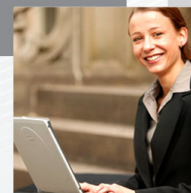


Smart Government: *Creating More Effective Information and Services*

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What is Smart Government?

- **IDC defines Smart Government as:**

“the implementation of a set of business processes and underlying information technology capabilities that enable information to flow seamlessly across government agencies and programs to become intuitive in providing high quality citizen services across all government programs and activity domains.”

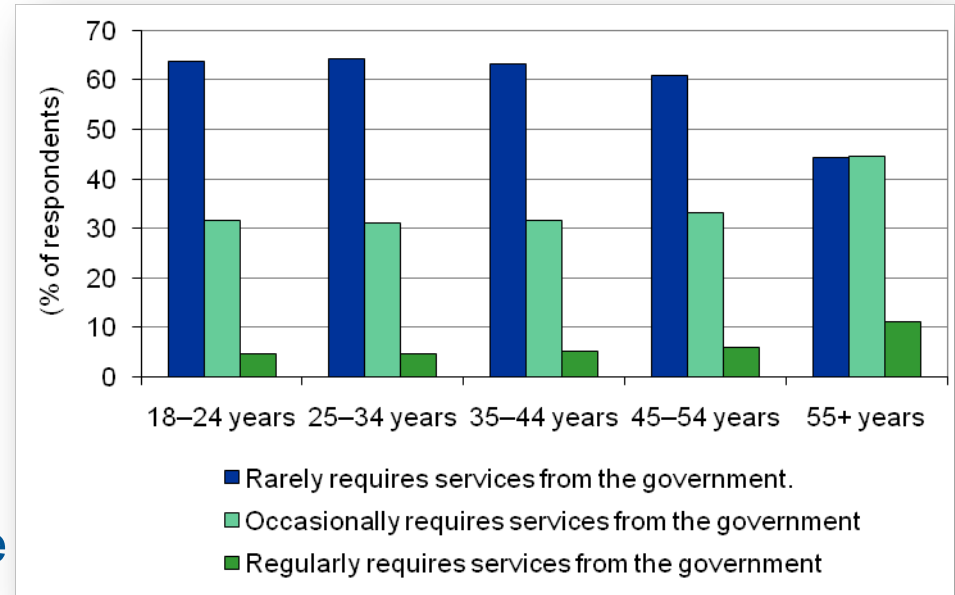
Transcending to *Smart Government*

- To transcend into Smart Government, Government organizations need to know their citizens communications preferences to better connect with customers
- IDC Government Insights surveyed over 2,000 citizens to better understand:
 - Information and services needs
 - Channel preferences
 - Satisfaction with government
- Results support the need for better connection with customers as outlined in Government Customer Service Plans

Feedback on Government Services

Q: Do you consider yourself a person who rarely, regularly, or occasionally requires government services?

- Overall, 59% of respondents ***rarely*** require government services
- Overall, 35% of respondents ***occasionally*** require government services
- Overall, only 6% of respondents ***regularly*** require government services



Preference for Interacting with Government

Q: What is your primary preference for interacting with government?

- Citizens prefer to interact with government through PCs
- Many channels are used
- Rapid smart mobile device adoption will impact these preferences

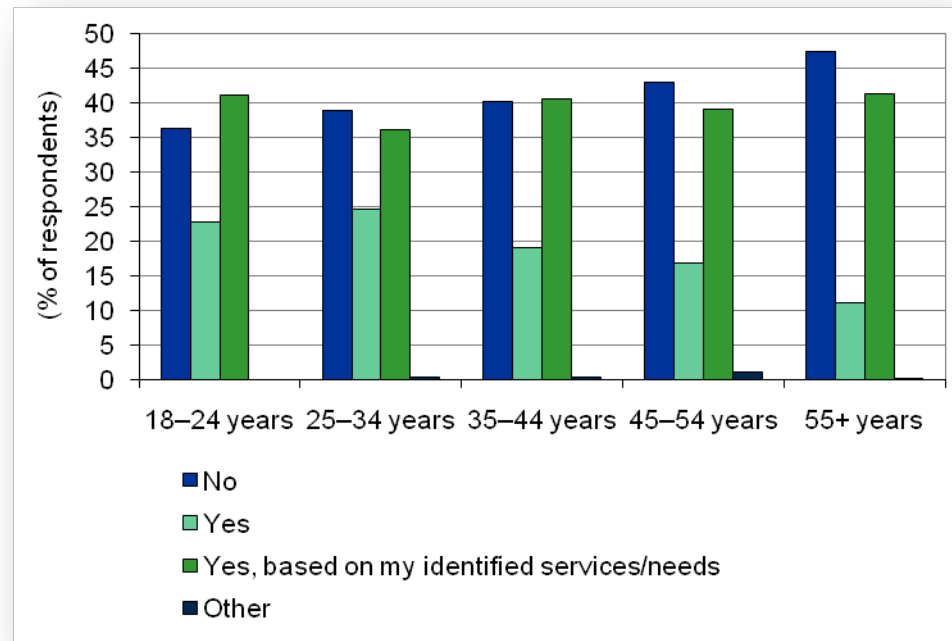
Interfacing Preferences	Local	State	Federal
In person at a government service center	19.4 %	15.1 %	11.8 %
By mail	16.2 %	17.1 %	18.7 %
By telephone	20.1 %	18.5 %	17.4 %
E-mail or text message	11.0 %	14.9 %	14.3 %
Through the government web portal via a personal computer	30.0 %	31.9 %	35.6 %
Through the government web portal via a smart mobile device	0.7 %	0.9 %	0.9 %
Other	2.7 %	1.6 %	1.4 %

