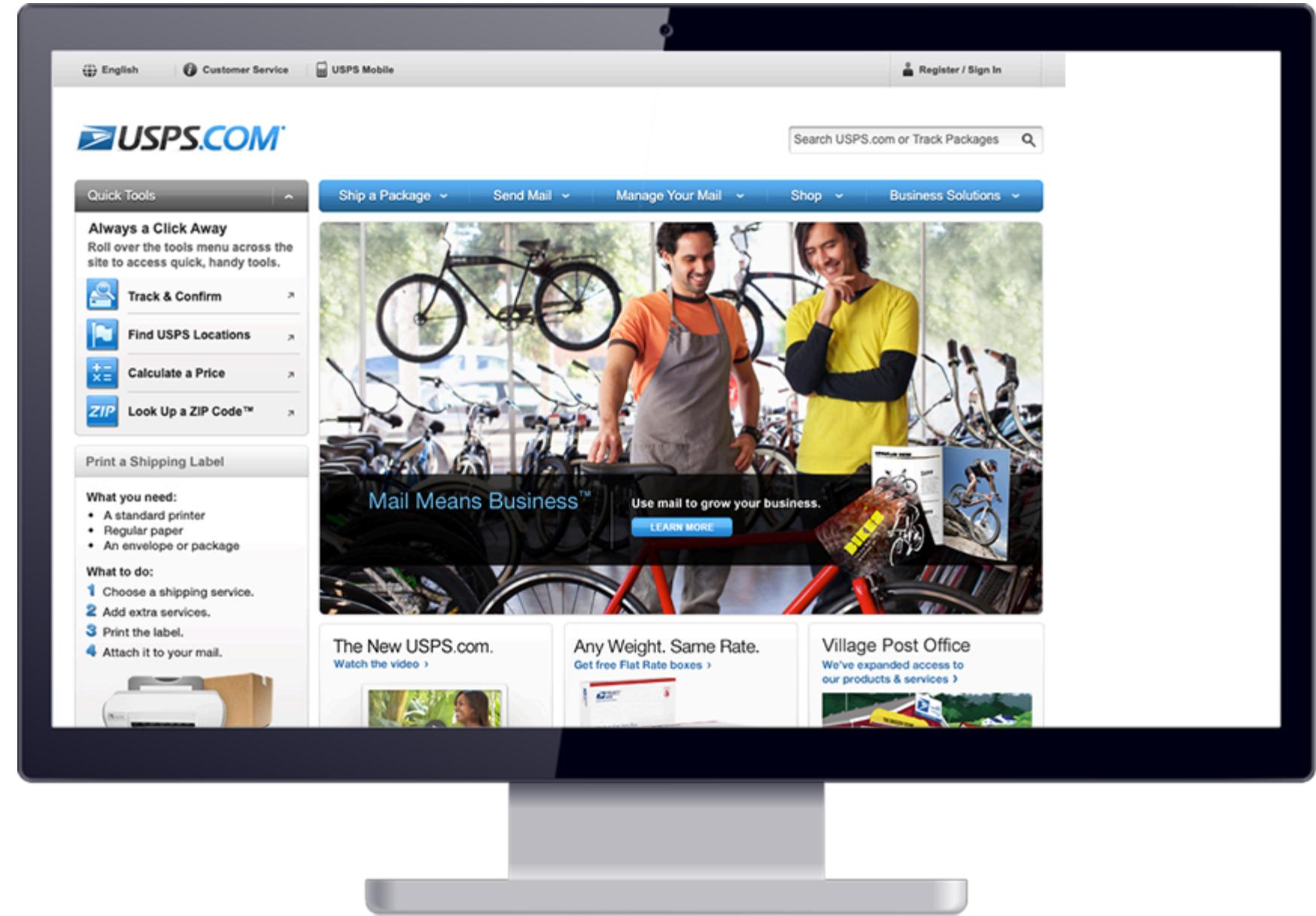
USPS.COM® CIRCA 2008

- Refresh of 2007
- New emphasis on product imagery and promotion
- The banner grows and becomes a carousel (with up to 10 ‘slides’)
- Centered body content, but still based on a narrow max width



USPS.COM® CIRCA 2011

- Beginning of ‘lifestyle’ and small business focus, including an emphasis on diversity (as policy)
- Introduction of Quick Tools menu
- Move toward modular design and reusable components



USPS.COM® CIRCA 2014

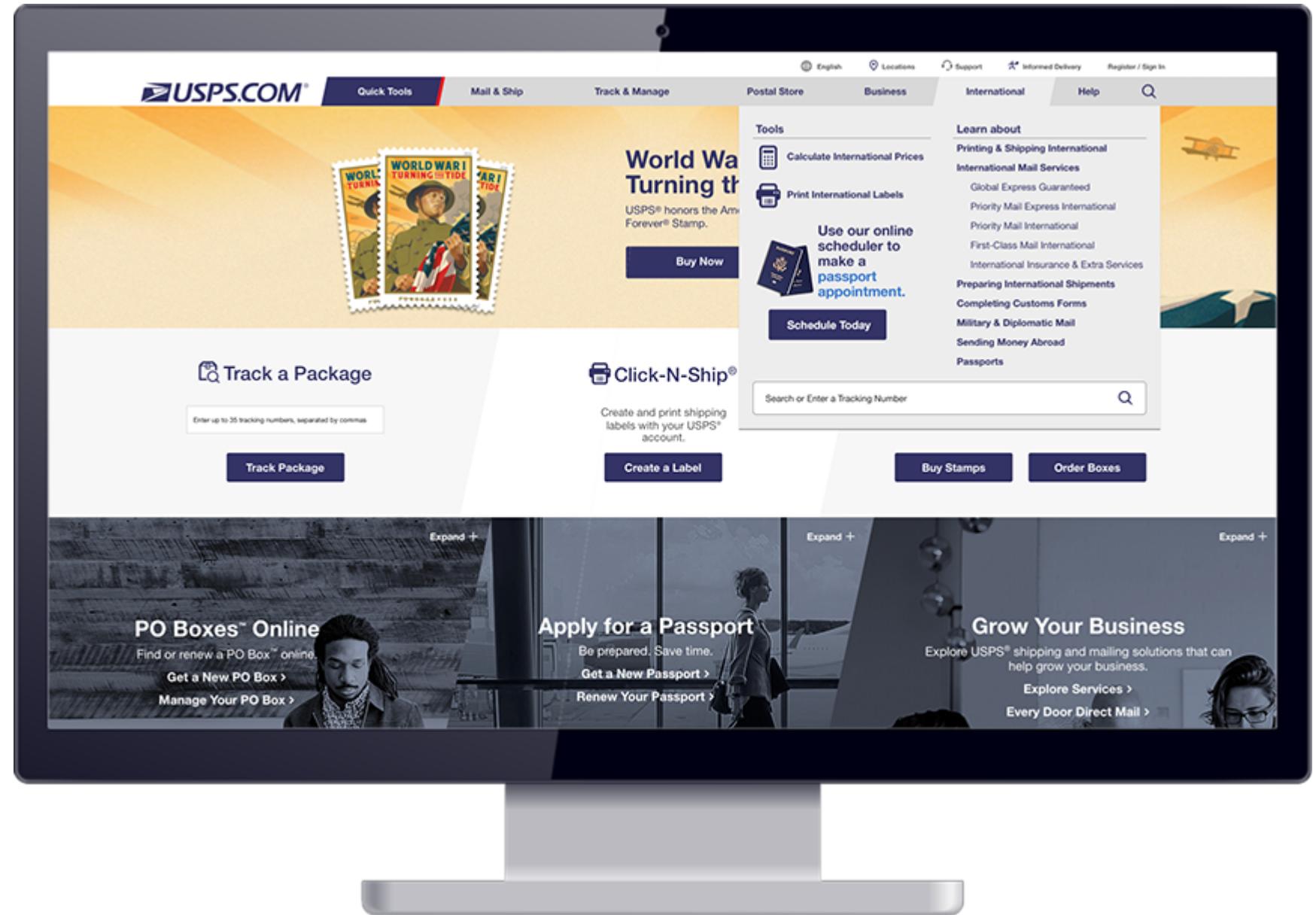
'Site Simplification':

- Reduced site from ~250 to 50 pages
- Beginning of focus on mobile
- First full-width (desktop) design
- Quick Tools menu
- Retired carousel; introduced 'heroes'
- Introduced 'cards'
- Start of 'false floor' dilemma



