

Creating an End-to-End Citizen Experience

INDUSTRY PERSPECTIVE



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Executive Summary

Citizens today expect to have control over how and where they consume public-sector services. These digitally savvy customers are increasingly seeking access to services in new ways, sometimes skipping the traditional office visit or phone call altogether. Instead, they're turning to mobile websites and apps, and social media to connect with the organization of their choice.

Forward-thinking organizations are proactively responding to these changes, seeking ways to accommodate citizens' preferences. To deliver these personalized experiences, innovative organizations in both government and the private sector are listening to and learning from the people they serve.

Amtrak is a great example. This quasi-government agency is reinventing itself from a 1970s passenger railroad company to a modern digital services organization by mapping the end-to-end customer journey — and enhancing its mobile experiences before, during and after transit.

Likewise, London Heathrow — Europe's busiest airport — has improved its understanding of customer behavior and preferences across multiple channels, and personalized the customer experience for its passengers.

When organizations and agencies improve the customers' digital experience, it benefits both parties. Organizations that better understand who their customers are and how to best serve them can proactively address needs rather than reacting to problems. Streamlined processes and simplified transactions improve the citizen experience, reducing the likelihood of unnecessary frustrations.

In this report, we explore how Amtrak and Heathrow approach the end-to-end digital experience. And you'll find out how Adobe can partner with agencies to create exceptional omnichannel experiences in today's increasingly mobile environment.

Mapping the End-to-End Customer Journey

Today, customers expect more than a one-size-fits-all experience. They don't want to navigate an unfamiliar website or scour the internet looking for relevant information. Instead, they want the right information delivered to them. They expect personal and consistent experiences across multiple platforms, including websites, social media, mobile apps and multiple devices.

But oftentimes different solutions are used to manage separate channels, making it difficult to deliver experiences that are tailored to the unique needs and expectations of each citizen. To deliver this level of service, your organization needs an integrated system that lets you create personalized experiences across any channel. The solution should also provide an accurate measure of the impact or reach of your digital efforts.

A customer journey map can help you understand the end-to-end citizen experience. Amtrak is beginning to use customer journey mapping to provide a customized digital experience for its passengers. To better engage with customers, Amtrak charted each customer interaction, including before they arrive at their departure station, the onboarding procedure, departure from the station, arrival at a new station, and transit to their final destination plus their post-trip experience.

At each of those touchpoints, Amtrak sought to discover its customers' painpoints. For example, customers may not know their way around a train station, or they may not be properly informed about delays. By actively listening to customers, Amtrak now creates dynamic profiles based on interactions that customers have with their content and services.

Jason Werther, Amtrak's senior director, IT systems of interaction, spoke about customer journey mapping during the 2017 Adobe Digital Government Symposium.

Werther noted that Amtrak is partnering with Adobe to better understand and make use of customer data. For example, Amtrak is making a concerted effort to better understand passenger preferences, such as the train stations they visit most, preferred seating accommodations and more.

"We also created the mobile app Rider, which allows our customers to buy a ticket anytime, anywhere, and all they have to do is bring their phone with them," Werther said. "We have the urgency, the passion and the teamwork to make a better digital user experience for our customers."

Amtrak wants to go beyond e-ticketing and is looking at applications that allow for automatic ticket scanning using small Bluetooth devices. This evolution in e-ticketing saves both time and money — benefiting conductors and Amtrak overall.

In the past, conductors had to carry several heavy manuals on a range of topics, including how to respond to an emergency. Today that information is readily accessible on a tablet. Conductors also use mobile devices to access important information about passengers, such as disabilities, seating needs and other preferences. These features help organizations provide a personalized experience for customers at each touchpoint.

Ultimately, journey mapping can create better experiences for citizens and a better customer-agency relationship that can evolve over time as agencies gather feedback and refine their journey maps.



Creating an Omnichannel, Digital Experience

Government agencies use a variety of channels to communicate with citizens. But managing multiple communication channels can cause confusing discrepancies in messaging and user experiences.

Using an omnichannel strategy, you can create a mutually rewarding, connected experience across online and offline channels, rather than determining audiences, content and messaging for each individual channel. This strategy helps ensure the customer experience is as consistent, intuitive and simple as possible.

Amtrak, for example, is using an omnichannel strategy to provide a seamless experience for customers — regardless of device or location. To better serve customers across multiple channels, Amtrak is ensuring that all services and information are accessible and consistent across platforms.

The organization has also worked to ensure that customers can continue processes seamlessly across touchpoints with a shared look and feel among its products and services.

Different platforms present unique opportunities to connect with customers and tailor services to meet their needs. Amtrak is focused on providing great experiences across all channels and enabling customers to move freely between touchpoints, such as Amtrak's website, mobile app, kiosks, contact centers, and interactions with station agents.

When government agencies empower citizens to access what they want, when and where they want it, it can greatly benefit both parties. For citizens, omnichannel experiences provide ease of use and convenience. Once customers know a self-service process is easy, they're more likely to use it, which can reduce an agency's cost per transaction.

That doesn't mean agencies can or should neglect improvements to their call center services. In fact, call centers can be part of an ecosystem of channels that agencies use to seamlessly interact with citizens.





How Heathrow is Reinventing the Airport Experience

Delivering the world's best service is a tall order for any type of organization, let alone Europe's busiest airport. At [London Heathrow](#), employees are charged with helping more than 75 million passengers get to and from 185 places in 84 countries on 80 airlines.

The airport also runs trains to downtown London and offers a variety of parking options. It also manages one of Great Britain's most popular retail spaces, featuring more than 100 retail and restaurant brands spread across four terminals.

