Experiencia digital del ciudadano
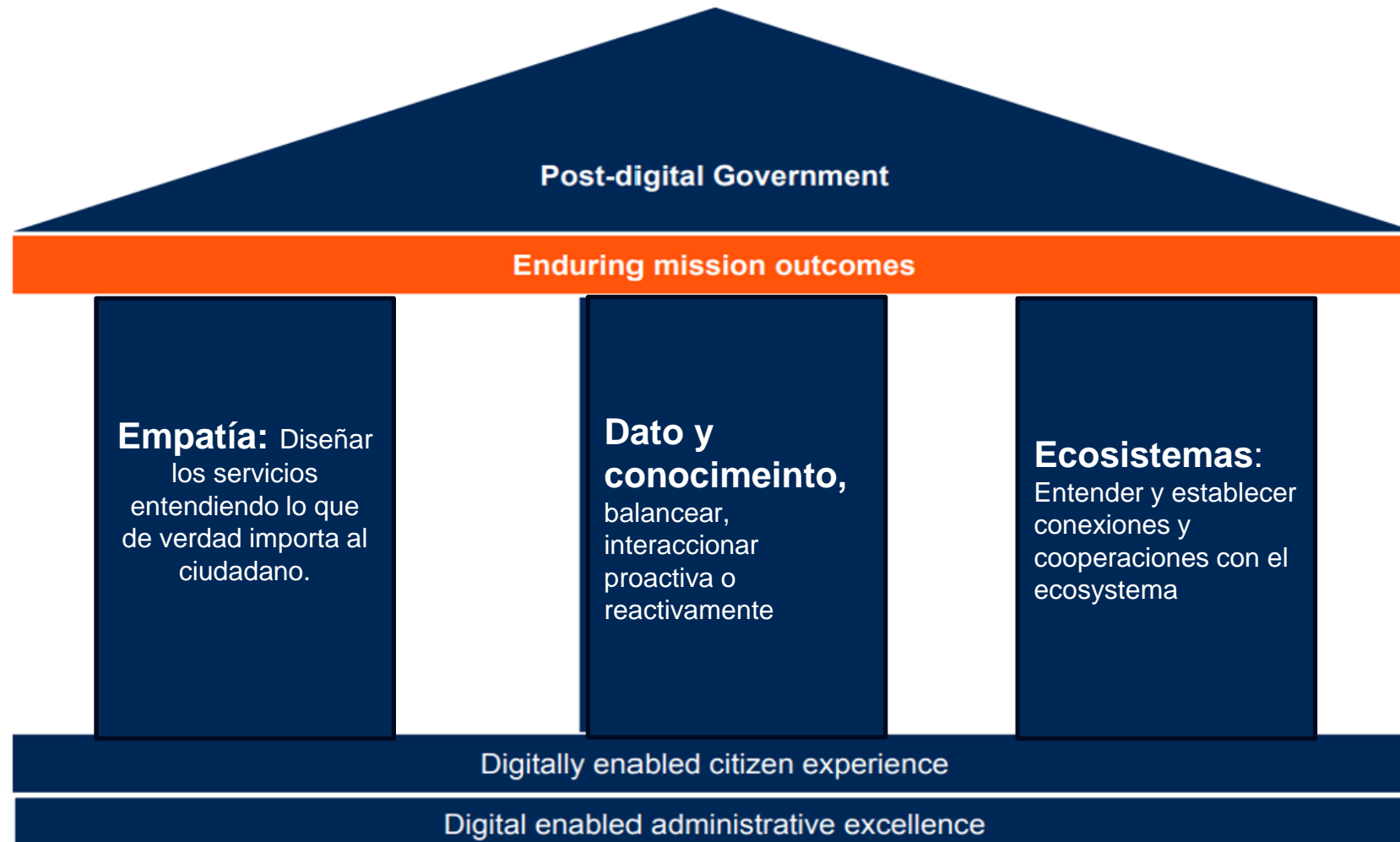
Q-epea
Junio 2024

Mercedes Vidal, Exp Iberia

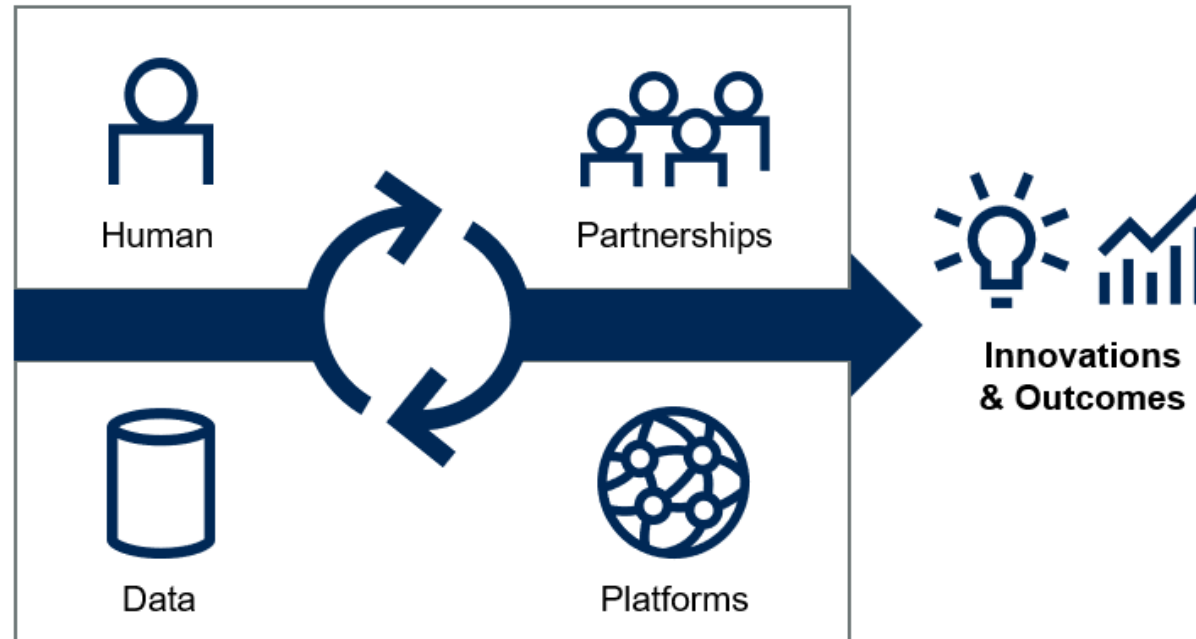**Gartner**®

Agenda

Introducción
Puesta en escena y la experiencia total

CX Estructura y Gestión

Estrategia

Cómo orquestrar

Inteligencia artificial, casos de uso

Reflexiones
¿Con qué nos quedamos?
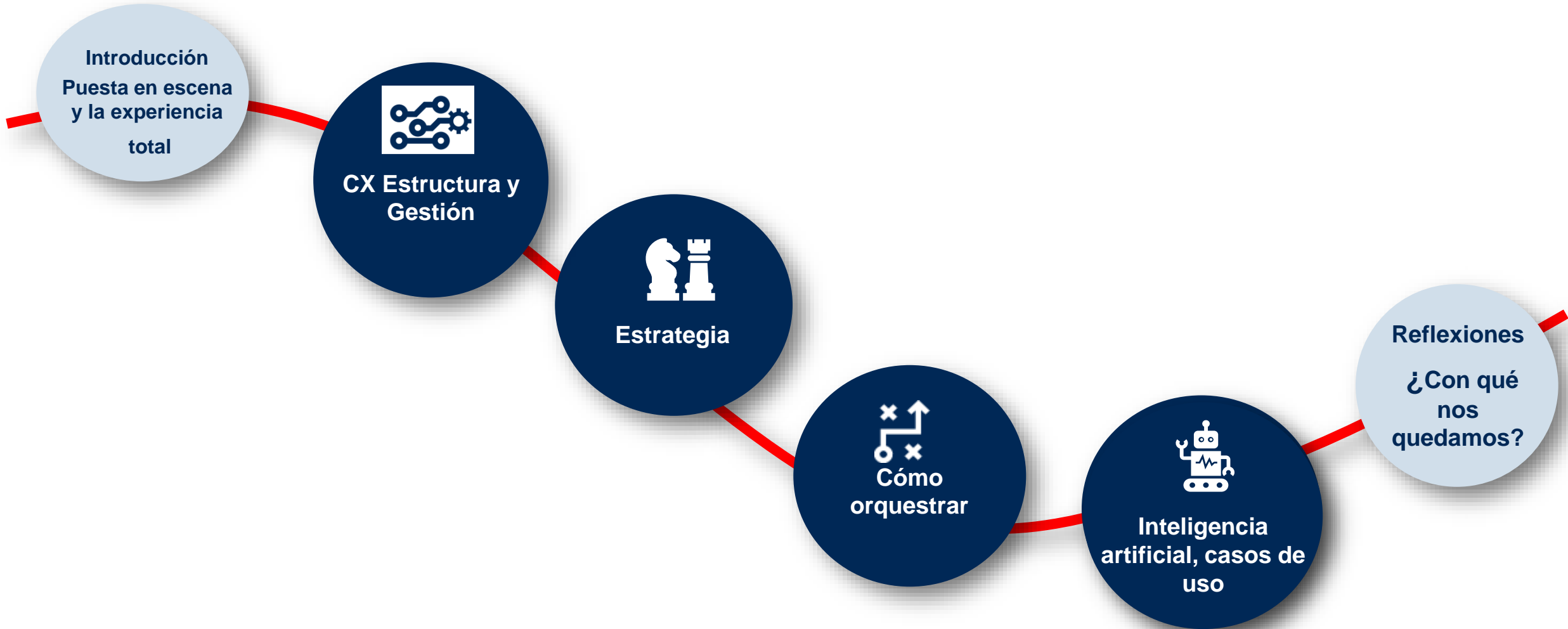
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El siguiente paso de la digitalización en el sector público.

Post-digital Government

Enduring mission outcomes

Empatía: Diseñar los servicios entendiendo lo que de verdad importa al ciudadano.

Dato y conocimeinto, balancear, interaccionar proactiva o reactivamente

Ecosistemas: Entender y establecer conexiones y cooperaciones con el ecosystema

Digitally enabled citizen experience

Digital enabled administrative excellence

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Para liderar la innovación y generar cambios positivos hay que romper silos y colaborar.