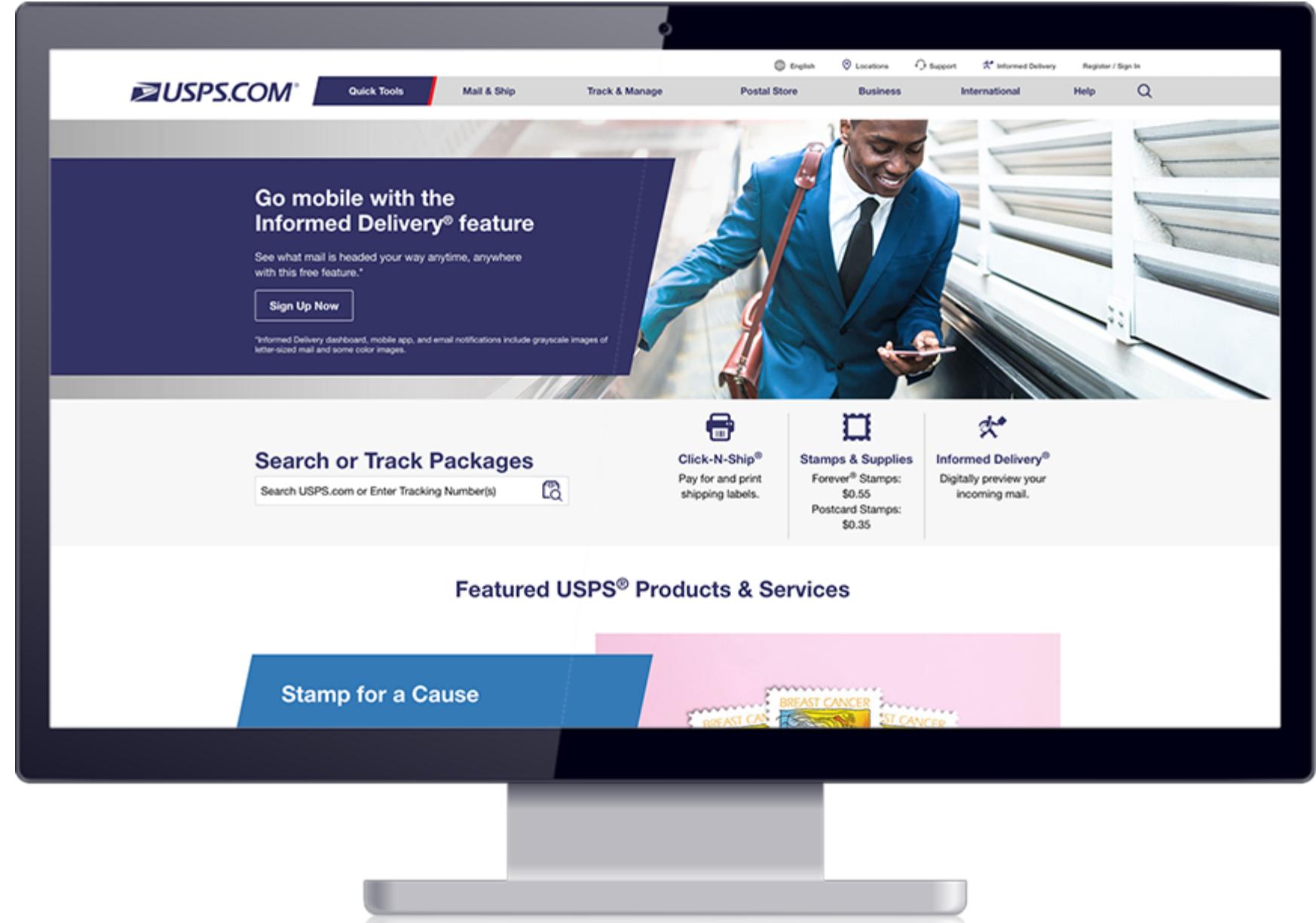
USPS.COM® CIRCA 2018

- Introduced new megamenu navigation, USPS® Digital palette, and modular UI components
- Said goodbye to custom/premium fonts (to promote uniform CX)



USPS.COM® CIRCA 2019

- Fully mobile responsive
- Design system-based
- Added configurable promos and removed promo carousels
- In 2020, we also introduced new primary navigation categories
- Data-driven design approach

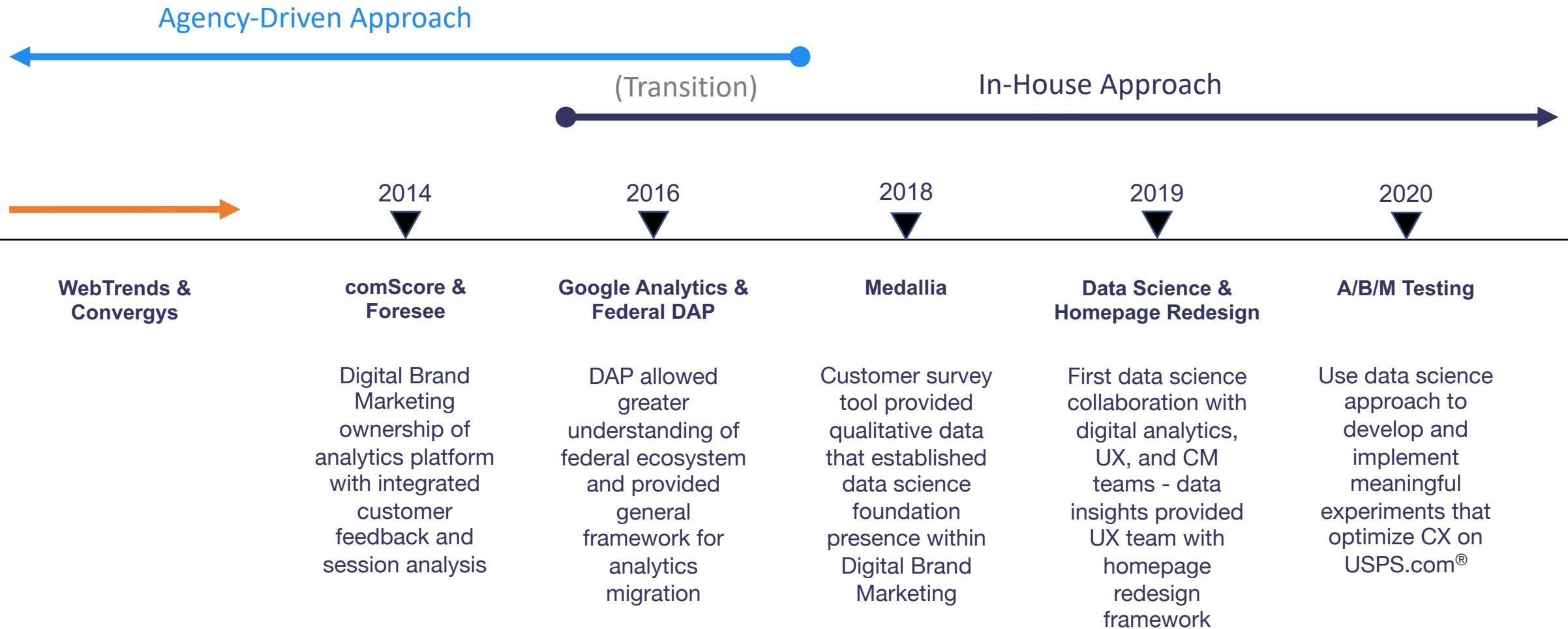


CX & CI: The USPS® Digital Approach



THE USPS® CUSTOMER EXPERIENCE CONTINUOUS IMPROVEMENT APPROACH

A BRIEF HISTORY: ANALYTICS & CUSTOMER FEEDBACK



HONING THE USPS® DIGITAL ANALYTICS APPROACH

1. Provide mail service information while generating revenue*
2. Our approach took time and continues to evolve
3. Data science is a game-changer

* Recent USPS partnership with CASETiFY (right)



CUSTOMER EXPERIENCE AT USPS.COM®

Imperatives of CX

Audience: USPS® has constant (often daily) interactions with the American Public, businesses, and shippers worldwide

Expectations: we are judged against customers last, best CX, and must adapt and evolve accordingly

Value: we must deliver both value and valued digital experiences

Mission: uphold and promote the USPS mission and values

CX Priorities

Service: serve our customers and recognize them as the heart of USPS.com

Listening: use quantitative and qualitative data to drive and measure CX

Consistency: ensure brand cohesion, a unified UX, and a consistent, accessible, usable experience through the domain

Sustainability: continuously deliver services while helping to modernize/digitize key USPS interactions and services

