



Amplifying the power of the customer's voice

The pandemic has revealed that modernizing CX is not about technology but about a change in mindset



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AMERICANS' EXPECTATIONS FOR government have changed. Mobile bank deposits, online food orders and everything delivered from Amazon have all shifted our view of how services should work. Government has been moving (albeit slowly) in the direction of digital services and improved customer experiences, but the pandemic demonstrated something that we knew all along: Technology works, and government can move fast to implement it.

When government agencies went remote, offices stayed open virtually and services (mostly) remained available. And while those areas where government needs more digitalization (such as unemployment systems) were made even more apparent, the trains kept moving. So what is next?

Government can respond by doing something it has done more of in recent years – listen. As the power of the customer's voice reaches government, agencies that are savvy listeners and can integrate customer feedback into their service improvement plans will set the leadership tone for a responsive and digital government.

Lawmakers are embracing the need

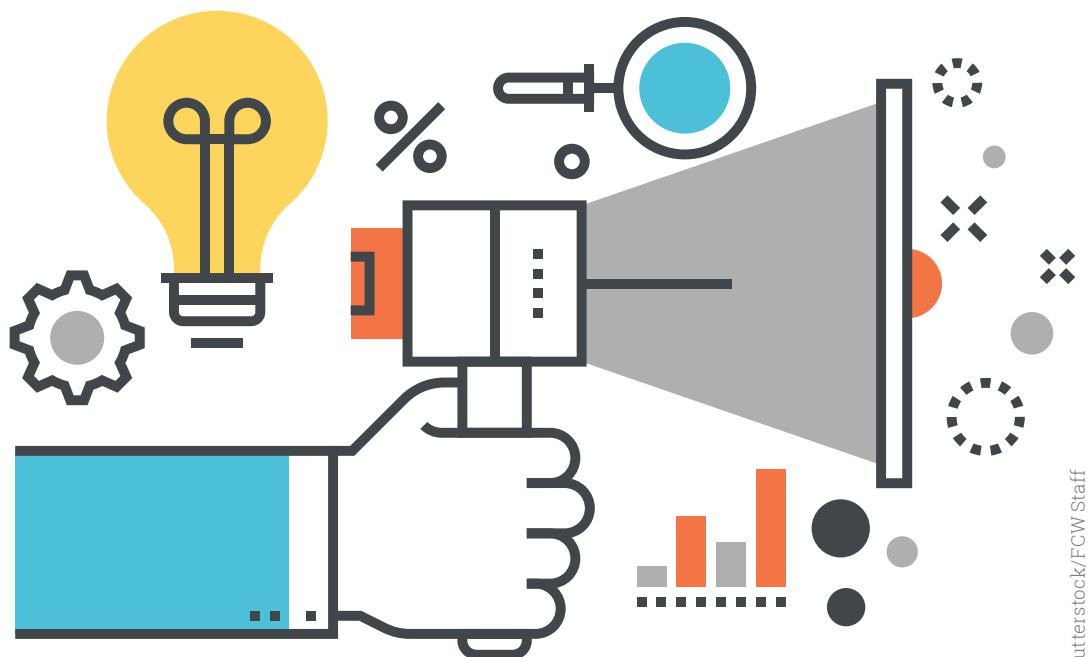
for digital government. The central components of the 21st Century Integrated Digital Experience Act – modernizing websites, digitizing services and forms, accelerating the use of e-signatures, improving the customer experience, and transitioning to shared services – apply to all levels of government. Agencies understand the value of those changes, and the experience of the pandemic has given them even more incentive to make those changes.

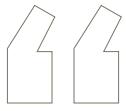
Yes, websites still matter!

Websites play a crucial role in the

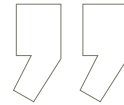
customer experience. The technology that supports website development continues to improve, but the focus on how customers engage with and through a website is now a more compelling design element than the underlying technology.

By working backward from what type of information customers are looking for, their needs and their expectations, agencies can begin to improve the way they communicate with these individuals. For example, agencies at all levels of government face challenges related to vaccine distribution. It can be difficult for members of the public to sift through all the noise to find accurate





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information so that they know what to do. Answering empathetic questions about an audience's needs and pain points (who they are and how they want to hear from you) and then aligning technology to reach and engage more people will help agencies achieve those goals.

An evolving leadership role for CIOs

The role of the CIO and the CIO's

organization has become more strategic, and many CIOs report directly to the top executive at their agencies. Technology is embedded in all aspects of an organization's operations. More important, it is embedded in the experiences we have as customers and employees.

Accordingly, the CIO role is gradually becoming less focused on bits and bytes and blinking lights, and more so on the experience of the individual who is

receiving a service.

Those agencies that treat CIOs as strategic partners and involve them in decision-making will be the most successful at finding new ways to engage with customers and improve processes across the organization. ■

Patrick Moore is vice president for business development at Granicus and former CIO for the state of Georgia.



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