

Overcoming the Barriers to Successful Digital First Strategies

A Government and Public Sector Guide



VERINT[®]



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Introduction

“ While most public sector organizations have implemented some form of “digital first” strategy, many might say they have not met their intended economic outcomes. ”

The public sector is facing unprecedented challenges as a result of the converging pressures of the digital customer and widespread cost-cutting programs that require government organizations of all types to deliver more with less.

With widespread use of the Internet and mobile technologies, digital customers have come to rely on these devices for their dealings with commercial organizations and now expect to be able to do the same in their dealings with the government and the public sector.

At the same time, exceptional budgetary pressures brought about by financial constraints and austerity measures have forced public sector organizations worldwide to rethink how they manage their public services. With less money and fewer employees – more has to be achieved with less.

These two challenges have led public sector organizations to provide digital access to services as a way of not only giving their customers what they want, but also reducing their own cost of service delivery.

But, while most public sector organizations have implemented some form of “digital first” strategy (sometimes known as “channel shift”), many might say they have not met their intended economic outcomes.

This guide provides a 15-point “Solution Check List” (see page 13) that draws on the experiences of Verint customers worldwide to provide you with practical advice, hints and tips to recognize potential barriers and overcome those them. You can use this guide to inform your opinions and help gain support for the evolution of your organization’s digital first strategy to one that can really deliver the benefits that you and your organization need.





The Barriers

Overview

“I’m not getting the savings I expected and need” is perhaps the most common view expressed by government and public sector organizations and is a catch-all phrase framed by their digital first strategy’s core objective – the delivery of meaningful savings. The reasons for this are wide and varied, and may include:

- Key decision makers are unwilling (a people-related problem) to support a digital first strategy.
- Key decision makers have fears about making services available online (people).
- A lack of skills in key digital first disciplines, ranging from email and social media writing skills to basic IT skills (people).
- Customers’ perception that they will get better service if they call (people).
- Senior managers insist on having design control of the website, despite not having the appropriate user experience (UX) skills (people and technology).
- Digital services are not marketed, so customers don’t know about them (process).
- Perceptions of the likely cost of implementation (process).
- Organizations not realizing that this is a journey, and while they may have achieved some initial success, they need to be thinking about what to do next (process).
- Organizations focusing on transactions only and not thinking about data and knowledge (process).
- Customers needing different user accounts to access different services (technology).
- Organizations implementing a “Web-only” strategy (desktop) and not considering other digital channels, such as smart TV, smartphones and social networks (technology).
- Customers feeling it’s not worth using digital services because they have no confidence they’ll get what they need (people and technology).
- Organizations focusing on their own digital “shop fronts” and have not considered leveraging others (technology).
- The lack of a comprehensive identity verification capability, making it difficult to digitally enable those services that require authentication (technology).

Each barrier is categorized as being about people, process, or technology to emphasize that, for some public sector organizations, people represent the biggest barrier to the achievement of their digital first goals.

Let’s take a quick look at some of the most commonly encountered barriers, then look at possible solutions to help you successfully navigate around these hurdles.

The Barriers

“ One of our key decision makers is unwilling to support our digital first strategy. ”

While government and public sector customer service departments offer well-understood and regarded services, digital first strategies are still relatively new to many key decision makers.

Specific examples include:

- Key decision makers (and, in particular, elected officials) may be skeptical about the economic value that can be derived from digital first strategies.
- Department heads may not believe in or are unwilling to use channels other than face-to-face and phone.
- Marketing or IT “owns” the website and won’t let customer service departments use it to deliver their services.
- There are so many options and possibilities for delivering digital first services that no one knows how to get started.



The Barriers

“ One of our key decision makers is afraid about what might go wrong if we implement our proposed digital first strategy. ”