Analyze customer preferences for interactions and redirect resources from less preferred /more costly channels to preferred, less costly, and widely accessible channels

Coordinate With Other Agencies

Q: Do you want government to provide easy ability for conversations with others who share your government service needs and interest?

- Overall, only about a fifth of respondents want government to provide the ability for open collaborative conversations
- Overall about 40% think government should, but only based on their identified services or immediate needs, about the same percentage don't
- The social media effect is creeping in – younger responders are more interested in collaboration

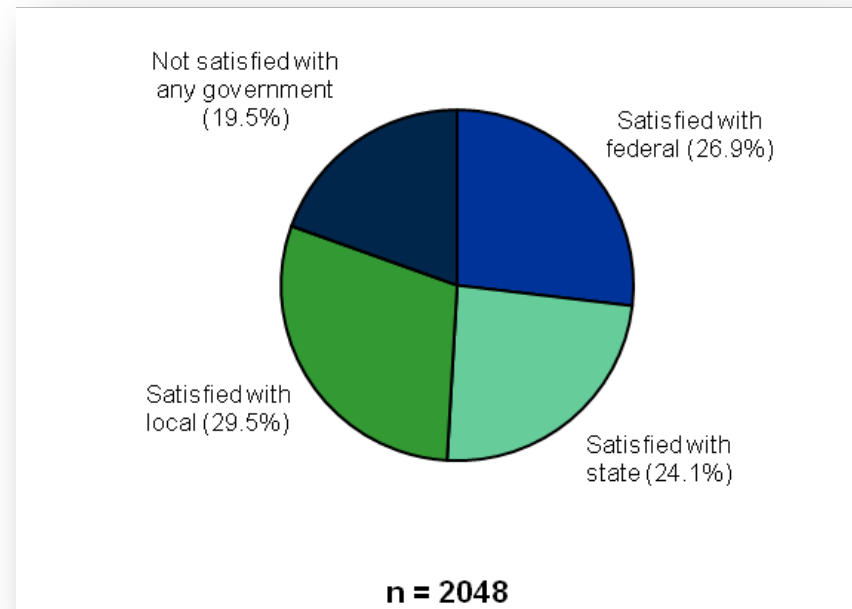


More than 50% of respondents don't care which level of government provides a service as long as it is provided when and where they need it.

Satisfaction with Government Interactions

- One in five respondents are not satisfied with any government interaction, despite efforts at all levels of government to improve citizen satisfaction
- Those aged 55+ are most satisfied with federal government, and the youngest responders are most satisfied with local government

Q: Which branch of government are you most satisfied with when it comes to your interactions with them?



Conduct customer satisfaction surveys and report the results publicly to provide transparency and accountability

Transcending From Open to *Smart* Government to Better Serve Citizens



Smart Government Maturity Model focuses on:

- ***Citizen participation*** in governmental business - Agencies are required to engage the public to enhance decisions through widely dispersed knowledge and increase public participation in government
- ***Information transparency*** in government - Agencies are required to utilize technology to put information about agency decisions and operations online and in forums available to the public
- ***Collaboration*** across government entities to deliver better citizen services - Agencies are required to use innovative tools, methods, and systems to cooperate across all levels of government and engage the public in the work of their government

Smart Government Maturity Model

	Stage 1	Stage 2	Stage 3	Stage 4
	Information Availability	Meaningful Information	Purposeful Action	Smart Government
Citizen Participation	Government Monologue Gov't makes info about its operations electronically available. Information is available via limited electronic channels (web sites) and is not necessarily well organized	Widespread Government Monologue Gov't disseminates information through more electronic channels (e.g. RSS feeds, FaceBook, etc). The information is better organized and encourages more citizen use	Government Dialogue Gov't pushes information to multiple electronic channels (e.g mobile devices) that enable citizens to receive real time information anywhere Gov't encourages citizens to provide feedback through these channels	Citizen Directed Government Gov't has multi-directional conversations with citizens agencies and constituents. Citizens have conversations with citizens. Feedback from citizens is incorporated for real-time, smarter, decision making
Information Transparency	Open Data A set of high value data is made available to the public. Policies for storage and protection of data are established	Meaningful Data The high value data, plus additional data sets are easier to find and use. Data is put into context for better comprehension and use	Anywhere, Anytime Data Contextualized data is easier to access from any location. Govt proactively broadcasts information to citizens who obtain it via technologies such as mobile devices	Personalized Information Citizens no longer need to "go and get" data from Govt. Government proactively pushes relevant, unique data to citizens based on their profiles
Collaboration to Deliver Citizen Services	Online Information A set of Government information is available electronically and kept up to date. The ability to share this information between entities is significantly limited	Limited Online Collaboration A majority of Government information is available electronically. Some of this information is shared electronically between government entities	Cross Agency Collaboration The majority of Government info is shared electronically between agencies. The info is available to government employees and citizens (with permission) anywhere, anytime	360 Citizen Services A 360 degree view of a citizen is created. This information is provided in real time. As changes occur to a citizen's circumstances, Government processes are triggered to provide the appropriate citizen services