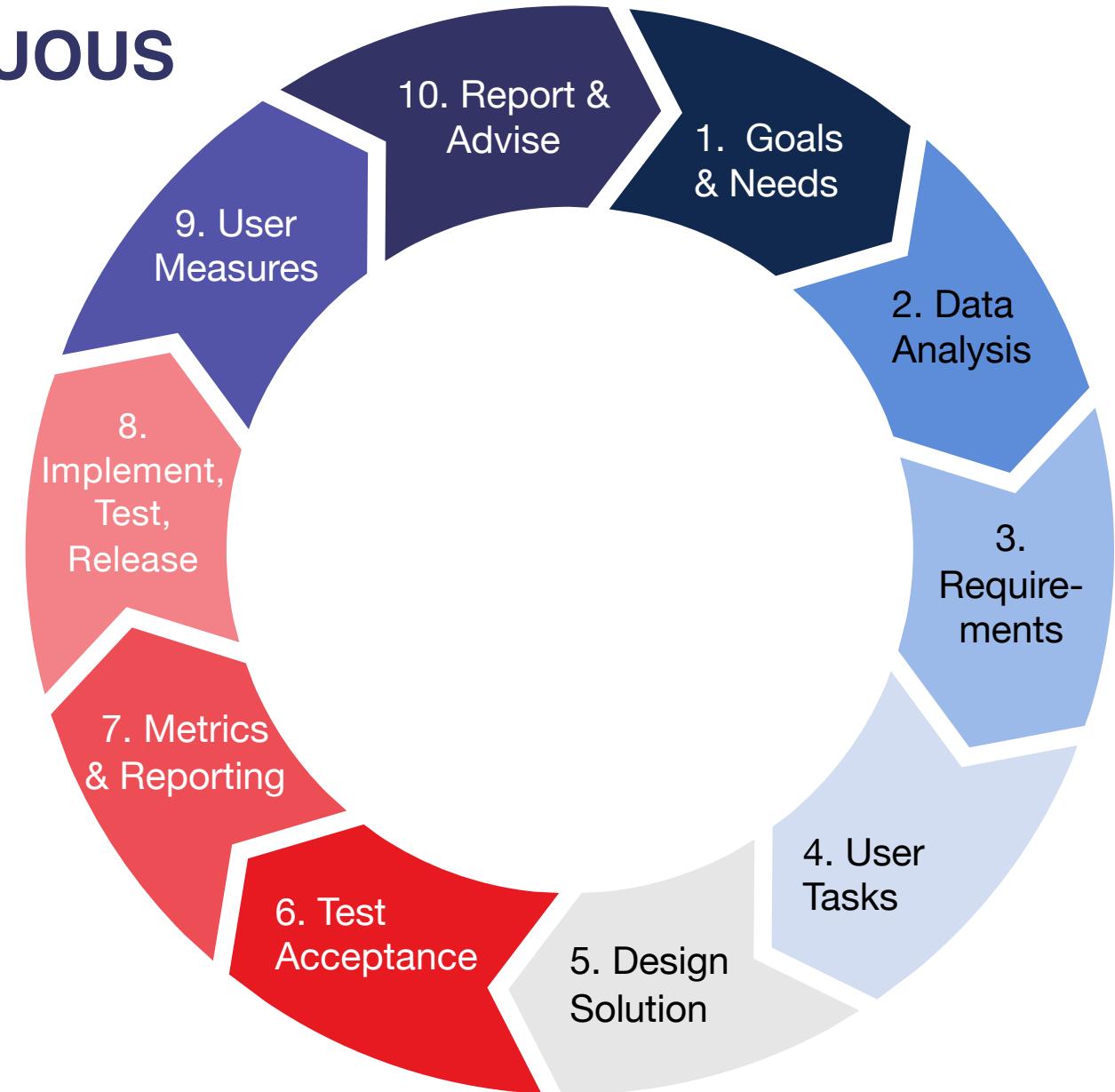
Inform: provide leadership with current, accurate, actionable intelligence to drive CX

Promote: USPS, customer relations, content, services, and, of course, CX

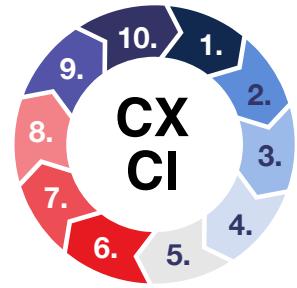
THE USPS® DIGITAL CONTINUOUS IMPROVEMENT APPROACH

Our 10 step CI approach combines UX and CX tools, techniques, and best practices to monitor, improve, and evolve the USPS.com® domain.

1. Goals & Needs
2. Data Analysis
3. Requirements
4. User Tasks
5. Design Solution
6. Test Acceptance
7. Metrics & Reporting
8. Implement, Test, Release
9. User Measures
10. Report & Advise



USPS.COM® CI APPROACH: UX-FOCUSED STEPS



Discover: Objectives, requirements, devices, and technologies; create roadmaps

Analyze: Use quantitative and qualitative data to identify issues and opportunities

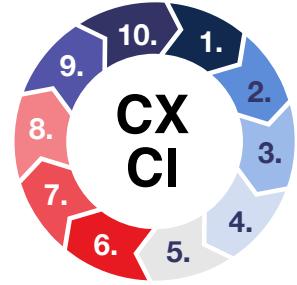
Advocate: Focus on the user; avoid unnecessary effort, complexity, and functionality

Design: Design for simplicity, usability, scannability, and minimal cognitive load

Assess: Test solutions iteratively; ensure user acceptance and consistent UX

1. Goals & Needs
2. Data Analysis
3. Requirements
4. User Tasks
5. Design Solution
6. Test Acceptance
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USPS.COM® CI APPROACH: CX-FOCUSED STEPS



Define: Data that solidifies ‘current state’ behaviors to challenge assumptions

Report & Analyze: RASTA (Relevant, Accurate, Simple, Timely, Annotated)

Test: Data-centric and involves UX to identify bugs and avoid short-cut fixes

Measure: Can quantitative data bridge any qualitative gaps in UX?

Advise: Data visualization, information mapping, and narrative techniques

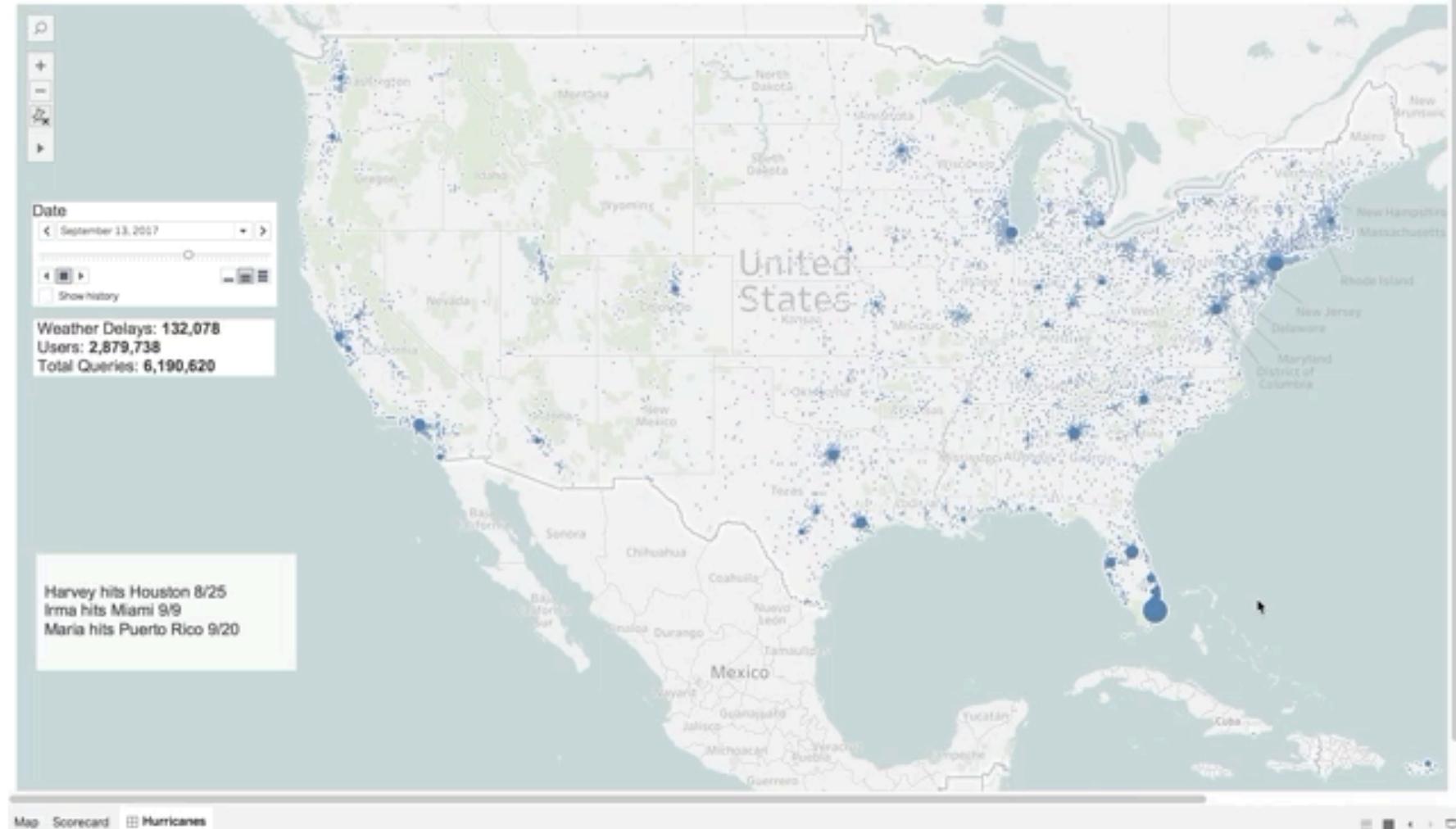
1. Goals & Needs
- 2. Data Analysis**
3. Requirements
4. User Tasks
5. Design Solution
6. Test Acceptance
- 7. Metrics & Reporting**
- 8. Implement, Test, Release**
- 9. User Measures**
- 10. Report & Advise**

REAL-TIME REPORTING: HURRICANE WEATHER DELAYS

- Demonstrates systemic ramifications of local service interruptions
- Helps contextualize issues and facilitate decision-making

Dots represent where users received the Tracking status 'Processing Exception, Regional Weather Delay'

September 13, 2017



 AND THEN THERE WAS...