Breaking Out of Government Silos Leads to Innovation and Better Outcomes

Source: Gartner
ID: 448005

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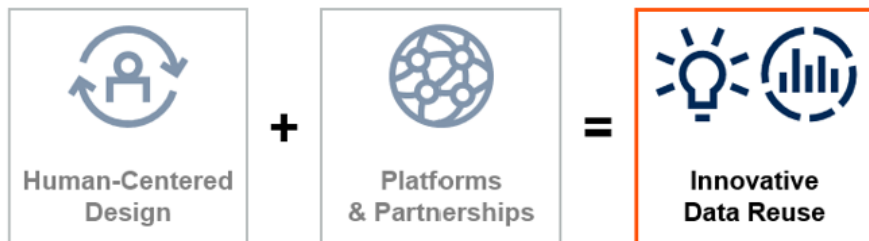
Facilitadores del proceso de innovación

El diseño centrado en el humano elimina barreras (nosotros vs ellos)

Las plataformas y colaboración con partners estimulan la innovación

La reusabilidad del dato y la innovación aumenta la efficacia y el valor

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Tendencias en la administración pública

2024 Top Trends in Government

	Realize Risk	Reimagine Value	Evolve Operations
Business Trends	Managing Trust in Digital Institutional Resilience	**Experience Management** Executive Data Advocacy	Increasing Workforce Productivity
Technology Trends	Adaptive Security	Digital Identity Ecosystems Decision Automation	Digital Platform Agility Programmatic Data Management

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2024 Planned Technology Spend for CIOs in EMEA Regional and Local Governments

What are the top enterprise digital investment priorities?

83% Excel in Citizen Experience

56% Ensure Compliance/ Minimize Risks

54% Increase Human Capital Effectiveness
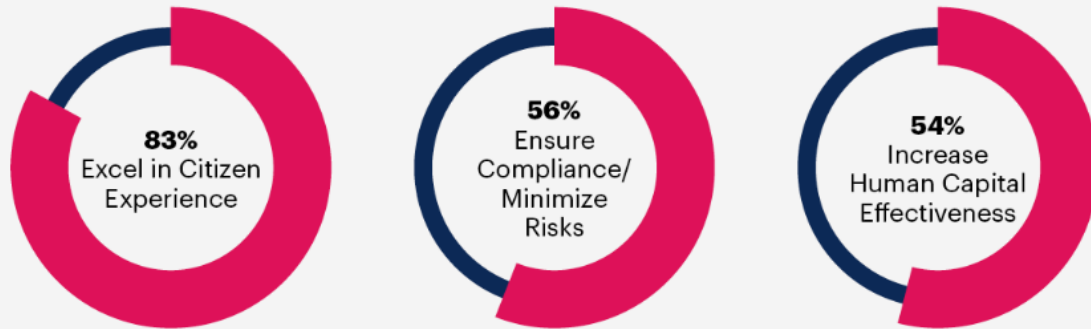
Where will investments go in 2024?

Business Intelligence/ Data Analytics

85% of respondents will spend more in this area in 2024 compared with 2023.

78% Cyber/ Information Security

78% Application Modernization

75% Artificial Intelligence/ Machine Learning

75% Cloud Platforms
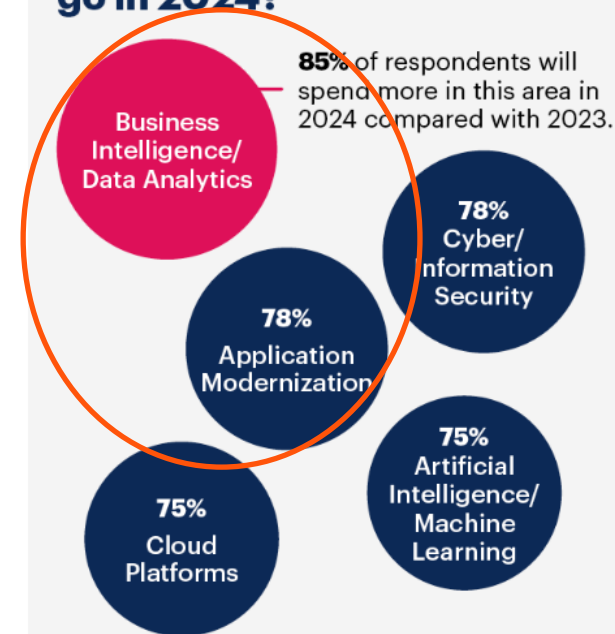
Which technologies are most likely to be implemented by 2026?

Technology	Percent
Artificial Intelligence/ Machine Learning	95%
Generative AI	83%
Distributed Cloud	83%
Low-Code/No-Code Development Platform	78%
5G	75%
Secure Access Service Edge (SASE)	65%
Privacy-Enhancing Computation	65%
Multiexperience Development Platform (MXDP)	63%
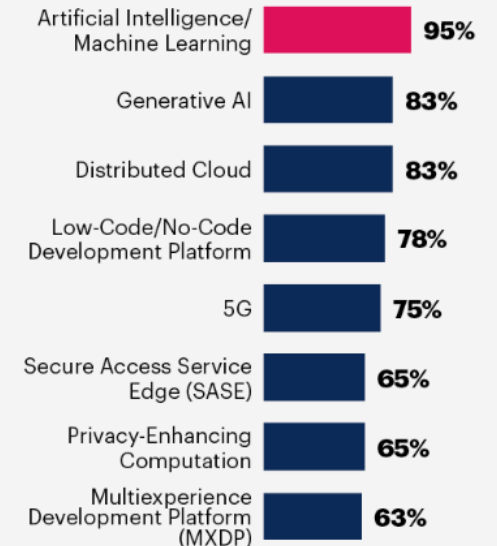
Infographic: 2024 Planned Technology Spend for CIOs in EMEA Regional and Local Governments (gartner.com)

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El progreso en el diseño centrado en el ciudadano va lento

Citizen Journey Map in 2010, France
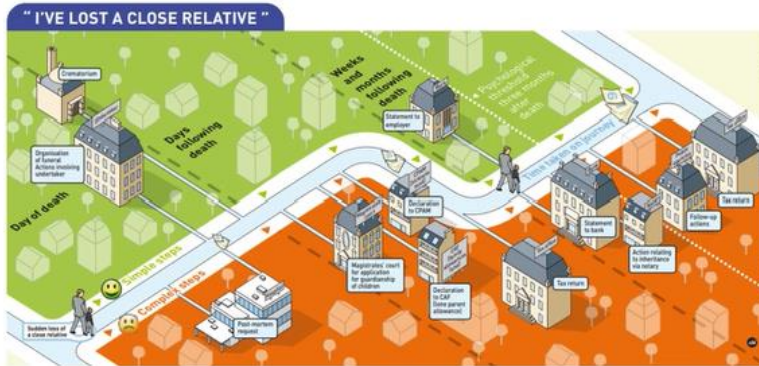
Entendiendo al ciudadano y sus necesidades

- 23% VoC/User Research
- 21% Journey Mapping
- 11% Life Event Mapping
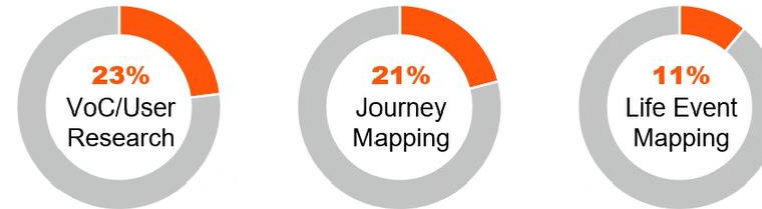
Diseñando con el ciudadano

- 25% Human-Centered Design
- 14% Co-Creation

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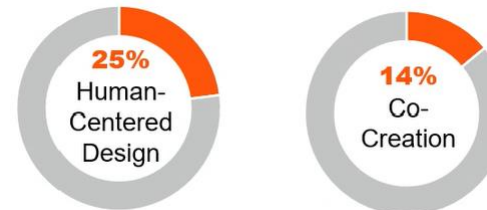
El ciudadano en el centro del servicio

Delivering Services with a Citizen Focus

Superapps

Digital twin of citizen

AI in Government

Gartner

Que es un Super APP

Superapps

By 2027, more than 50% of the global population will be daily active users of multiple superapps.

Key Characteristics Of A Superapp

- Core features
- App
- User activated
- Miniapp development
- Ecosystem
- Platform
- Data sharing
- Miniapp publication
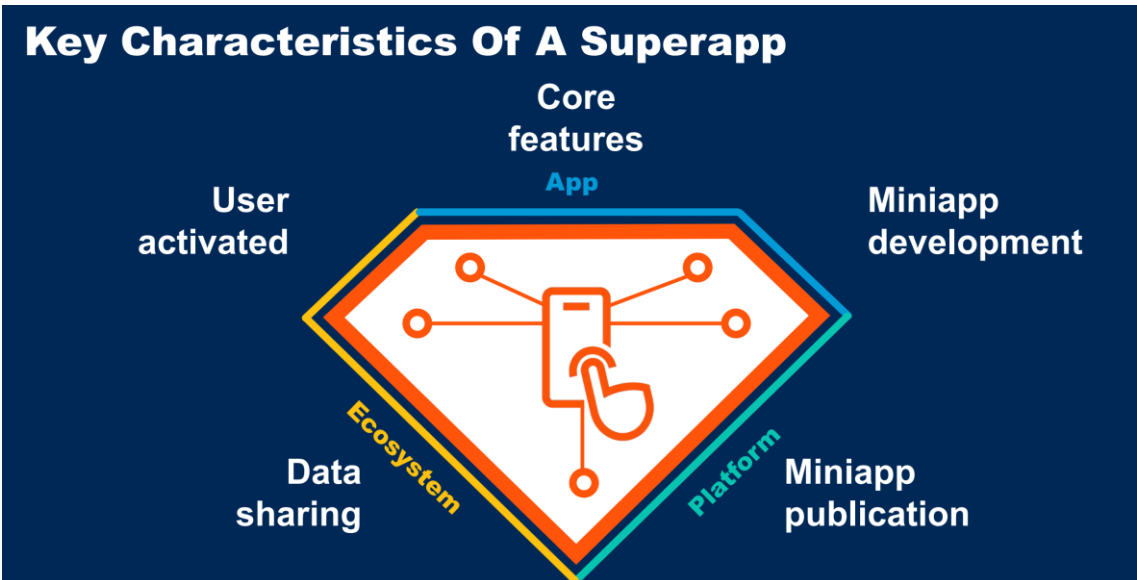
Superapps Expansion Leads To Opportunities

- Financial Inclusion
- Health and Human Services
- Digital Service delivery
- Citizens Experience
- Partners
- Employees

- Digital Equity
- Increased Adoption
- User Controlled Personalization
- Leveraging Ecosystem

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Que es un Gemelo Digital

Relating Digital Twins: Product vs. Citizen
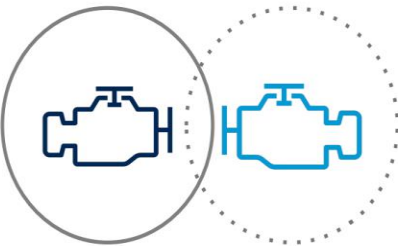
Digital Twin	Product	Citizen
Origin	• **Engine design in a CAD solution** • Operational data in an IoT or APM solution	• **Persona in CX CORE**
Personalized with	• Use Conditions (ex: frequency, location) • Integration into other systems of record	• Digital + Physical Interactions • IoT: location-based service solution • Smart cameras
Outcome to provide in an application	• **Anticipate engine behavior** • Preventative maintenance • Facilitate new business models	• **Anticipate citizen behavior** • Drive new monetization models • Improve products/services

Digital twin of a customer is a dynamic **virtual representation** of a customer developed from digital and physical interactions used to emulate and predict behavior.