Smart Government Maturity Model

	Stage 1	Stage 2	Stage 3	Stage 4
	Information Availability Government Monologue Gov't makes info about its operations electronically available. Information is available via limited electronic channels (web sites) and is not necessarily well organized	Meaningful Information Widespread Government Monologue Gov't disseminates information through more electronic channels (e.g. RSS feeds, FaceBook, etc). The information is better organized and encourages more citizen use	 Purposeful Action Government Dialogue Gov't pushes information to multiple electronic channels (e.g mobile devices) that enable citizens to receive real time information anywhere Gov't encourages citizens to provide feedback through these channels	 Smart Government Citizen Directed Government Gov't has multi-directional conversations with citizens agencies and constituents. Citizens have conversations with citizens. Feedback from citizens is incorporated for real-time, smarter, decision making
Citizen Participation				
	Open Data A set of high value data is made available to the public. Policies for storage and protection of data are established	Meaningful Data The high value data, plus additional data sets are easier to find and use. Data is put into context for better comprehension and use	Anywhere, Anytime Data Contextualized data is easier to access from any location. Govt proactively broadcasts information to citizens who obtain it via technologies such as mobile devices	Personalized Information Citizens no longer need to "go and get" data from Govt. Government proactively pushes relevant, unique data to citizens based on their profiles
Information Transparency				
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Collaboration to Deliver Citizen Services				

Getting to Stage 4: Smart Government

Citizen Directed Government

- Governments use dispersed technology solutions (not one to one, or one to many, but many to many) to share data, generate ideas, foster collaboration, and provide feedback through Internet-based dialogues, interactive radio and TV, and public hearings
- The public participates in moderated chat sessions and provides subject matter expertise
- Government has moved from broadcasting to all citizens to providing information based on what a "customer of one" needs



360° Citizen Services

- Government has more pervasive deployment of business intelligence functionality throughout the enterprise
- Business analytics are used to enable fact-based decision making and extend accountability by providing all decision makers with the right information at the right time

Adopt Customer Service Best Practices

Improve the customer experience by adopting proven customer service best practices & coordinating across service channels including on-line, phone, in person, and mail

- Contact analytics
- Secret shopper
- Focus groups and user groups for
 - Testing new design, tools, or website enhancements
 - Determine if the changes are helpful, easy to understand, and work for the primary audience
- Plain English
- Reward customers for using online services
 - Receive tax return sooner
 - Lower fees for motor vehicle renewals

Customer-Centric Organizations

“We will continue to invest in our core initiatives to provide customers with exceptional customer service and great product values.”

Frank Blake, Home Depot

“Typically, when we see improvements in our trends, they're a result of actions that we have taken to motivate consumers. So more newness in our assortments, I think, gives us some confidence that we are getting more visits and we will continue to get more visits.”

Kevin Mansell, Kohl's

“We're also able to deliver consistent stories to our customers, and we support the messages effectively with the right products and displays, as well as the right people in our stores and in our call centers. These enthusiastic associates are better able to provide technical guidance and hookup ideas to our customers, leading to improved conversion rates across almost all divisions.”

Kenneth Hicks, Foot Locker

“We are a customer service business, we just happen to fly airplanes.”

Dave Barger, JetBlue

Truism of Good Customer Service

- *Develop Strategies to Better Know Your Customer*
- *Provide Consistent Service and Information Across All Channels*
- *Develop a Multichannel Strategy That Facilitates Movement to New Channels*
- *Understand Citizen Interaction Preferences and Anticipate Changes*
- *Allow Citizens to Opt in to Provide Information*
- *Enable and Empower Employees to Better Serve*

Government Customer Service Plans

Connecting with Customers

1. Establish mechanisms to solicit customer feedback on government services to make service improvements
2. Analyze customer preferences for interactions and redirect resources from less preferred and more costly channels (such as printed materials) to preferred, less costly, and more widely accessible channels
3. Improve the customer experience by adopting proven customer service best practices and coordinating across service channels including on-line, phone, in person, and mail services
4. Coordinate with other agencies serving the same customers, identifying opportunities for using common forms and application materials and processes
5. Conduct customer satisfaction surveys and report the results publicly to provide transparency and accountability
- 6. Become a customer-centric organization**

Thank You

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Smart Government Maturity Model Webcast:
<http://bit.ly/IDCGIMaturityModel>

Join me & your peers in the conversations in our
IDC Government Insights blog:

<http://idc-insights-community.com/government>