2020

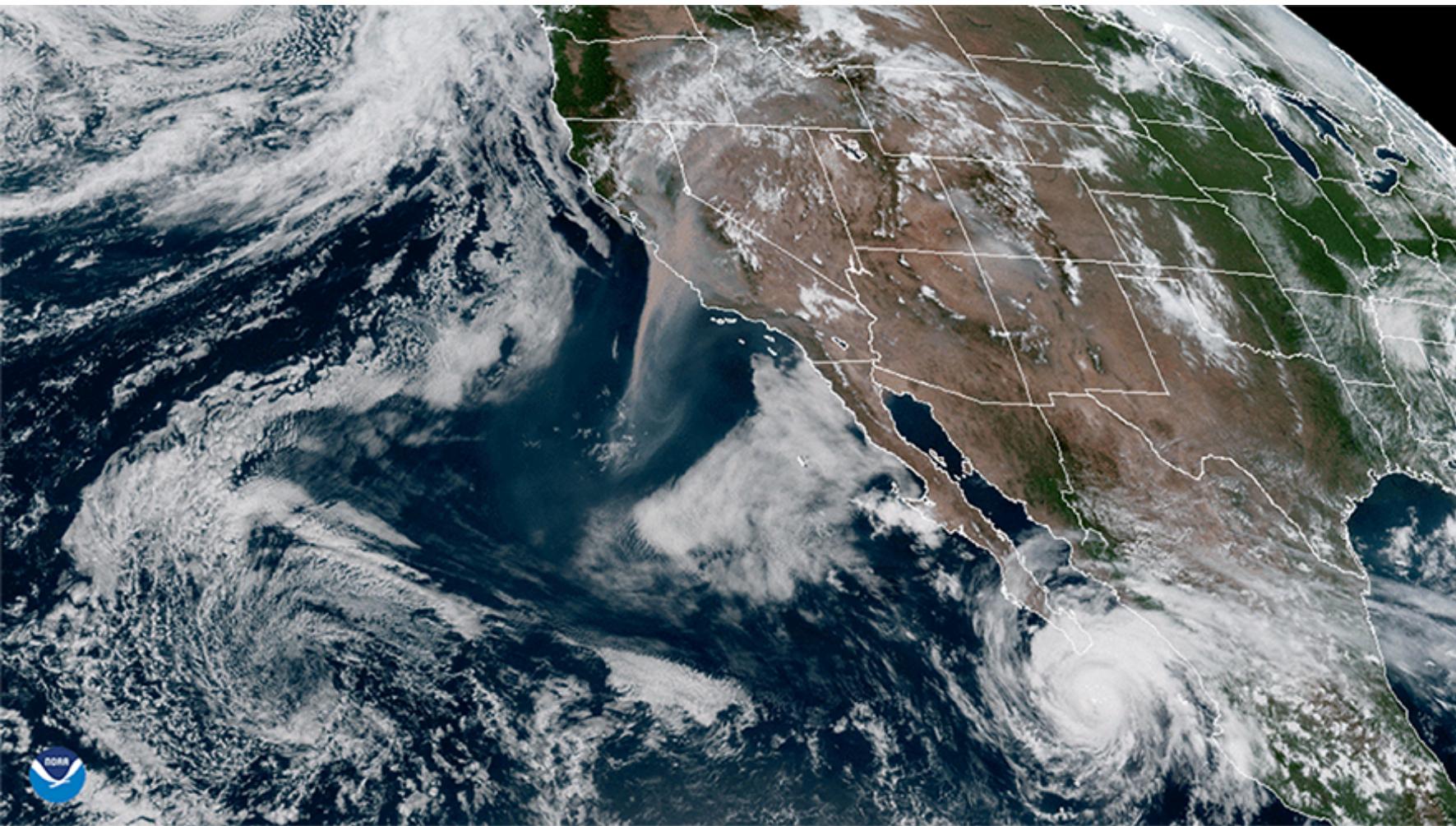
THE YEAR THAT PUT EVERYTHING TO THE TEST

A photograph of a US Postal Service carrier in uniform, wearing a face mask and gloves, walking down a sidewalk. He is carrying a large blue mail bag over his shoulder and holding a newspaper titled "Catholic Herald". In the background, there is a red vertical mail box mounted on a building. The building has a sign that says "OPEN" and "MAIL".

WITH COVID-19 USPS® FACED:

- A transformed retail and delivery environment
- Decreased mail traffic
- Increased package traffic
- Impacts to domestic services
- International service interruptions and halts
- Complex and costly safety and cleanliness requirements
- PPE availability challenges
- Staff exposure

BUT IT WASN'T JUST COVID, THERE WERE...



- Storms, fires, and all manner of service interruptions (sometimes in the same screenshot; August 20, 2020 was *interesting*)
- Distributed IT teams with limited resources
- And so much more...

USPS.COM® DURING COVID-19

Almost all site metrics have seen significant impacts

* Based on SPLY comparison (same period last year)

APRIL-SEPTEMBER 2020

WEBSITE TRAFFIC

**2.3 Billion (+96%)
SESSIONS**

**\$473.6 Million (+84%)
REVENUE**

DEVICE BREAKDOWN

MOBILE



**1.7
BILLION
(+113%)**

TABLET



**44.0
MILLION
(-9%)**

DESKTOP



**587.5
MILLION
(+71%)**

Source: Google Analytics - Audience Report for FY2020

AREAS OF LARGEST SESSION GROWTH



+230%
FAQ



+218%
SCHEDULE A PICKUP



+158%
POSTAL STORE



+140%
INFORMED DELIVERY



+106%
TRACKING

Source: Google Analytics - Audience Report for FY2020

THE POWER OF THE TWEET

emerson
@emerson_toomey

THE USPS HAS A MERCH STORE

1:13 AM · 7/30/20 · [Twitter Web App](#)

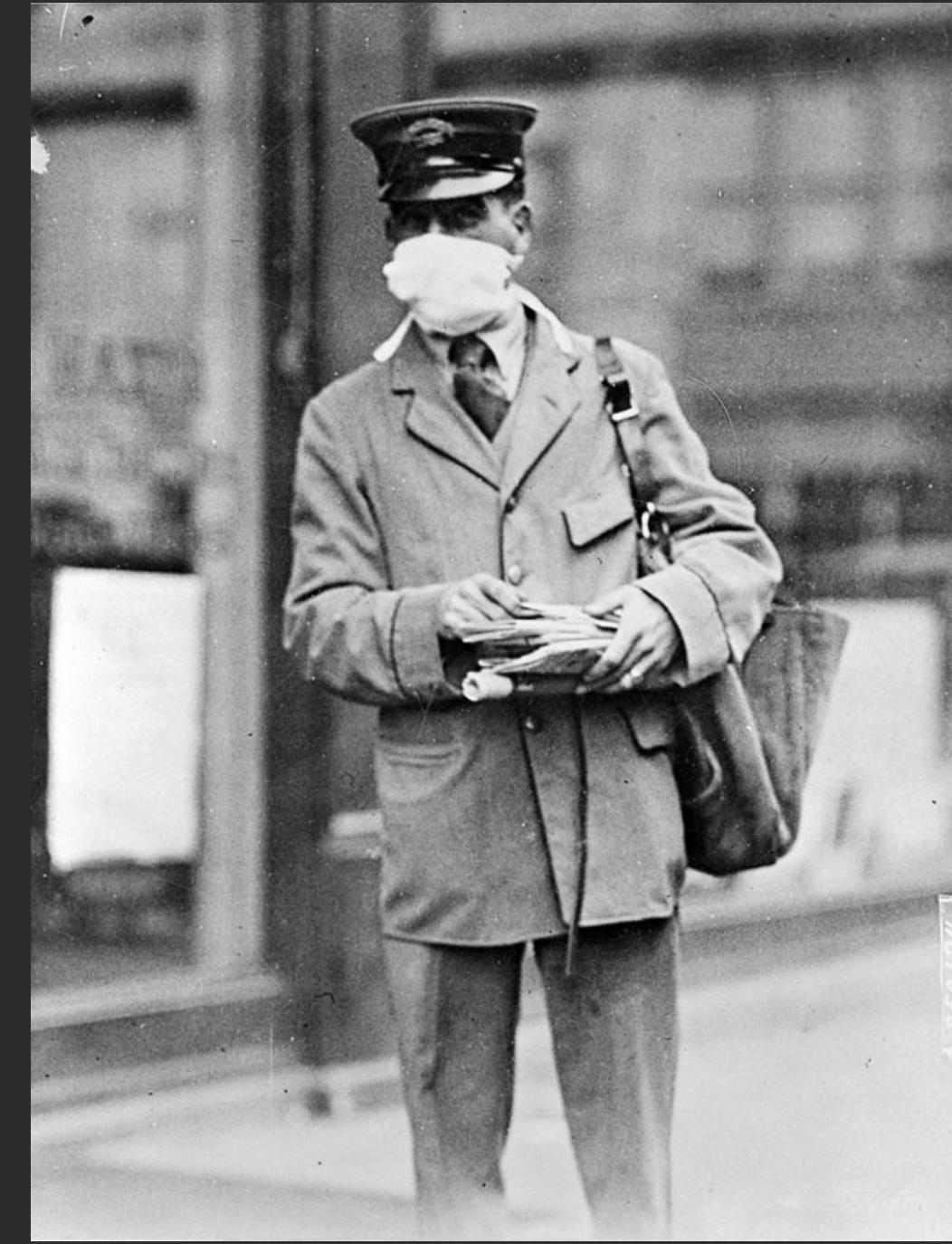
21.4K Retweets **2,340** Quote Tweets **92.8K** Likes