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¿Porqué desarrollar un gemelo del ciudadano?

Why Have a Digital Twin of a Citizen?

- ▲ Citizen Engagement
- ▲ Service Review Ratings
- ▲ Trust rating
- ▲ Adoption of Digital Services
- ▲ Personalized Experiences
- ▲ Accuracy of availability and fee

- ▼ Churn
- ▼ Digital Friction
- ▼ R&D Time
- ▼ Innovation Cost
- ▼ Abandonment Rate
- ▼ # of complaints to elected officials

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¿Porqué desarrollar un gemelo del ciudadano?

Identify Trigger Events

Negative
Breach of Trust
Unfulfilled Expectations
High Effort/Friction
Low-Perceived Value

Neutral
Confidence
Fulfilled Expectations
Low Effort/Friction
Perceived Value

Positive
Proactive Protection
Concierge Support
No to Minimal Effort
High Value

Tip: Look for opportunities that can **create an unexpected moment of delight**- but does not turn into a future entitlement.

If you create something that they expect in the future,but cannot afford to do- you will be pushing them from the neutral (meeting expectations) to negative.

Create Citizen Journey Roadmap

Can't Find processes and job within reach

Can See Which Services Are helpful

Can See Her Own requirements mapped to services

Source:

Gartner

AI en el proceso de tomas de decisions.

Augmenting Government decision making

- Emergency Call Centre modernization - Emergency dispatcher in Copenhagen have real time call monitoring to identify signs of heart attacks

- AI being used to improve record management classification

- AI tool designed to predict and prevent domestic violence incidents

- Predicting companies likely to be employing to support job seekers.

- Improving situational awareness for first responders

- AI to identify taxpayers most at risk of defaulting on their land tax payment

Screenshot of the Job Radar at Jobbereik (Jobreach)

Case Study: How AI Can Drive Proactive Citizen Services

Ejemplo del uso proactivo del dato, Bélgica asesora al ciudadano de trabajos disponibles a su alcance.

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¿Para que se puede usar la IA ...?

Use cases and techniques are proliferating rapidly

	Generating Text	Analysing Text	Manipulation and Translation	Question Answering
Manage Agency Mission	Reports, 1st draft	Sentiment Analysis – reviews of media Resolving Administrative Backlogs	Communications	Policy questions
Back Office	Process Guides, Reports	Recruitment Processes, Complaint handling	Reporting to multiple bodies	FOI requests Ramping on Staff
IT	Code Generation, User Guides	Discovery, functional analysis, code checking	Refactoring, legacy migration	User Support
Engaging Citizens	Guides, Communication	Sentiment Analysis, Empathic Communication	Targeting marginalized constituents	Help desks, Personalized Support and Information
Operations	Guides (internal and external), reporting, summarization	Triage, prioritization, classification, redaction	Multilingual support, outreach	Ramping on new staff, compliance, process adherence

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Segmentación de usuarios y patrones de consumo de los servicios públicos digitales

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La importancia de entender y analizar los patrones de consumo de los servicios digitales

Propósito y frecuencia
No todos los usuarios usan los servicios públicos digitales para lo mismo y de forma consistente a lo largo del tiempo. Las clasificaciones generan subjetividades.

LaS estrategiaS digitaleS

Medios y capacidades
No todos los usuarios tienen los mismos medios y las mismas capacidades.
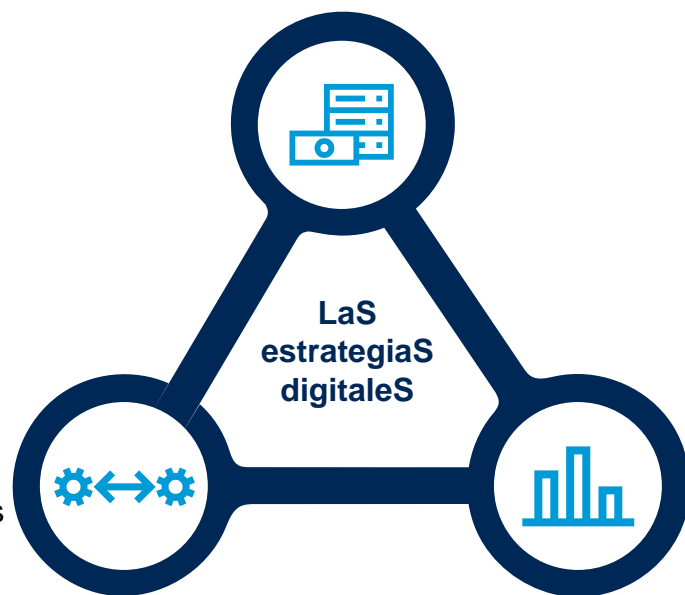
Diferentes planos de acción pública
El repertorio de acciones varía en función del propósito y de las capacidades.

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¿Y qué preocupa a cada segmento?

Uso ocasional del servicio y altas capacidades por parte del usuario.

- ✓ *Autorización ambiental unificada.*

Posiciona el servicio para que lo encuentre, recuérdame y reutiliza lo que ya aporté

Uso ocasional del servicio y bajas capacidades por parte del usuario.

- ✓ *Reconocimiento del grado y nivel de dependencia*

Posiciona el servicio para que lo encuentre, explícame cómo hacerlo, facilita el que lo haga y acompáñame

1 / 2 / 3 / 4

Uso frecuente del servicio y altas capacidades por parte del usuario.

- ✓ *Subvenciones a empresas.*

Proporcióname un acceso directo simplificado y permíteme la gestión masiva

Uso frecuente del servicio y bajas capacidades por parte del usuario.

- ✓ Gestión de la demanda de empleo.

Proporcióname un acceso directo simplificado y recuérdame de forma proactiva que haga lo que tenga que hacer, actúa de oficio si estoy en el registro de consentimiento

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Criterios de segmentación y planos de acción pública

1

Marketing digital

SEO

DCP y lenguaje claro

Interoperabilidad

2

Interoperabilidad

DCP y lenguaje claro

Proactividad

3

Marketing digital

SEO

Cuenta ciudadana

DCP y lenguaje claro

Interoperabilidad

Hechos vitales

Proactividad

4

Cuenta ciudadana

DCP y lenguaje claro

Hechos vitales

Interoperabilidad

Proactividad

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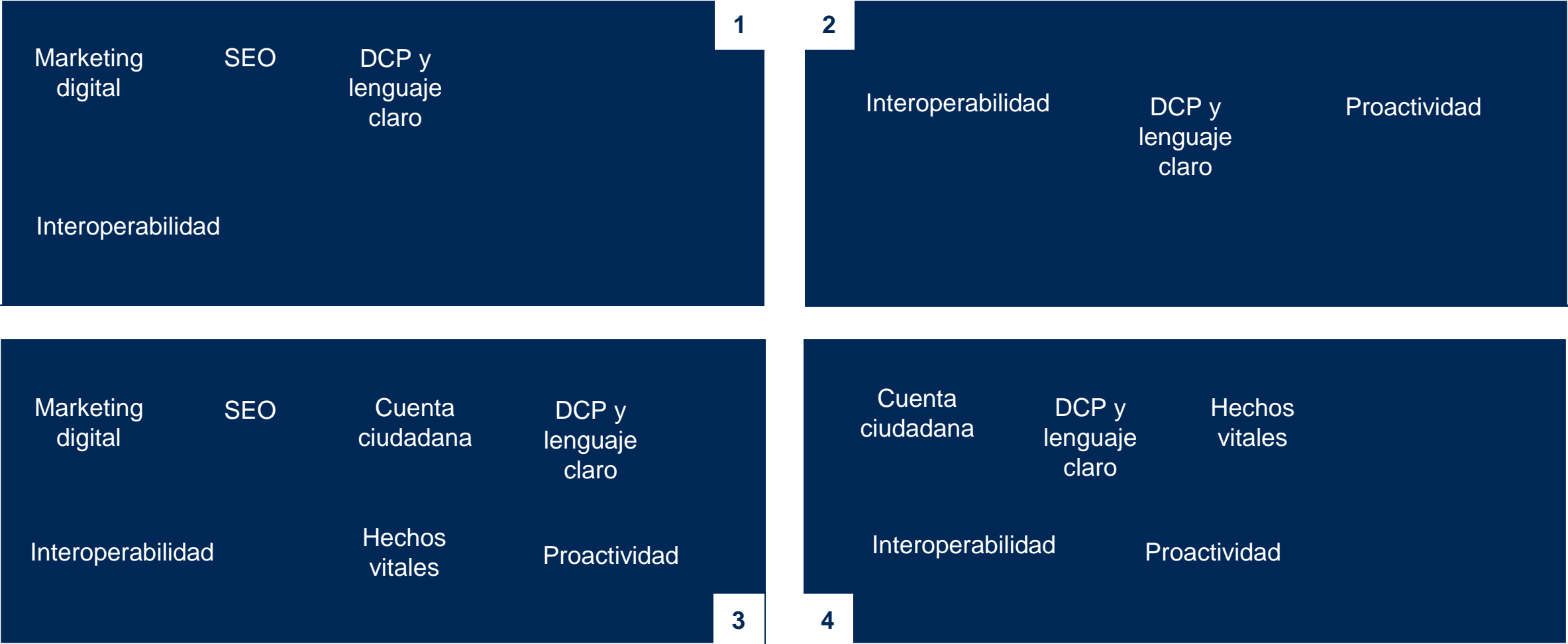
Citizen Life Event Examples in Government, Germany