"The airport, parking operations, train service, and retail are all separate business units," said Simon Chatfield, head of e-business and CRM at Heathrow Airport Limited. "But customers see Heathrow as one entity. If they interact with one part of the business, they expect the other parts to know who they are and what they need."

Heathrow is meeting those expectations with the help of Adobe Experience Cloud. Part of Heathrow's challenge was to communicate effectively with passengers across digital channels — including web, mobile app, email and text messaging. Heathrow also needed a way to identify audiences and provide personalized information based on their interests and locations.

To better engage with customers, Heathrow uses Adobe Campaign, Adobe Analytics and Adobe Target. These tools allow the airport to combine customer data from different sources — such as travel bookings, Wi-Fi logins, and purchases from airport retailers — to determine how to best connect with customers across channels. For customers, this means they can receive relevant communications, such as rewards newsletters and special offers, that align with their preferences.

A typical customer engagement with Heathrow may start with someone preparing for a vacation by visiting the airport's website for parking information. If that customer leaves the site before completing the transaction, Adobe Campaign will deliver tailored content that reflects the previous visit. They can include a reminder to complete the parking reservation and an offer to join Heathrow Rewards, the airport's loyalty program.

This is one of many examples that demonstrates Heathrow's commitment to customer engagement and creating experiences that meet each traveler's unique needs. "Delivering useful information is clearly a benefit, but our real goal for using Adobe Campaign is to provide travelers with the absolute best airport service," Chatfield said.

Enhancing Web & Mobile Experiences

Investing in a stellar mobile experience for customers is no longer optional. The vast majority of Americans — 95 percent — now own a cellphone of some kind, according to the [Pew Research Center](#). And an increasing number of citizens are using their smartphones and tablets to connect with their favorite brands as well as access government websites and services. With such widespread mobile adoption, it's crucial for agencies to develop strong relationships with mobile customers.

To learn what leading government and private sector organizations are doing to create the next wave of transformative mobile experiences, Adobe surveyed close to 500 marketing, communications, and IT professionals about their mobile trends and priorities. When asked about the importance of mobile apps to their organization's marketing strategy, 69 percent of marketers and 84 percent of IT managers said mobile apps are extremely or very important. More than 80 percent of marketers and IT managers said mobile websites are also extremely or very important to their marketing strategy.

Mobile apps and websites shouldn't be viewed as standalone capabilities. They should be a part of an integrated, transformative mobile strategy. As your agency develops and enhances its mobile strategy, here are some questions to consider:

- Are your agency's apps intuitive?
- Does the app experience change depending on user characteristics?
- Does your agency's mobile website have a similar look and feel to its apps, or is there a disconnect if the user goes from web to app and back to web again?

The most successful organizations have learned that having a responsive website that is suitable for both smartphones and tablets is essential to the customer experience. The design of these mobile websites is also critical. From a user perspective, mobile

apps and websites should make it easier for citizens to find what they're looking for and minimize searching and clicks.

To facilitate better experiences for customers, Amtrak is enhancing its mobile app features, such as e-ticketing for customers, and improving its mobile web personalization during transit. When riders sign in to use Wi-Fi, Amtrak can identify each passenger and provide a unique and customizable experience. That personalized information can include details about the destination or options for streaming entertainment during the trip. Another neat feature is the ability to alert riders via mobile app that they're nearing their destination.

Regardless of the platform, all of these capabilities share a common theme — they're designed with the customer in mind. Not all citizens use mobile apps or access websites. They need a compelling reason to try these experiences — and to continue doing so.

Organizations that are the most advanced in mobile maturity are committed to harnessing mobile technology to create transformative digital experiences. Adobe is partnering with these organizations to help them differentiate their mobile approach, better serve customers, and deliver timely, relevant, and personalized mobile experiences. Ultimately, as agencies embark on new ways to improve the customer experience, they must ensure that any changes they implement are well integrated to meet citizens' needs.

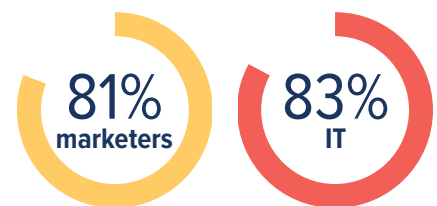
Importance to marketing strategy

MOBILE APPS:

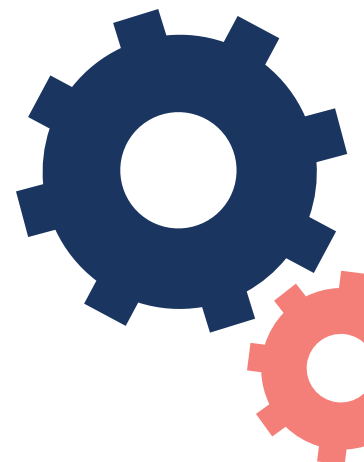


Extremely or very important

MOBILE WEBSITES:



Extremely or very important



Conclusion

Organizations like Amtrak and Heathrow Airport are key examples of how customer journey mapping, omnichannel strategies, and well-designed web and mobile features can dramatically improve the citizen experience. Citizens don't want to have to look for the information that is relevant to them. They want the right information delivered at the right time.

To meet these expectations, agencies must understand the unique needs of their customers, recognize their painpoints, and determine how to best address those issues. Organizations that leverage these insights to optimize the customer experience will reap significant benefits today — and well into the future.



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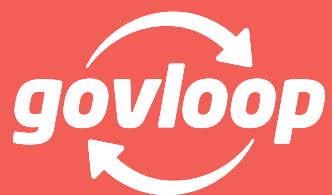
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Additional Resources

Adobe 2018 Mobile Maturity Study

Customer-Centric Digital Transformation Guide





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