MOBILIZING OUR CI APPROACH

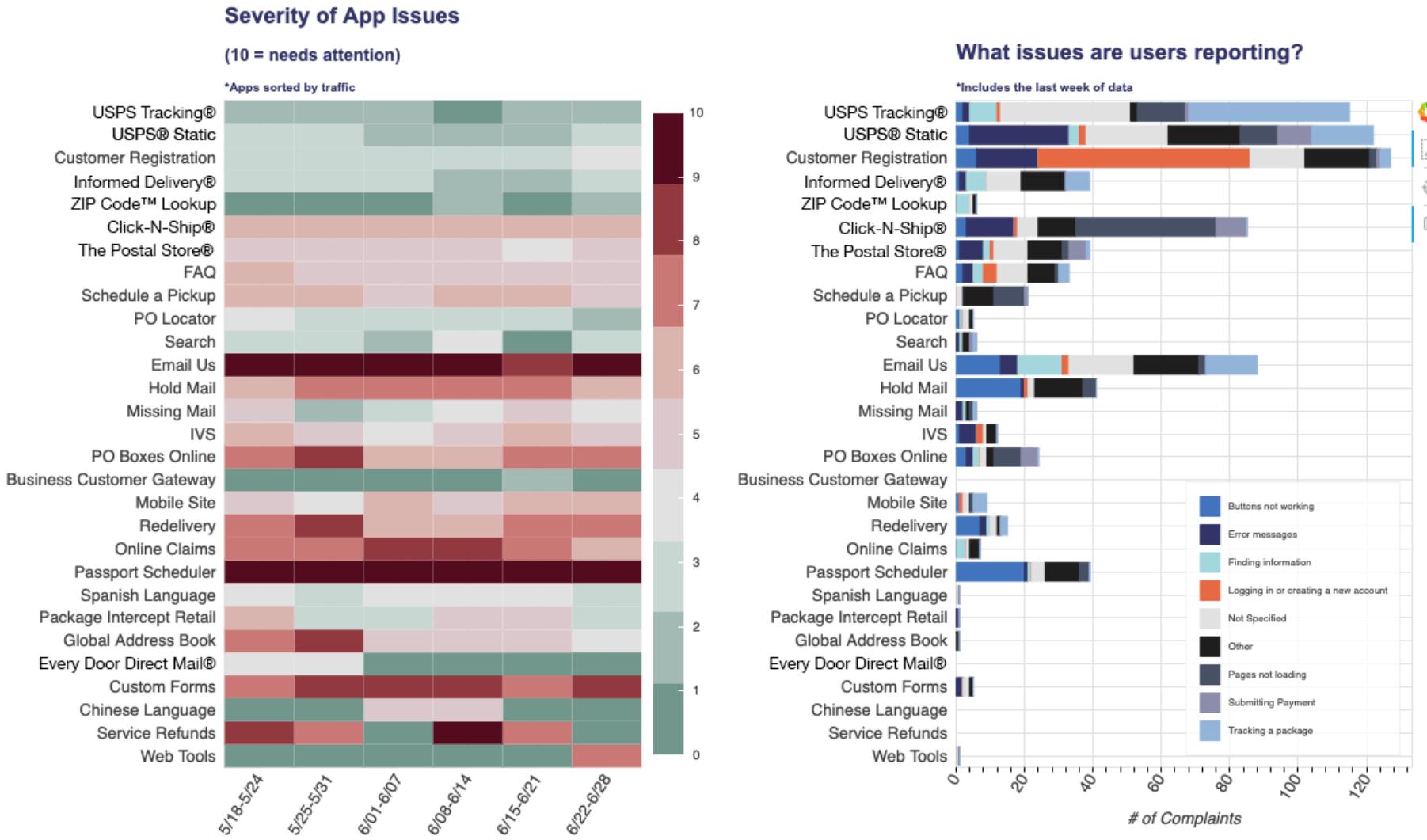
Like during the Spanish Flu (1918-20), USPS® applied its operational know-how to the problem at hand. We performed:

- Metrics and customer satisfaction monitoring, reporting, and advising
- Competitive and data analysis
- UX heuristic reviews
- User interviews and usability testing
- Iterative, data-informed design sprints
- Alert and notification approach standardization and UI improvements, plus updated/expanded/new content and cross-linking

Let's consider some of those steps in detail...



ANALYTICS & FEEDBACK AS EARLY WARNING



Always-on, real-time reporting:

- General and targeted approach
- All data direct to Google Big Data
- Identifies most site issues; often faster than system outage reporting)
- Custom dashboards promote understandability and decision-making
- Proven usability study recruiting mechanism

COMPETITIVE ANALYSIS

**USPS.COM SMALL BUSINESS SECTION
COMPETITIVE ANALYSIS
MARCH 2020**

The following table outlines opportunities for the USPS.com Business and Small Business section identified during the USPS.com Business Competitive Analysis*. Each Feature, Tool, and Application is mapped to the associated USPS Direct Competitors, Foreign Counterparts, USPS Vendors, Partners, and Associates, and/or Commercial Third-Party Platforms



Category	Features, Tools, & Applications	Direct Competitors			Foreign Counterparts				Third Party Platforms					
		FedEx	UPS	DHL	Royal Mail	Canada Post	AU Post	Deutsche Post	Amazon	Etsy	eBay	Shopify	Shippo	Pitney Bowes
Features/Service Options	Business-specific 800 (info and help) numbers	●		●	●	●	●	●	●	●	●	●	●	●
	Business-specific email / contact forms	●	●	●	●	●	●	●	●	●	●	●	●	●
	Chat (live-chat capability)	●												
	Business-specific FAQ (interactive; natural language-based questions)	●	●	●	●	●	●	●	●	●	●	●	●	●
Content/Information	Small Business Content Continuum	●	●	●	●	●	●	●	●	●	●	●	●	●
Online Services	Coronavirus-Related Site Content, Count	AU Post			Deutsche Post (.DE)									
	Messaging, and Designs	Y/N	Link(s)	Note(s)	Y/N	Link(s)	Note(s)							
Phase 0 Essential (March 23, 2020)														
Features/Service Options	COVID/Corona Landing Page URL	30	Yes	auspost . Includes country-by-country up	Yes	deutsche English language version								
	Main Site URL	32	Yes	auspost . Alert + section mid-way down	Yes	deutsche Separate, reduced English								
	Home Page: Alert Bar	20	Yes				Yes							Points to COVID section
	Home Page Modal/Interstitial	2	Yes	Via (closable) site-wide alert bar	No									
	Feature Text Promo	20	Yes				Yes							Points to COVID section
	Graphic Promo/Banner	14	Yes				No							
	Link to CDC Page	13	No	NA: Non-US site	No									NA: Non-US site
	Links to WHO/Other Resources	7	No		Yes	rki.de/DI Link to Robert Koch Institute								
	Sitewide Link (header/footer)	10	Yes	Via site-wide alert bar.	Yes									As an alert header
	FAQ collection	17	No		Yes	deutsche Within COVID section								
Coronavirus/COVID tag + search		6	No	No search results for Coronaviru	No									
Official Press Statement		19	Yes	Incorporated into Coronavirus	No									
Phase 0 Total (March 2020)		8			7									

Images: USPS

- Industry reviews for informed CX:**
- Simple, informative, and actionable
 - Presents large amounts of contextual data
 - Focuses on tactical criteria and data often missed otherwise
 - Tempers Federal tendency towards myopic POV
 - Grounds content, design, and UX work within the competitive landscape

STYLE & USABILITY HEURISTIC REVIEWS

The screenshot shows the USPS Digital Style Guide homepage. On the left, there's a sidebar with sections for 'Copy, Tone & Manner' (including branding, colors, typography, and imagery), 'Elements' (specifications and examples of HTML page elements), and 'Resources' (additional guidance around accessibility, legal compliance, and topics). The main content area features a heading 'Welcome to the USPS® Digital Style Guide' and a note about version 4.0. Below this is a table titled 'Heuristic' with columns for 'Heuristic', 'Rating', and 'Notes'. The table includes rows for Findable, Accessible, Clear, Communicative, Useful, Credible, Controllable, Valuable, Learnable, Delightful, and an 'OVERALL' rating of 3.3. A legend at the bottom defines the ratings: 5 (Excellent - green), 4 (Good - light green), 3 (Acceptable - yellow), 2 (Poor - orange), and 1 (Bad - red).