Bundling Services
- Birth registration
- Name registration
- Birth certificate
- Childcare Allowance (*Kindergeld*)
- Parental allowance (*Elterngeld*)
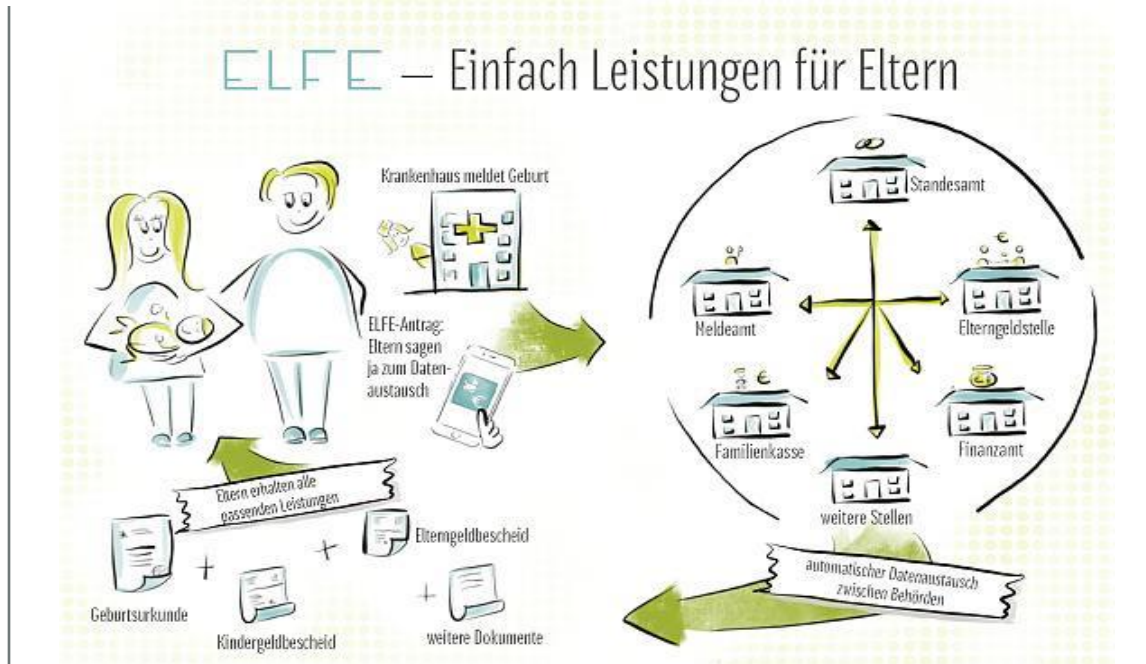
One-stop shop: Citizen life event

Once-only

Digital identity & Consent

Legal Reforms

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Total experiences

La experiencia total

Customer Experience

CX

Understand customer wants, needs, **beliefs, feelings, expectations** and past experiences.

Employee Experience

EX

Increase **employee satisfaction,** retention, skill level and productivity.

Multiexperience

MX

Interact across **multiple touchpoints** such as mobile apps; web; AR/VR; wearables with voice, touch, vision; etc.

User Experience

UX

Combine business objectives, **user needs** and design best practices to optimize digital products.

TX creates shared superior experiences for people by interlinking CX, EX, UX and MX for increased lifetime value, sales and adoption of new products.

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Total experience Case-In-Point

La experiencia total

CX: Proporcionar transparencia y equidad a los ciudadanos/constituyentes informando sobre la recogida de datos en el ámbito público.

EX: Permitir que el gobierno desarrolle un ecosistema de confianza digital probando soluciones de ciudades inteligentes.

UX: Diseñe una interfaz intuitiva para que sea simple, promueva la estandarización de la forma en que el gobierno se comunica y la participación activa de los usuarios.

MX: Crear un ecosistema de soluciones de ciudades inteligentes que promueva la confianza digital entre sus usuarios.

Boston
Total Experience Opportunities

CX
Provide citizen/constituent **transparency and equity** by informing about data collection in public realm.

MX
Create ecosystem of smart city solutions that **promotes digital trust among its users.**

Computer vision sensor assesses mobility patterns

Planning & Decision-making · De-identified Image · Sidewalk Labs

De-identified data for planning and research purposes is collected in this area for Sidewalk Labs to measure how visitors move around and engage with our exhibits and prototypes inside 307.

Sidewalk Labs	Accountability
Planning & Decision-making	Purpose
De-identified Image	Technology Type

EX
Enable government to develop digital trust ecosystem by testing smart city solutions.

UX
Design intuitive interface for that is **simple, promote standardization** the way government communicate and active participation of users.

Source: DTPR

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Istanbul's Postdigital Government Superapp - Senin

Objective: Provide a secure, "all-in-one" experience app that transforms the way citizen engage with the city and increases the cities economic value for all

Platform: Kobil Shift

Core Capabilities: Digital Wallet, Payment, Identity and Authentication, Translation, Marketplace, Communications

Miniapps: 60+ including Citizen Engagement, Utilities, Transportation, Pharmacy, News, Traffic, Parking, Arts and Culture, Weather, Jobs,

Other leading Government APPs

130+
Dubai government and city services in 12 categories

dubainow

Life SG

Simpler government services
Get access — anytime, anywhere.

Get things done with LifeSG
Connect to the right government services in one place.

Citizen Experience Improvement Examples, Spain

Solicitar el Número de la Seguridad Social

El Número de la Seguridad Social (NUSS) es el número con el que la Seguridad Social te identifica. También se conoce como Número de Afiliación (NAF).

→

Alta en empleo de hogar

Solicita el alta de la persona que va a trabajar en tu casa.

HOGAR

→

Alta en trabajo autónomo

¿Quieres trabajar por tu cuenta? Consulta los requisitos y tramita tu alta antes de empezar la actividad.

AUTÓNOMO

→

¿Cuánto cuesta?

Tanto el empleador como el trabajador están obligados a cotizar a la Seguridad Social cada mes, si bien el trabajador en menor proporción. La cuota o pago a la Seguridad Social, se compone de dos partes: la aportación del empleador y la aportación del trabajador.

La cuota mensual a pagar, se determina en función del salario acordado y de la jornada pactada.

Tabla de tramos de cotización.

¿Cómo se calculan e ingresan las cuotas del empleo de hogar?

Calcula tu cuota

Calcula de forma rápida la cuota mensual que pagarás.

Indica los **datos de jornada** (si es completa o por horas) y **el salario mensual** más las pagas extras.

Ir al simulador

https://portal.seg-social.gob.es/wps/portal/importass/importass/inicio

---

SDA, reconocida en los Premios Nacionales de Diseño 2022

Nuestro equipo ha recibido una mención especial del jurado en la categoría 'Profesionales' por incorporar "de forma impecable y eficaz" el diseño estratégico y de servicios para la transformación de la administración pública.

Saber más ❯

Siete servicios trabajarán en la simplificación y la digitalización de las experiencias de la ciudadanía con SDA

13 marzo 2023

Más de 20 servicios participaron en la convocatoria de rediseño de servicios 2023. El equipo de SDA facilitará recursos y acompañará con su metodología a siete iniciativas que quieren mejorar la experiencia de uso de las personas que utilizan esos servicios y del personal que los presta.

https://sda.aragon.es/

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Co-Design Future Employee and Customer Experiences

Watercare's integrated future experience journey map

Partial representation

Mapping the business capabilities required for the future-state journeys spotlights the key changes necessary to realize the strategy.

Customer experience

Employee experience

Business capabilities

Asset management	Asset modeling	Financial modeling	Complex billing	Supply management
Partner management	Performance management	Portfolio management	Procurement management	Product management

Total Experience is a team sport

Objective	Align Strategy	Develop Plan of Action	Deploy	Monitor	Optimize & Scale
Expected Outcome	Stakeholder approvals for CX maturity enhancement obtained **:revisit channel, product and Citizen strategies**	Identify customer pain points and gaps in current CX strategy	Continuous contextualized experiences enabled	Monitoring and tracking mechanism for customer health metrics established	Continuous process improvement and focus on customers

IT operations

Ciudadanos

Data and Analytics

Partners

Touch point owners

Product owners

Usuarios internos

IT developers

Content managers

Marketers

Customer services

¿Qué es la experience total?

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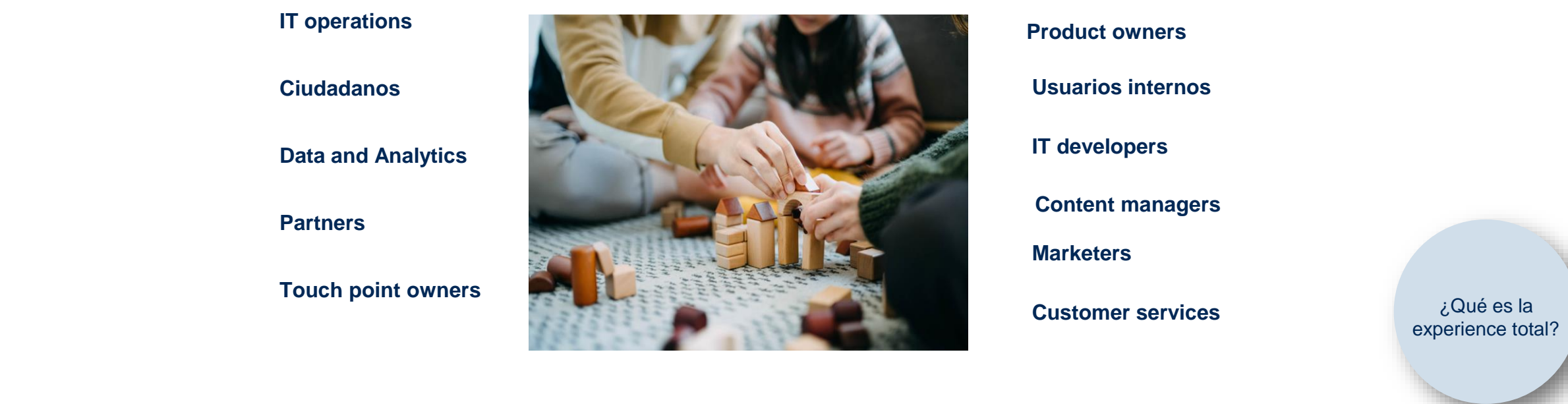
CX management framework

Pillars	Capabilities	Activities
Understand Customers	**1** **Voice of the Customer**	Build a quantitative and qualitative listening portfolio.
		Leverage data to create customer insight.
	2 **Customer Research**	Take action based on customer insight.
		Build a customer research competency.
		Inform CX projects through customer research.

Pillars	Capabilities	Activities
Set Customer Experience Strategy	**3** **Strategy**	Create a winning CX strategy.
		Prioritize CX improvement opportunities.
	4 **Metrics**	Measure customer experience.
		Keep score in achieving strategic goals.
	5 **Personas and Journeys**	Develop personas and journey maps.
		Integrate user experience (UX) into CX.
	6 **Technology**	Align and prioritize tech investments.

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CX Management Framework

Pillars	Capabilities	Activities
Coordinate CX Across the Enterprise	**7** **Purpose**	Inspire motivation.
		Justify the investment.
	8 **Customer-Centric Culture**	Foster a customer-centric mindset.
		Enable customer-centric behaviors.
	9 **Roles and Governance**	Manage CX team structure.
		Build CX team capabilities.
		Collaborate with business partners.

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How We Usually Think About Customer Experience (CX) Improvement and How Subtractive Approaches Can Change Our Minds

Current State
Your Customer Experience Today

How We Usually Think:
The Additive Approach: "What do we need to **add** to attain our future, ideal state?"

Future State
Your Ideal Customer Experience Tomorrow

What Might Change Our Minds:
The Subtractive Approach: "What do we need to **subtract** to attain our future, ideal state?"

Source: Gartner

787466_C

CX core y el dato

CX CORE: Who and Why

Citizen/Constituent Experience CORE

Aware Discover
Exit Develop
Crisis Grow
Commit Struggle

Relationship Stages

The "Experience Membrane"

Citizen/Constituent in the Center/ Relationship Stages

Intelligent Coordination

Intelligent Coordination

| Points of Interaction |
| Products/Services |
| Applications and Technology |
| Data, Analytics and AI |

Supporting Base of Capabilities

Recommendations

- Ensure **data accuracy** for data points used to create/refine CX personas.
- Work with business units to **create/define journey roadmaps** based on persona types.
- **Identify** when a customer enters a negative stage and trigger mitigation to move to a positive stage.

Data Sources and Points of Interaction

IoT   Marketplace

Mobile   **Digital Twin of a Customer**   Web

In Person   Email

Source: Gartner

Gartner

Areas y retos a considerer....

Difficulty, cost, time and external help

		Difficulty	Cost	Time	External Help
1	Voice of the Customer	⚠	💵💵💵	🕐🕐🕐	🤝
2	Customer Research	⚠⚠⚠	💵💵💵	🕐🕐🕐🕐	🤝🤝🤝
3	Strategy	⚠	💵	🕐🕐	🤝🤝
4	Metrics	⚠⚠	💵	🕐🕐🕐	🤝🤝🤝
5	Personas and Journeys	⚠⚠	💵💵	🕐	🤝🤝
6	Technology	⚠⚠⚠	💵💵💵💵	🕐🕐	🤝🤝🤝
7	Purpose	⚠	💵	🕐🕐	🤝🤝
8	Customer-Centric Culture	⚠⚠⚠⚠	💵💵💵💵	🕐🕐🕐🕐	🤝
9	Roles and Governance	⚠⚠⚠	💵	🕐🕐🕐🕐	🤝

The Anatomy of a Digital Government KPI With Contributing CX Metrics

1. What is being measured?
2. Where are we today?
3. What is our target goal?
4. What is our desired business outcome/benefit?
5. What is our balance point?

Gartner Digital Government KPI Construct

Digital Interactions

- 3 Goal — 60%
- 2 Today — 27%

4. 20% to 50% better constituent outcomes
10% to 30% lower cost
5% to 15% faster time to service delivery

5. Balance point: Diminishing improvements in experience based on investment

1. Percentage of Interactions Delivered Through Digital Ecosystem Partners

Source: Gartner

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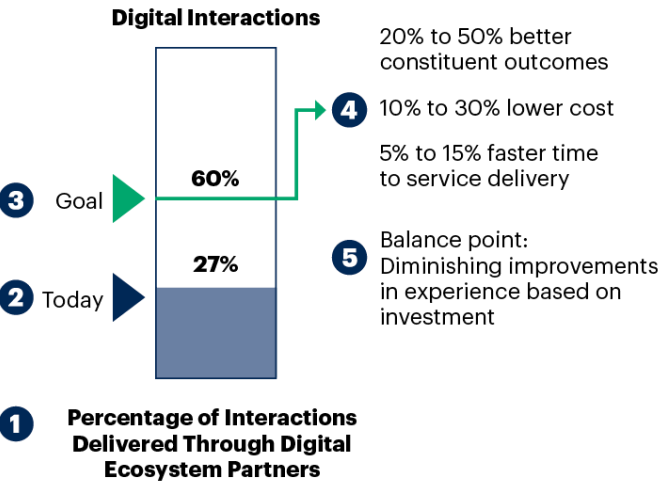
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Example of customer cx pain points

Cómo orquestrar

Disconnected Customer Journey - Bill Pay Example

■ Did not carry over

| Customer information | Customer intent | Customer info or intent | Customer info or intent |

Website → **Chatbot** → **Website** → **IVR** → **Agent**

Website
Logs in to pay bill and noticed bill increase but doesn't know why.

Chatbot
Customer asks why the bill increased. "Chatbot replies: 'If you renew within 30 days of the expiration, a discount will apply to your most recent bill,' and confirms the customer is within the window."

Website
Customer tries to renew contract online but is uncomfortable with the process and renewal offers so they decide to call instead of continuing.

IVR
IVR asks for customer information and reason for call. Presents online bill pay option. Customer declines and routes the customer to a voice billing rep.

Agent
Voice rep confirms customer name, asks reason for calling. Customer states they tried to renew online but they were uncomfortable with the process. Rep states it's always better to renew with a live person.

Source: Gartner
788636_C

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Customer journey and tower control tool

Connect Siloed Data Across the Customer Journey With CJA/O

CRM Data

Customer: Jill Dunelm

Channel Preferences: Social + Website

Products: Mega-Pet Vacuum Cleaner

Lifetime Value: $782.52

Customer Journey Analytics

Social

1. Reaches out on social to request replacement part — referred to website.

Web

2. Customer can't find what they need on website — live chat pops up.

3. Issue not resolvable in live chat; customer returns to website to find phone number.

Chat

4. Phone agent able to resolve issue.

Phone

VoC

Spent 5 minutes searching website. Derived from digital analytics

"I've told you already — none of the above." Derived from live chat transcript

Low CSAT Derived from website survey

"So frustrating. But I appreciate your help." Derived from speech analytics

Low CES Derived from postcall survey

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Prioritization view example, Control tower

WEBSITE PURCHASE, STORE COLLECTION

Consumer Journey Stages

Awareness	Acquisition	Discovery	Decide	Buy	Delivery	Retain
Consumer is made aware of brand / products based on advertising or marketing campaigns.	The consumer may use different devices (Smartphone, tablet, Desktop) to access the website	The consumer receives personalised content and can quickly find the right product.	The consumer can find the right size and check stock availability.	The order is placed by the customer and the customer pays for the order.	Order is sent to the warehouse for fulfilment. Shipping carrier picks up shipment and delivers to the customer or to a store for the customer to collect	The consumer uses and writes a product review. Alternatively the consumer returns the product.

Activities

Read Social Media Posts • Receive Marketing Email • External Search Results • Read Marketing Content | Landing Page • Interact (with Site) | Search for Product • Compare Products • View Product | Pick Size • Check Stock • Add to Basket • Add to Wish List | Access Account • Confirm Basket • Select Shipping • Take Payment • Order Confirmation | Order Management • Delivery Notifications • Collect from Store | Write Recommendations • Return Products

Indicators & Targets

Reach	0%	New Consumer	0%		0%		0%	Conversion	0%		0%	Lifetime Value	0%
Database Growth	0%	First Contact Resolution	0%		0%		0%	Orders	0%	Returns	0%	Repeat Customers	0%
	0%		0%		0%		0%	Revenue	0%		0%	CSAT	28%

Improvements

None	None	None	Check stock in store	R1	None	None	None
			Improved Product Descriptions	R2			
			Better Product Search	R3			

🟢 Performing   🟡 Under Performing

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Capacity view example, control tower

WEBSITE PURCHASE, STORE COLLECTION – BUSINESS TOUCHPOINTS

Consumer Journey Stages

Awareness	Acquisition	Discovery	Decide	Buy	Delivery	Retain
Consumer is made aware of brand / products based on advertising or marketing campaigns.	The consumer may use different devices (Smartphone, tablet, Desktop) to access the website	The consumer receives personalised content and can quickly find the right product.	The consumer can find the right size and check stock availability.	The order is placed by the customer and the customer pays for the order.	Order is sent to the warehouse for fulfilment. Shipping carrier picks up shipment and delivers to the customer or to a store for the customer to collect	The consumer uses and writes a product review. Alternatively the consumer returns the product.

Activities

Read Social Media Posts · Receive Marketing Email · External Search Results · Read Marketing Content · Landing Page · Interact (with Site) · Search for Product · Compare Products · View Product · Pick Size · Check Stock · Add to Basket · Add to Wish List · Access Account · Confirm Basket · Select Shipping · Take Payment · Order Confirmation · Order Management · Delivery Notifications · Collect from Store · Write Recommendations · Return Products

Business Functions

| Customer Services |
| Supply Chain |
| Finance |
| Merchandising |
| Marketing |
| Digital Analytics |
| IT |

Legend: ● New team or supplier   ● Existing Team or supplier, Augmentation Required   ● Existing Team or Supplier

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¿Cuál es el valor de la torre de control?