Heuristic	Rating	Notes
Findable	4	Strong homepage, global navigation, section linking; poor search results showing
Accessible	1	Form fails 508 review; poor labeling/flow, load and access issues
Clear	3	Reduce cognitive load (less text, simpler instructions/flow, no unnecessary fields)
Communicative	3	Too much text, can simplify/improve labels, instructional text, error messaging
Useful	4	Relatively simple application, performs as expected, saves users time and PO visits
Credible	5	Global elements present, largely consistent look-and-feel
Controllable	2	Some CTAs, controllers difficult to see/use; calendar experience frustrating
Valuable	5	Relatively simple application, saves users time and PO visits, common use tool
Learnable	3	Order and calendar have learning curve; improve instruction and error messaging
Delightful	3	Highly functional, on brand, <u>relative</u> simple, a time saver; plus above noted issues
OVERALL	3.3	Utilitarian, relatively simple application with considerable room for improvement

Ratings: 5 Excellent 4 Good 3 Acceptable 2 Poor 1 Bad

Standards-based approach to optimize CX:

- Digital Style Guide (DSG) and UX Heuristics help ensure a consistent CX
- Heuristics simplify reviews and provide a language of critique
- Iterative DSG, UX heuristic, and related compliance reviews power the CI lifecycle

USABILITY TESTING & USER INTERVIEWS

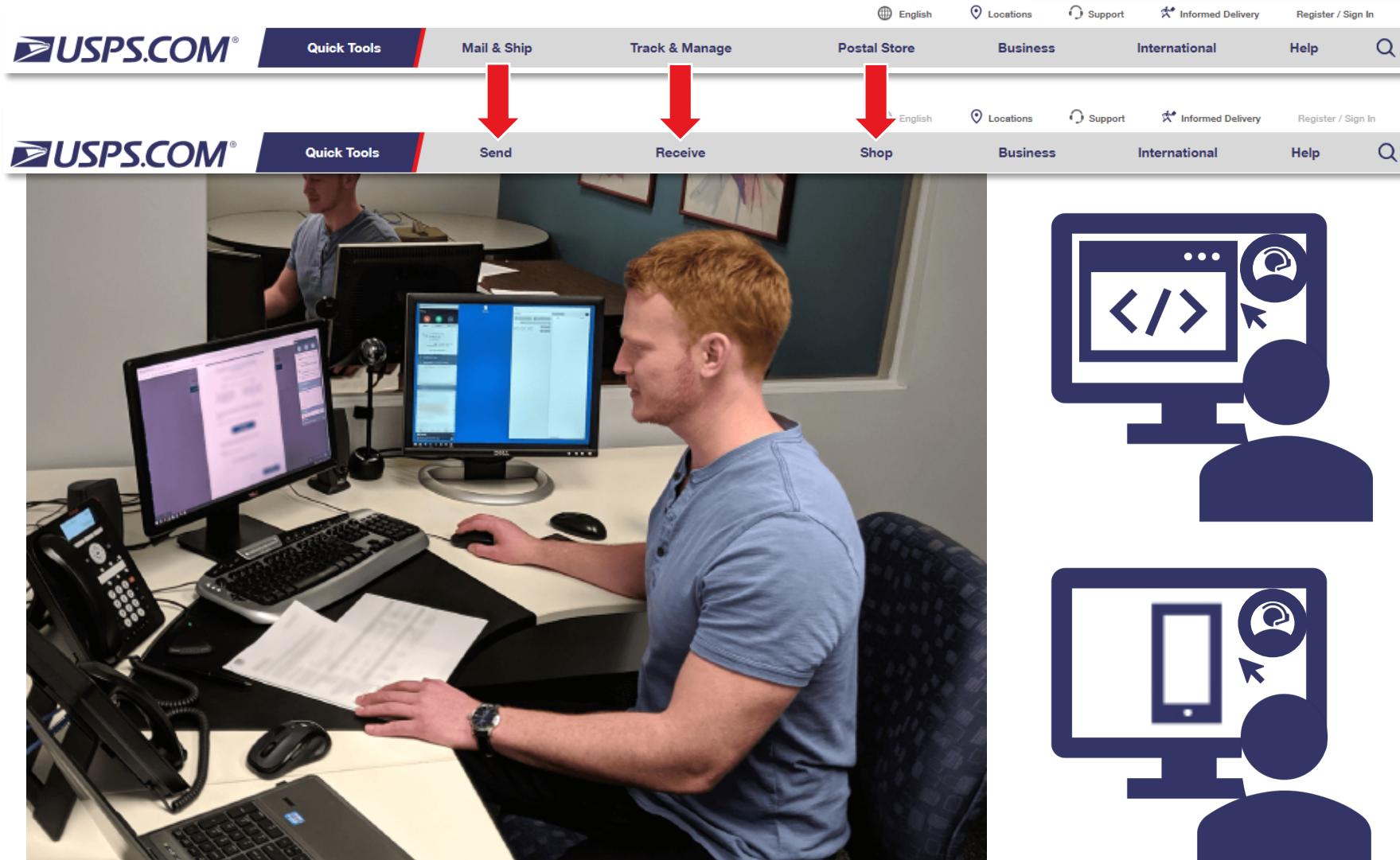


Image: USPS, UserWorks

Formal, moderated usability testing, now 100% remote, enabling:

- Greater participant diversity (especially geographic, economic, industry, political)
- Simpler, quicker recruiting (the bigger the recruiting pool...)
- Greater USPS stakeholder involvement and buy-in; all sessions shared live and as recordings
- Note: Pre-COVID testing was 50% in-person, 50% remote

STRATEGIC REDESIGNS

The image shows two versions of the USPS.com website side-by-side, illustrating a strategic redesign.

Left Column (March 2020):

- Small Business:** Headline "Small Business". Sub-headline "Grow Your Business with USPS®". Text: "Learn how USPS can help make shipping for your business simple. Spend more time on your business with small business-friendly services like Click-N-Ship® and Schedule a Pickup. Learn how to increase your local sales with an Every Door Direct Mail® campaign." Includes a photo of a smiling man in an apron.
- Cost-Effective Business Shipping:** Text: "Talk with a Business Solutions Associate about your shipping needs and get a free starter kit." Includes a "Request a Shipping Kit" button.
- Direct Market to Potential Customers:** Text: "Learn how Every Door Direct Mail (EDDM®) can help you find and reach potential customers." Includes a "Get Advertising Kit" button.
- Pay, Print & Ship Online:** Text: "With Click-N-Ship you can pay for postage and print a shipping label from your home or office printer." Includes a "Print a Label" button.
- Direct Mail Advertising for Your Business:** Headline "Direct Mail Advertising". Text: "USPS targeted mail campaign affiliates¹ can do everything for you. Choose and customize a design, select your market segments, and your campaign will be delivered wherever and whenever you choose. You can even add digital advertising options. [Market Your Business](#) today." Includes a map with a red star.
- Expert Advice and Help:** Text: "USPS third-party direct mail marketing specialists offer a variety of services, including end-to-end solutions to save you time and widen your reach. Choose how much help you want with [Mailing & Printing Services](#)."
- Do It Yourself Advertising:** Text: "Targeting and preparing your own marketing mail campaigns is a good choice for seasoned advertisers. Find your audience with the [Every Door Direct Mail \(EDDM\)](#) mapping tool."
- Business Shipping:**
 - See Flat Rate Pricing:** Text: "Take advantage of Priority Mail Flat Rate[®] pricing options to help grow your business." Includes a photo of a person holding a package.
 - Print a Label:** Text: "Pay for postage and print a shipping label right from your own printer." Includes a photo of a person using a laptop.
 - Schedule a Pickup:** Text: "Save time and ship from home. Get additional details and schedule a free Package Pickup." Includes a photo of packages on a porch.
- Tools & Resources:**
 - Reserve a PO Box™:** Text: "Reserve a PO Box to separate business mail from personal mail and keep your sensitive documents secure." Includes a photo of a person holding a package.
 - Return Services:** Text: "Returns are inevitable. USPS can help you make it an easy and seamless process for your customers to return items." Includes a photo of a person using a laptop.
 - USPS Delivers™:** Text: "Resources for business knowledge and insights that help you take your business to the next level." Includes a photo of packages on a porch.