Analyze	Prioritize	Orchestrate

- Understand complex multichannel customer journeys.
- Identify opportunities by analyzing areas where customers get stuck or abandon journeys entirely.
- Visualize common journeys using Sankey diagrams and journey maps.

- Use your insights to prioritize design/process changes and decisions.
- Integrate VoC and other data to correlate action with service priorities and metrics.
- Access immediate feedback regarding the impact of decisions and process changes.

- Design next best actions to orchestrate customer journeys in real time.
- Serve customers with alerts, notifications, etc. based on the context, segment, etc.
- Optimize individual journeys to deliver the best outcome for the customer and the business.

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Machine Customers

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A **machine customer** is a nonhuman economic actor that obtains goods or services in exchange for payment.
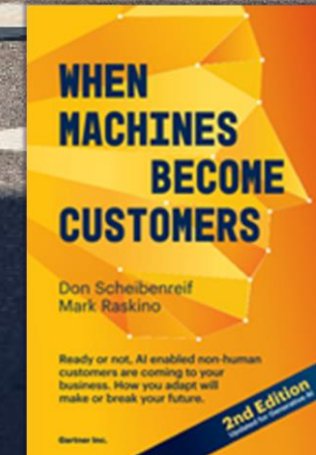
WHEN MACHINES BECOME CUSTOMERS

Don Scheibenreif
Mark Raskino

Ready or not, AI enabled non-human customers are coming to your business. How you adapt will make or break your future.

2nd Edition

Gartner Inc.

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They Are Already Here

Receive Messages

Negotiate for the Best Deal

Make Purchases

Request Service

Share Experience

Connected machines are getting smarter

CARVANA

Walmart

amazon dash Replenishment

TESLA

Review Bots

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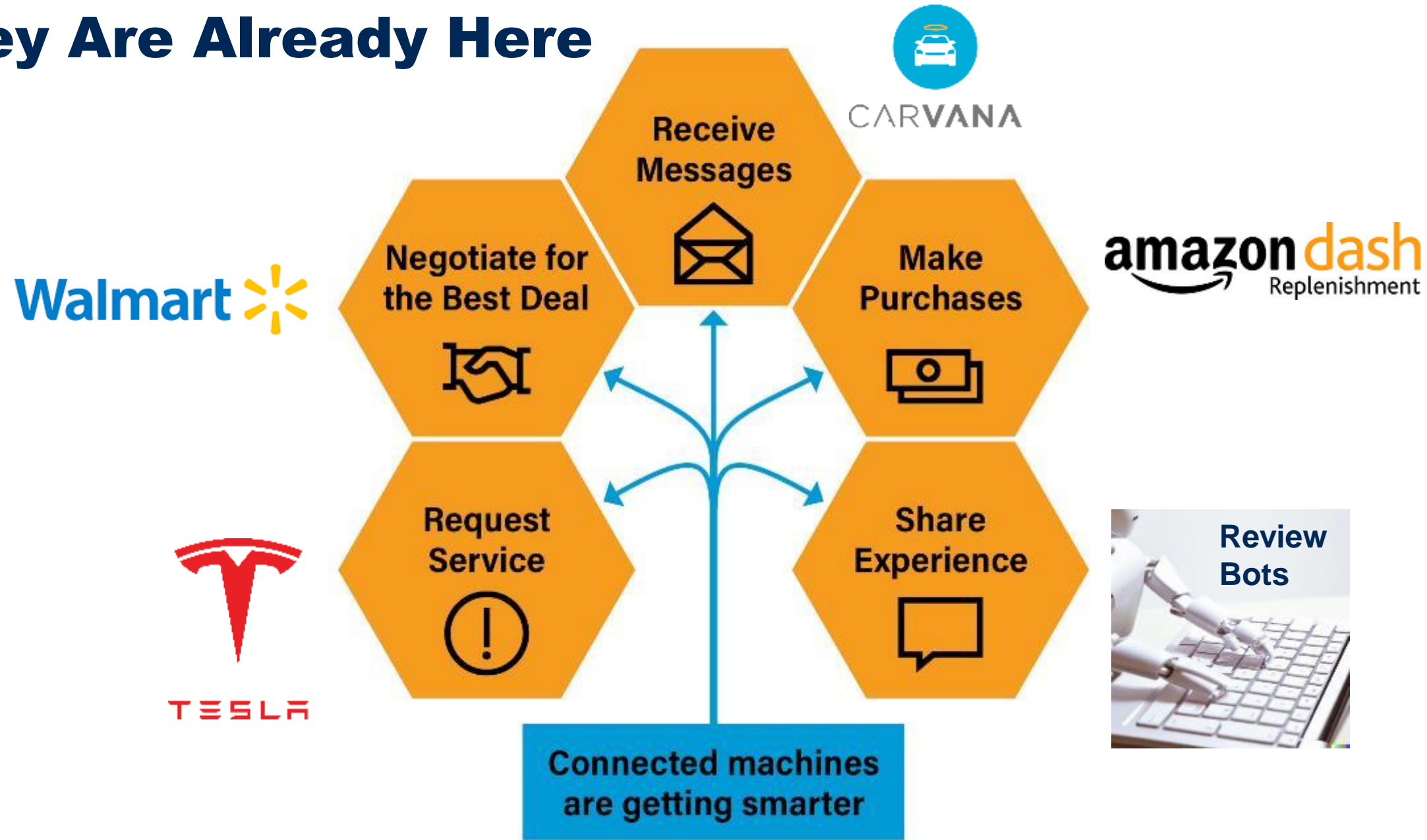
Billions More Are on the Way

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From the Authors

- This collection of emerging examples of machine customers comes from publicly available sources.

- We consider an example an emerging example of a machine customer if it exhibits two or more of the capabilities of machine customers and has the potential to do more over time.

- We also classify it as a Bound, Adaptable or Autonomous (see page 6)

- Use these examples to help you make the case to investigate what machine customers means for your organization.

Machine Customer Phase		
1 Bound	2 Adaptable	3 Autonomous

Machine Customer Capability
Search for information
Receive messages
Request service
Report disputes
Negotiate
Make purchases
Provide feedback
Anticipate customer needs
Fulfilling their own needs
Earn and spend their own money

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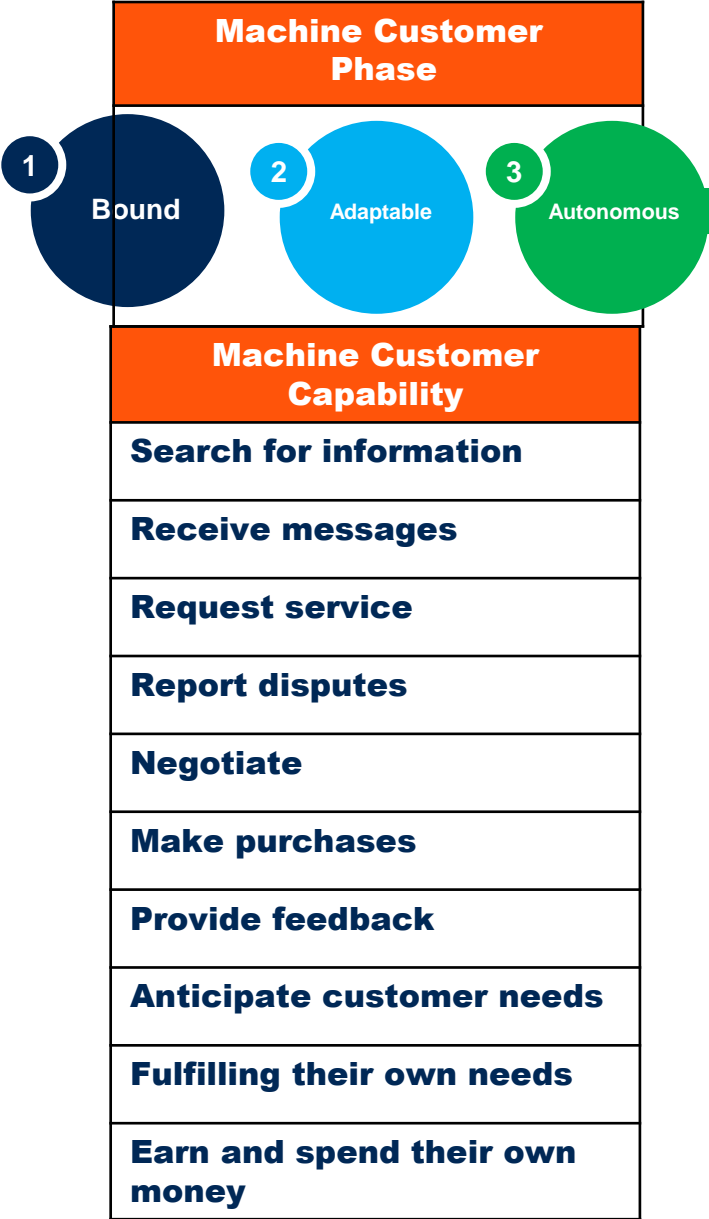
Machine Customers Capabilities Overview

Machine Customer Capability	Description
Search for information	The machine will do the research pertaining to a request to purchase, It will query direct and indirect data sources pertaining to a purchase.
Receive messages	The machine will accept incoming messages from humans and other machines or systems.
Request service	The machine will notify a manufacturer, retailer, government or service provider if service is needed during the purchase or post-purchase cycle.
Report disputes	The machine will notify a manufacturer, retailer, government or service provider if a promised good or contracted service is not delivered as agreed upon.
Negotiate	The machine will negotiate the terms and conditions with the seller of goods or provider of services. This could include variables like price, delivery, warranties or other elements of a transaction.
Make purchases	The machine will purchase the goods or services from the provider using funds provided by the human owner.
Provide feedback	The machine will write reviews or provide feedback to the human customer.
Anticipate customer needs	The machine will learn the behaviors of its human owners and then proactively make suggestions or even purchases.
Fulfilling their own needs	The machine will have its own requirements for operating – energy, repairs, parts, supplies.
Earn and spend their own money	The machine will earn its own money autonomously and spend it on items like moving and repair services or consumables such as energy and parts. It may even pay to recycle and replace itself at end of life.

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Port of Rotterdam

Using IoT to optimize resources

Machine Customer Phase
2 Adaptable

Machine Customer Capability
Search for information
Receive messages
Request service
Report disputes
Negotiate
Make purchases
Provide feedback
Anticipate customer needs
Fulfilling their own needs
Earn and spend their own money

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Singapore's Changi General Hospital
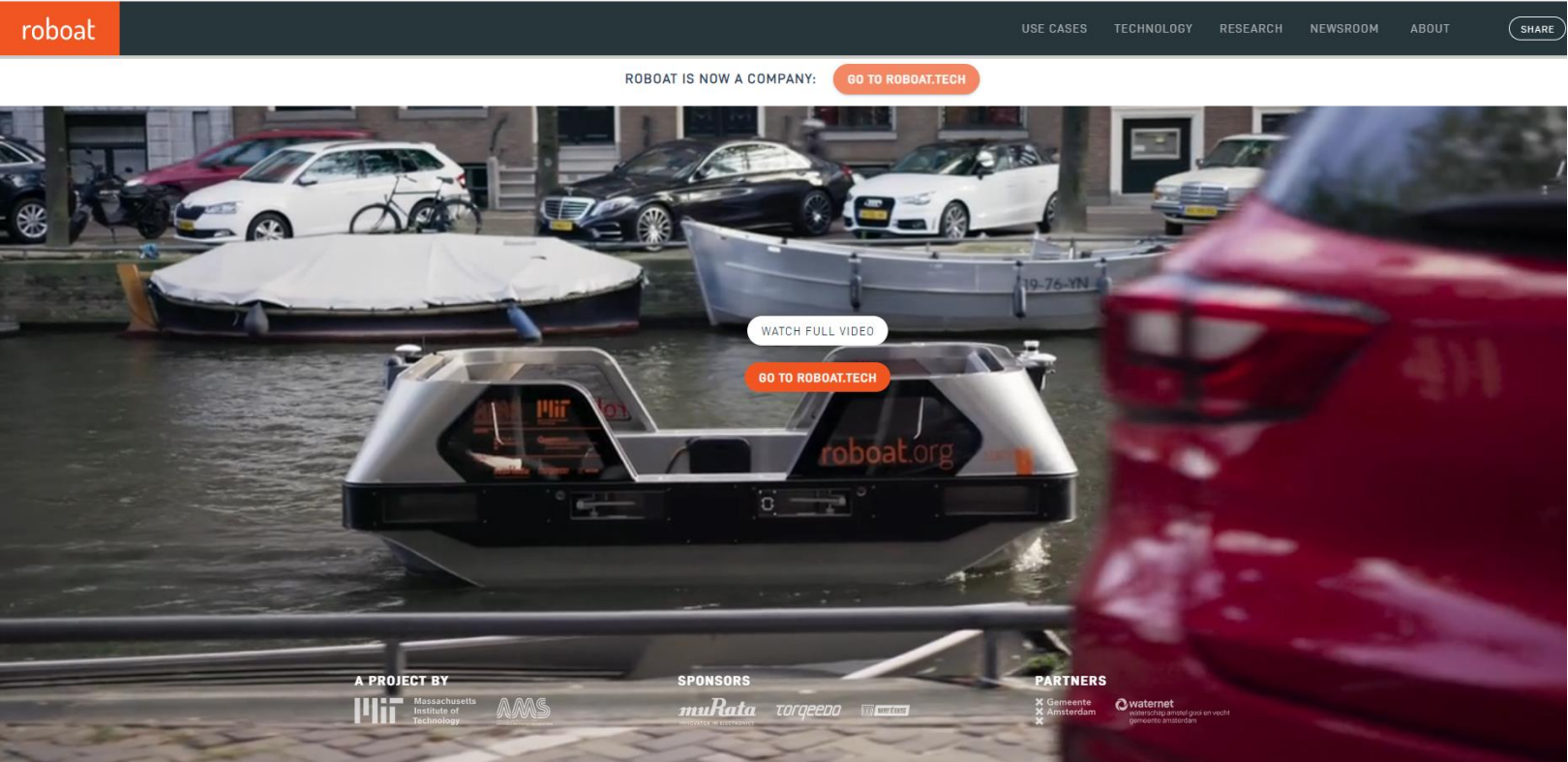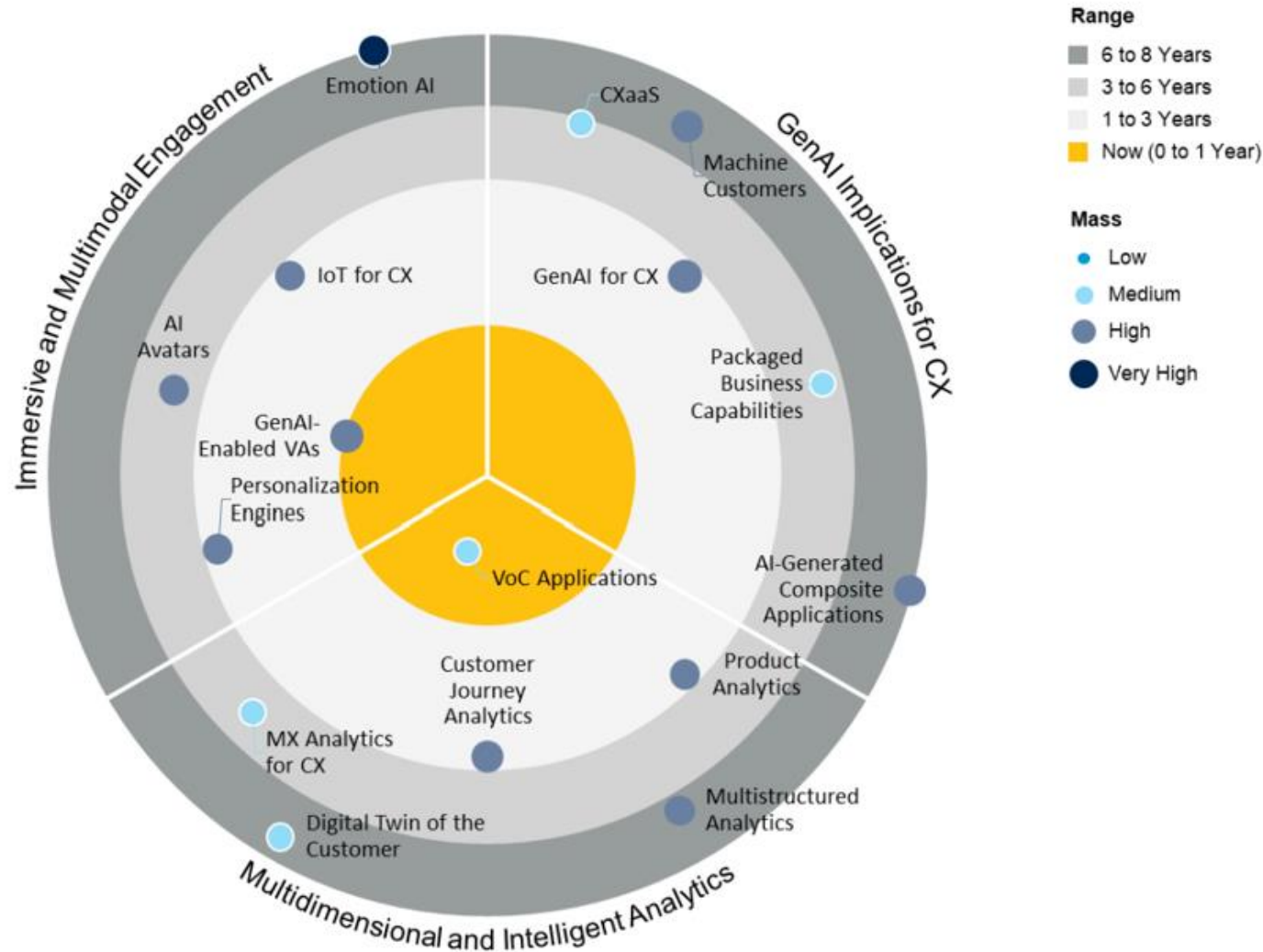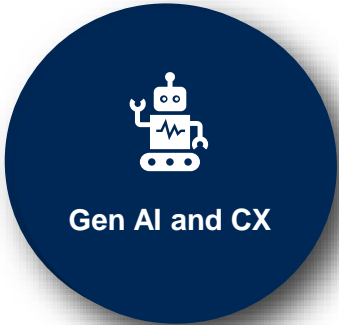
Three robots augment its care team at the Emergency Department

Machine Customer Phase
1 Bound

Machine Customer Capability
Search for information
Receive messages
Request service
Report disputes
Negotiate
Make purchases
Provide feedback
Anticipate customer needs
Fulfilling their own needs
Earn and spend their own money

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Amsterdam "Roboat"

Autonomous on-demand robot ships

Source https://roboat.org/ :

Machine Customer Phase
3 Autonomous

Machine Customer Capability
Search for information
Receive messages
Request service
Report disputes
Negotiate
Make purchases
Provide feedback
Anticipate customer needs
Fulfilling their own needs
Earn and spend their own money

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Impact Radar, CX analytics

Gen AI and CX

Range
- 6 to 8 Years
- 3 to 6 Years
- 1 to 3 Years
- Now (0 to 1 Year)

Mass
- Low
- Medium
- High
- Very High

Immersive and Multimodal Engagement
- Emotion AI
- IoT for CX
- AI Avatars
- GenAI-Enabled VAs
- Personalization Engines

GenAI Implications for CX
- CXaaS
- Machine Customers
- GenAI for CX
- Packaged Business Capabilities
- AI-Generated Composite Applications
- Product Analytics

Multidimensional and Intelligent Analytics
- VoC Applications
- Customer Journey Analytics
- MX Analytics for CX
- Digital Twin of the Customer
- Multistructured Analytics

Source: Gartner (January 2024)
787364

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User Experiences Before and After Conversational Prompt-Based Interfaces