Bottom Left: **USPS.COM** logo. **Bottom Center:** March 2020

Right Column (October 2020):

- Small Business Solutions:** Headline "Small Business Solutions". Sub-headline "Keep Business on Track with USPS". Text: "During these unprecedented times, learn how USPS® can help you keep business moving with access to online shipping services, direct mail advertising support, and more. Use small business-friendly services like Click-N-Ship® and Schedule a Pickup to get shipments out the door in no time. Stay in touch with local customers about your current services and promotions using USPS Marketing Mail® tools." Includes a photo of a woman in a warehouse.
- Cost-Effective Business Shipping:** Text: "Talk with a Business Solutions Associate about your shipping needs and get a free starter kit." Includes a "Request a Shipping Kit" button.
- Direct Market to Potential Customers:** Text: "Learn how Every Door Direct Mail (EDDM®) can help you find and reach potential customers." Includes a "Get Advertising Kit" button.
- Pay, Print & Ship Online:** Text: "With Click-N-Ship you can pay for postage and print a shipping label from your home or office. Plus, earn credits through our [USPS Loyalty Program](#) when you purchase Priority Mail[®] and Priority Mail Express[®] labels." Includes a "Print a Label" button.
- Direct Mail Advertising for Your Business:** Headline "Direct Mail Advertising". Text: "USPS targeted mail campaign affiliates¹ can do everything for you. Choose and customize a design, select your market segments, and your campaign will be delivered wherever and whenever you choose. You can even add digital advertising options. [Market Your Business](#) today." Includes a map with a red star.
- Expert Advice and Help:** Text: "USPS third-party direct mail marketing specialists offer a variety of services, including end-to-end solutions to save you time and widen your reach. Choose how much help you want with [Mailing & Printing Services](#)."
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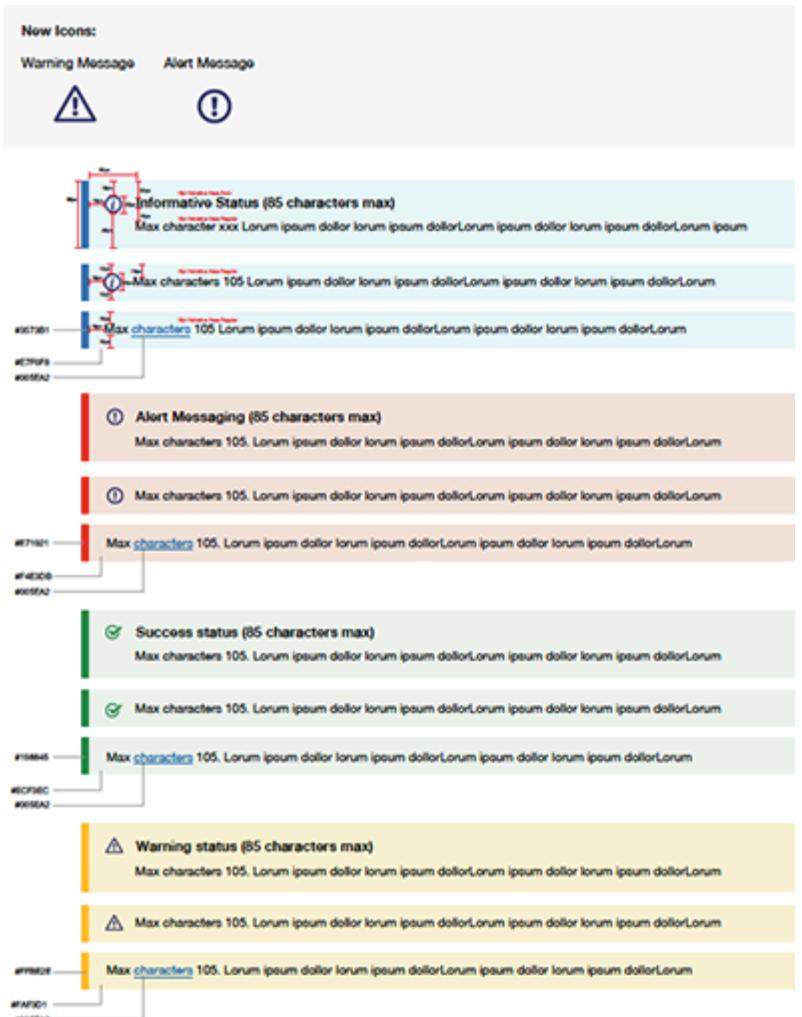
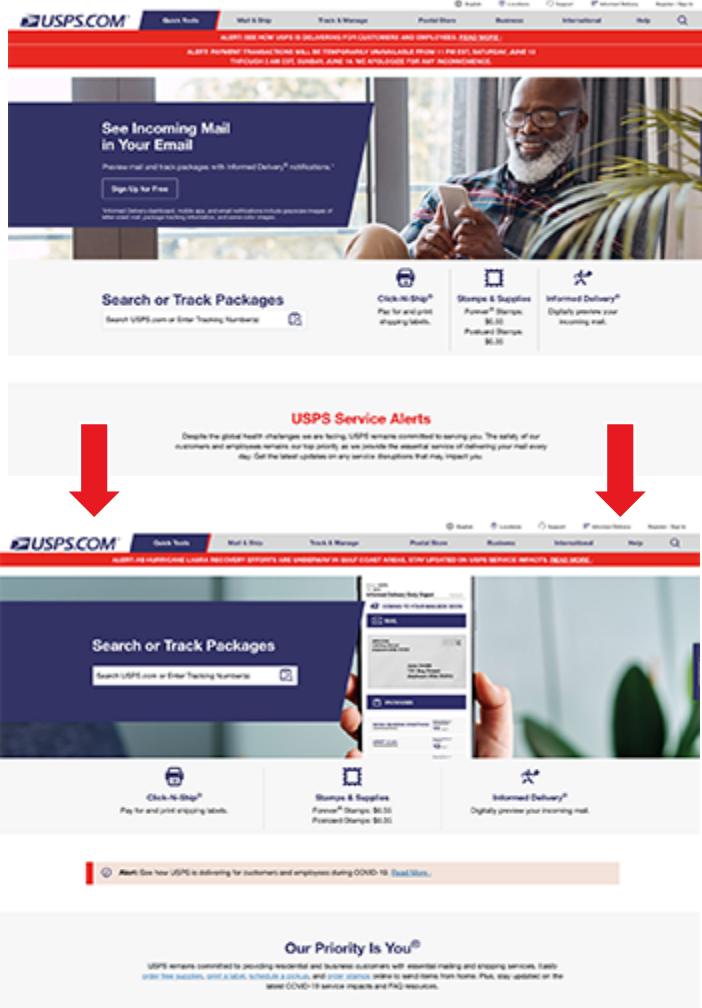
Bottom Right: **USPS.COM** logo. **Bottom Center:** October 2020

Supporting small business during unprecedented times with UX design:

- Rapid prototyping
- ‘Guerrilla’ usability testing
- Iterative design
- Integrated COVID content (not just alerts)
- Integrated National Women’s Small Business Month
- Rapid deployment

Images: USPS

ALERT & NOTIFICATIONS APPROACH



A unified, standards-based approach:

- Instituted a domain-wide approach based on the USDS design system
 - Created alert and notification levels with different visual weight
 - Created home- and landing-page specific alert and notification treatments
 - Created corresponding standalone pages so that (linked) alerts and notifications could be kept short and easy to digest

CX & CI: The USPS® Digital Approach

2020: LESSONS LEARNED (SO FAR...)

USPS.COM® CX, UX, & CI LESSONS LEARNED

Customer Experience

- Control of data and tools integration
- Dashboarding is not reporting and vice-versa
- Using search data, customer feedback to anticipate customer needs
- Understanding audience types and overlap
- Social media can change it all - without warning

User Experience

- Quantitative and qualitative data to identify issues and drive design thinking
- Survey and competitive analysis to identify gaps
- Design all the things
- Test with customers and invite stakeholders to observe
- Review (UI, content, style, compliance) iteratively
- Consistency and predictability

Continuous Improvement

- Flexible and iterative approach
- Integrate all teams into CI, socialize approach, share resources
- Identify and track KPIs
- Maintain, groom, and iterate over CX and UX backlog
- Never stop never stopping



CX & CI: The USPS® Digital Approach

THANK YOU / QUESTIONS

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CX & CI: The USPS® Digital Approach

APPENDICES

1. Special Thanks
2. USPS.com® Teams
3. Image & Figure Citations
4. Forever 21 Partnership
5. Digital.gov Q & A Responses

APPENDIX 1: SPECIAL THANKS

This presentation would not have been possible without the inputs from key contributors and the diligent work of all the USPS.com® teams. We'd especially like to acknowledge and thank a few stars:

Leadership

- **Chris Karpenko**, Executive Director, Brand Marketing
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- **Amity Kirby**, Manager, Stamp Products & Exhibitions
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Team

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- Tim O'Brien (Digital Brand)



Image: ©2020 USPS

APPENDIX 2: USPS.COM® TEAMS

The larger USPS® Digital Brand Marketing USPS.com team is made up of 10 domain-specific teams that work together seamlessly:

- Business Support (program management)
- Content Creation and Content Strategy
- Content Management and Front-end Development
- Customer Satisfaction (measurement)
- Digital Brand Marketing (leadership)
- Design (print and web)
- Digital Analytics
- Photography
- Postal Store
- User Experience & UX (application) Design



APPENDIX 3: IMAGE & FIGURE CITATIONS (1/2)

All images of USPS.com® from USPS® and the Internet Archive (<https://archive.org/details/usps.com>). All figures created by and ©USPS and the USPS.com team. All others cited here.