Interactions Before Generative AI

Hundreds of interactions

Directly manipulate software to get the desired result

Users must:
- Know their goal
- Understand the system
- Understand the controls

Interactions After Generative AI

One or two prompts

State the intent to get the desired result
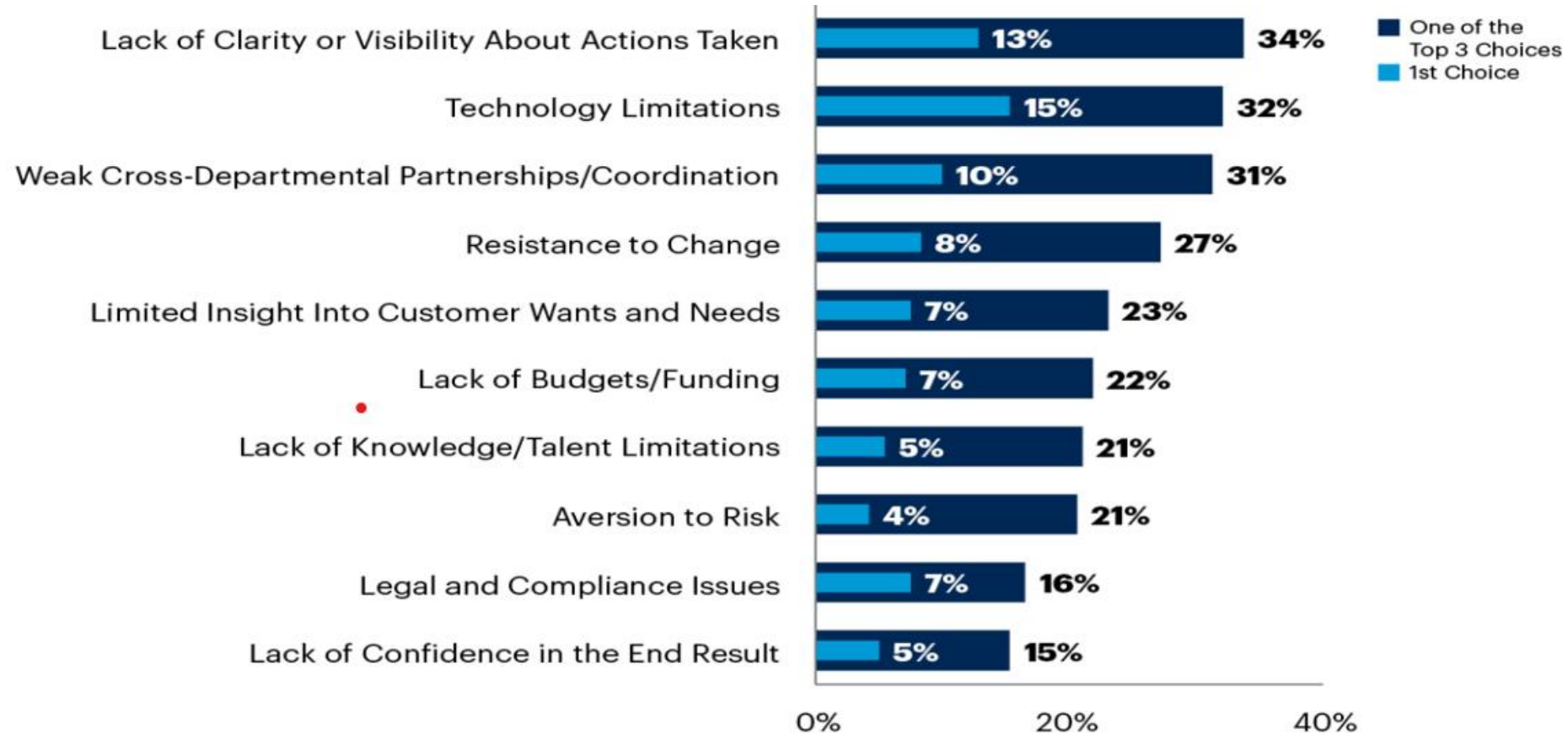
Users must only:
- Know their goal

Gen AI and CX

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Top challenges preventing an Improved CX

Challenge	1st Choice	One of the Top 3 Choices
Lack of Clarity or Visibility About Actions Taken	13%	34%
Technology Limitations	15%	32%
Weak Cross-Departmental Partnerships/Coordination	10%	31%
Resistance to Change	8%	27%
Limited Insight Into Customer Wants and Needs	7%	23%
Lack of Budgets/Funding	7%	22%
Lack of Knowledge/Talent Limitations	5%	21%
Aversion to Risk	4%	21%
Legal and Compliance Issues	7%	16%
Lack of Confidence in the End Result	5%	15%

n = 243; All Respondents, excluding "not sure"

Q. What are the top three challenges preventing your organization from delivering an improved customer experience?
Source: 2021 Gartner Customer Experience Priorities for IT and Business Technologists Survey
772939_C

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CX in a napkin

① Go beyond understanding to empathizing

You can't only focus on customer data and facts. Instead, bring CX to life by making it real. Experience what your customers do: shop for, buy and use your products. Partner with customers to co-design parts of your CX. Talk to customers regularly.

② Listen to customers and frontline employees more than executives

Often as organizations grow, time with customers shrinks while time running the organization expands. Stay close to your customers by spending time with them and frontline employees, listening to their input.

③ Use metrics which define success from the customer's point of view

Help leaders recognize that the primary CX metrics must be customer-focused and not based on short-term financial returns. Then, insert these CX metrics into every dashboard, business and operational reporting process, and meeting you possibly can.

④ Don't let customer journey maps become wall art

Customer journey maps aren't pretty pictures to be admired on a wall, nor are they the final deliverables. Rather, they're diagnostic tools to be used and revised continuously to inform CX roadmaps and plans.

⑤ Dedicate an agenda item to CX in executive meetings

Use the agenda item to assess CX metrics, have actual customers talk as guest speakers (live or via video), review a new CX development from a competitor, or otherwise.

⑥ Find allies around the organization

Form a coalition of employees who would benefit from improved CX and those who see the connection between customer and company goals. Then, demonstrate the what's-in-it-for-me to employees on the fence about CX.

⑦ Battle inertia, short-term profit focus, hubris and what's-in-it-for-me

Ideas for how to combat these enemies of CX:

- Inertia: call out consequences of not acting on CX
- Short-term profit: a presentation showing the ROI of CX
- The hubris of "we know our customers": invite customers to speak to your teams
- "What's in it for me?": show how improved CX helps employees in their jobs

⑧ Eliminate CX's "bystander effect"

Don't delay, start today. Conditions for launching a CX program will never be perfect. Why wait for them? If you don't take the reins, no one will.

⑨ Don't tackle CX in silos

Work across silos via a cross-functional CX steering committee.

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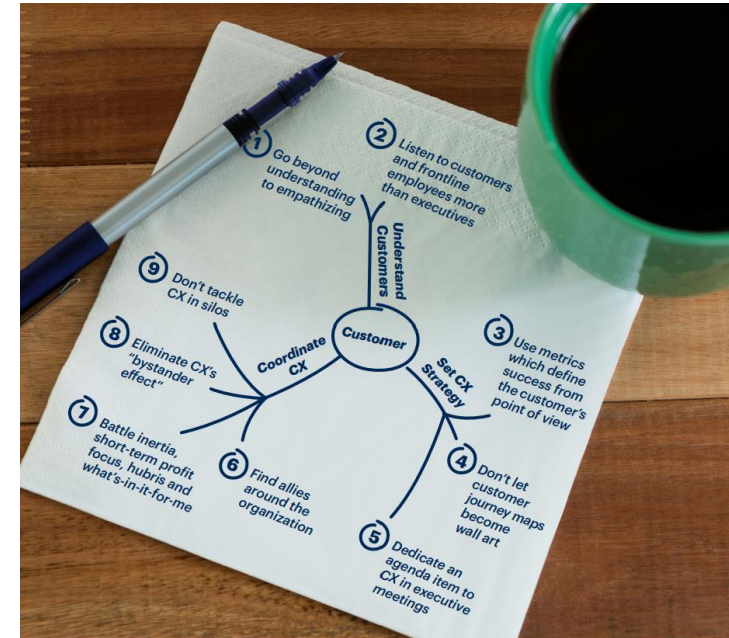
Toward a Postdigital Government Maturity Model

	1. Traditional E-Government	2. Efficient Government	3. Citizen-Centric Government	4. Fully Digital Government	5. Postdigital Government
Strategic Focus	Compliance and transparency, KPIs on published services/ information	Siloed efficiency gains, KPIs on take-up and cost savings	Value creation for constituents, KPIs on satisfaction and voice of customer	Impact on mission and policy objectives, KPIs show mission enablement	**Enduring mission outcomes,** Adaptive strategy and execution, KPIs show mission achievement and ability to adapt quickly
Leadership	IT/technology focus, IT trail blazing	IT guiding the business, Data leadership elevated	Lines of business taking lead – but in silos, Business-defined challenges	Business lead at enterprise level, Collaboration and synergies at scale	**Executive leadership,** Vision driven by art of the possible, Policies bridge technology, data and mission needs
Service Design	Reactive and government-centric, Disjointed services and channels	Improved UX, Life events and one-stop-shops	Inclusive and human-centric, Co-designed, End-to-end digital, Innovative channels	Proactive and seamless, Co-created, No-stop-shops, Innovative services	**Empathetic and equitable interventions,** Right-balancing channels and service delivery modes
Data Insight	Basic reporting, Data collection, Public open data	Advanced BI and analytics, Data exploration	Contextual insights, Data sharing and re-use, Automation and real-time capabilities	Actionable insights, Knowledge-driven interventions, Responsible AI	**Insight-driven decisions,** Optimal balances of data, AI and human expertise
Ecosystem and Platforms	Siloed and single-purpose technology investments	Coordinated tech investments, Pooled and shared services	Enterprisewide collaboration, Platforms for internal scale and agility	Ecosystem co-creation, Whole-of-government platforms	**Ecosystem orchestration towards shared outcomes,** Cross-sector platforms for continued innovation, Composability

Gartner (2023): Toward a Postdigital Government Maturity Model

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Recomendaciones

What can you do now?

Work with government leadership to establish a digital strategy rooted in mission outcomes balanced against cost and risk.

Plan the adoption of emerging technologies, such as AI and low-code platforms, mapping out how they will deliver incremental value.

Adopt agile IT governance processes for greater flexibility in dealing with rapidly changing expectations from citizens and staff.

- **Vincular el valo**r de las iniciativas de gobierno digital con las expectativas de los ciudadanos balanceando riesgos y costes
- **Establezca KPI** que reflejen los objetivos de las competencias públicas y las prioridades de la organización. Trabaje con los equipos de CX y de las unidades de negocio para combinar métricas individuales de personas, procesos y tecnología que midan el impacto de las iniciativas de CX y gobierno digital.
- **Adoptar formas de trabajo ágiles**.
- **Automatice la recopilación de métricas** de CX y adoptar tecnologías emergentes

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Preguntas/reflexiones

Gracias

14 Junio Q-epea

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