Matt Petrowski Headshot, Matt Petrowski, used with permission.



Jeff Pass Headshot, Jeff Pass, used with permission.



Alex Turgeon Headshot, Alex Turgeon, used with permission.



Mr. ZIP® (Detail from the 20c Children Sledding single postage stamp), 10.28.1982. United States Postal Service® & Smithsonian Postal Museum. Usage: IIIF.
https://postalmuseum.si.edu/object/npm_1988.0331.133



Innovation Stamp Series: details from Computing, Solar, and Genome Sequencing stamp promos. United States Postal Service & Antonio Alcalá. Images property USPS. Item numbers 476204, 476204, 476204. Product pages:

- <https://www.facebook.com/USPS/photos/10158854428469810>
- <https://www.facebook.com/USPS/photos/10158854428844810>
- <https://www.facebook.com/USPS/photos/10158854429049810>



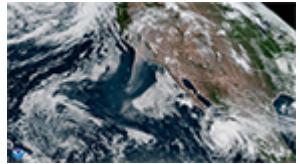
Dog Letter Carrier Costume, 843201 (currently unavailable). United States Postal Service & The Postal Store
<https://www.usps.com/ecp/asset/images/843201-Z0.jpg>



Letter carrier walking route during COVID-19. United States Postal Service.
<https://www.facebook.com/USPS/photos/10158748796944810>

APPENDIX 3: IMAGE & FIGURE CITATIONS (2/2)

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August 20, 2020, NOAA Satellites Monitoring Massive Wildfires and Two Cyclones. National Oceanic and Atmospheric Administration (NOAA, US DOC).
<https://www.nesdis.noaa.gov/content/noaa-satellites-monitoring-massive-wildfires-and-two-cyclones>

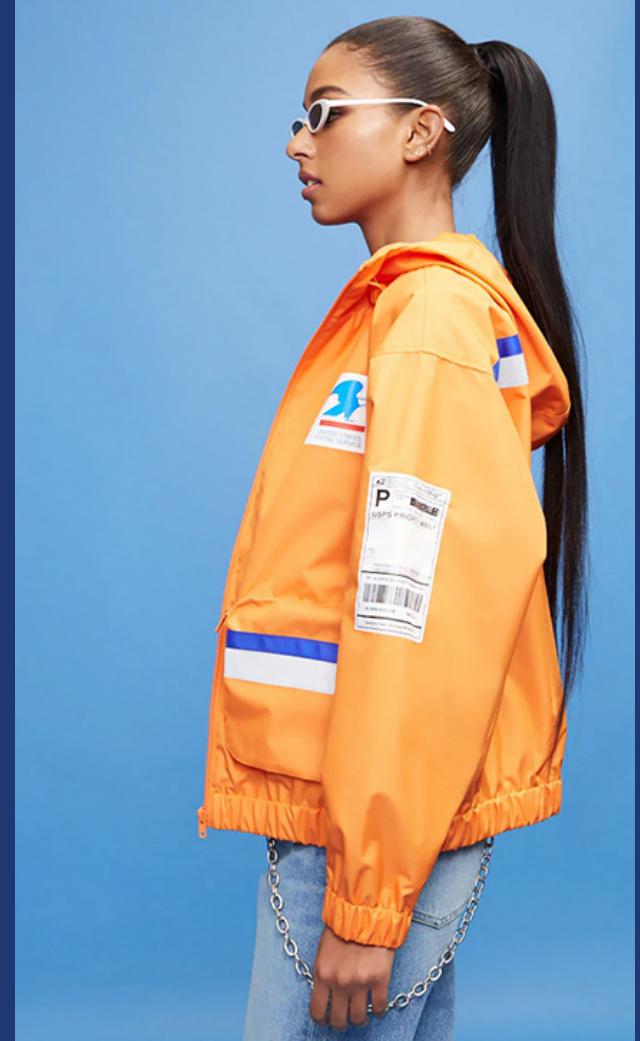


"THE USPS HAS A MERCHE STORE" Twitter, 7/30/2020.
@emercon_Toomey (Emerson Toomey).
https://twitter.com/emerson_toomey/status/1288704240802816000



Detail: letter carrier in New York wearing mask for protection against influenza (detail), New York City, October 16, 1918. Record number 165-WW-269B-15. National Archives, photographer unknown.
<https://www.archives.gov/exhibits/influenza-epidemic/records-list.html>

APPENDIX 4: FOREVER 21 PARTNERSHIP



APPENDIX 5: DIGITAL.GOV Q&A RESPONSES (1/2)

QUESTION	ANSWER	SOURCES
What do you mean by "false floor"?	A false floor on a web page is an apparent end to the web page. This occurs when a web page's view falsely appears to be complete, when in fact additional content is outlined further down the page. This issue is often caused by the top content matching the web page "fold" or top view of the page, and the absence of any navigational elements further contributes to the effect. Using a downward arrow or other graphical treatment helps trigger users to keep scrolling down the page.	USPS.com UX Team (Jeff Pass & Alex Turgeon)
What do you mean by send and receive information architecture?	Information architecture (IA) focuses on organizing, structuring, and labeling content in an effective and sustainable way. Send/Receive IA is a navigational framework USPS pursued to better organize website menu content and information to be categorized by user-oriented actions (i.e., Send, Receive, Shop) and content. The goal is to help users find information and complete tasks.	USPS.com UX Team (Jeff Pass & Alex Turgeon)
'AI-assisted topic bucketing of unstructured customer data (feedback, site search, Google searches, social DMs, survey free text responses, etc.) are critical for assessing and improving the customer experience. What Machine learning/ AI tools are you using to do the topic bucketing?	We are using standard natural language processing techniques to first clean the data, transform the text to numerical data (i.e.. vectors), and use classification algorithms to bucket the text into topics. For classification, we are using out-of-the-box algorithms from the scikit-learn package from Python including K-nearest neighbors, support vector machines, and logistic regression.	Sherika Sylvester, USPS.com Digital Analytics
How do you analyze and synthesize what must be massive amounts of qualitative data from survey comments and other sources?	USPS utilizes Google Cloud Platform to analyze/synthesize data. There is a massive amount of customer data so having cloud computing power helps the team pull, manipulate, and transform the data in a timely manner.	Benjamin Ohno, Data Scientist, USPS.com Digital Analytics

APPENDIX 5: DIGITAL.GOV Q&A RESPONSES (2/2)

QUESTION	ANSWER	SOURCES
Do you have your Medallia connected to a CRM tool (like Salesforce)? How important is it to you to use open-source software in managing CX?	No, the Medallia data is not connected to CRM tools like Salesforce. The beauty of using open-source tools is the afforded customization to our use cases. Many out-of-the-box analytical solutions are not customizable to our needs.	Sherika Sylvester, USPS.com Digital Analytics
I'm curious to know about text analysis capabilities as well. What outputs do these tools provide? We've just started a pilot for text analysis and looking to chat with agencies who are exploring this need.	The pipeline that we use is custom built. Given our business case, our pipeline classifies search terms into customized topic buckets (i.e.. "hours", "passports", "tracking") as well as the volume of searches per topic, the number of link clicks by topic, and new language/ emerging search terms. The area of natural language processing is vast, so the tools commonly used can produce several outputs including text sentiment, topics/ labels, document/ text similarity, text summaries, etc.	Sherika Sylvester, USPS.com Digital Analytics
Can you describe how USPS has brought data-driven CX models to expand continuous improvement efforts that cross multiple service channels (including non-digital areas)? How does one service channel perhaps impact success metrics of other service areas? How are these relationships tracked?	From a UX POV, we use research methods, spanning from usability testing, customer feedback, and focus groups to competitive analysis in order to get a perspective of the customer that spans multiple service channels in relation to their experience with USPS (both digital and non-digital). Often, impacts to user experience are tied to valuable cross-channel KPIs beyond revenue, such as reduced call center volume, self-service completion, and scheduling on-site appointments.	USPS.com Digital Analytics USPS.com Digital Brand Marketing UX Team (Jeff Pass & Alex Turgeon)
How is severity determined in the issue reporting?	USPS essentially takes the rate at which users on a part of the website are leaving negative feedback, and we rescale it to consider how much traffic varies across the website. USPS finds that a change in that rate of negative feedback is useful for identifying emerging issues.	Benjamin Makansi, Data Scientist, USPS.com Digital Analytics