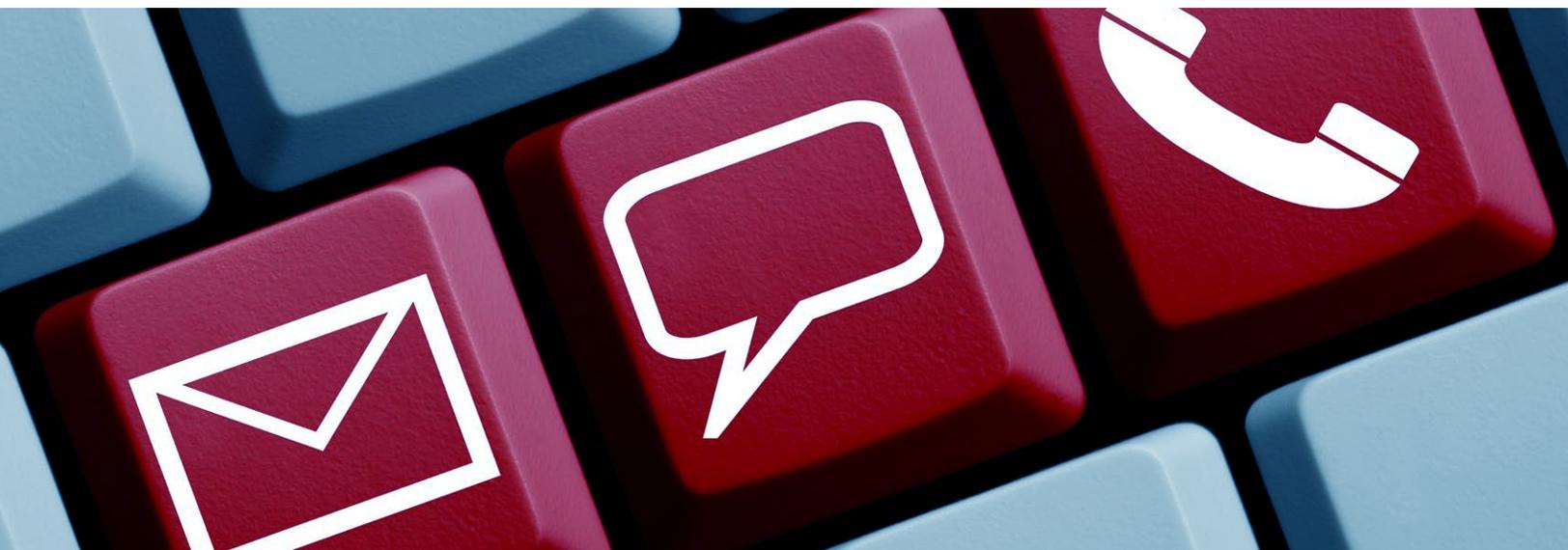
Bad publicity from the widely reported problems with digital services such as the “Obamacare” and UK Government Electoral Registration websites, may have reinforced fears among key decision makers about the problems of embarking on a digital-related strategy.

Specific fears may include:

- IT department heads may have concerns about security.
- Elected officials may have concerns about the political impact of a failed project.
- Key decision makers may have fears about the consequences of putting all services and data online.

The Barriers

“ My services were designed for contact center strategies – not for digital first strategies. ”



While many government and public sector organizations are now looking at digital first strategies, they were, until recently, primarily focused on contact center strategies that provide assisted access to services (via a contact center agent). Unfortunately, services designed specifically for assisted access are often not appropriate for digital (or self-service) access for a variety of reasons, including:

- **Identity verification** – Services designed for the contact center often leave it to the contact center agent to (a) manually determine whether identity verification is required for a particular service and (b) perform the appropriate identity verification steps themselves. Digital channels require a different approach to customer identity verification.
- **Service guidance** – Services designed for the contact center depend on the contact center agent to guide the customer through requested services, some of which may be complex.

Customer guidance also requires a different approach for digital channels.

- **Customer service metrics** – Services designed for the contact center are optimized to meet the organization’s contact center customer service metrics, such as average handling time (AHT), which focus on speed of use and rely on trained and skilled contact center agents. Such metrics are not appropriate for services that are to be accessed through digital channels.
- **Service knowledge** – Services designed for the contact center often assume contact center agents understand the organization’s business, which includes structure, terminology and processes. This approach is not appropriate for services that are to be accessed by customers using digital channels, because they will normally not be familiar with “internal organizational language.”

The Barriers

“ My services are currently not integrated. ”

While non-integrated services might be tolerable for contact center strategies, they will not work in a digital first environment.

As digital first services become available and their use is promoted to citizens, transaction volumes are likely to increase. If there is no integration between the customer-facing transactions and the relevant back-office fulfilment systems, a “middle office” will need to be created and staffed to re-enter details of citizen’s requests into the back-office applications.

Proper and appropriate integration between service components is, therefore, not only necessary to ensure reliable processing, but will also help to realize the cost savings and service improvements the strategy is designed to deliver.

Specific barriers include:

- Services that require fulfillment by back-office departments will require integration to the customer-accessed digital service, so that the back-office systems are automatically given details of the work to be performed. Similarly, updates will need to be automatically passed back to the customer-facing service solution so that customers are informed of progress.
- Services that require access to data held in back-office departments require integration so that this information can be retrieved securely and in a timely manner for customers.



The Barriers

“ My integrations were designed for contact center strategies – not for digital first strategies. ”

Unfortunately, even where services are integrated, they might not be suitable for digital first strategies for various reasons, including:

- The business systems to be integrated are not designed for the large-scale access that digital channels require.
- The systems to be integrated are only licensed for use through the contact center, and the cost of licensing them for digital first access is prohibitive.
- The integration cannot be fully automated, requiring manual steps that are not suitable for a customer to perform.





The Barriers

“ I can't provide my customers with digital access to the services I want for security reasons. ”

The government and public sector have historically lacked a standard method of authenticating customers in an appropriate way, across all channels. As a result, organizations and suppliers have been left to work it out for themselves, resulting in a fragmented approach; not only across the public sector, but also within each organization. Consequently, customers are often required to have multiple user accounts because of the different approaches that have been adopted.

Increasingly, governments are attempting to overcome this particular barrier. Programs such as Connect.Gov in the United States, UK.Gov Verify and Myaccount in Scotland are providing citizens with the option to use a single, verified user account to access national, federal and local government services provided by a wide range of organizations. At present, use of these frameworks is not compulsory and there isn't the critical mass needed to ensure their widespread adoption.

However, the example set by the Estonian government, with its e-Estonia program, shows that a unified approach to identity verification can work and open up the prospect of a fully functional, standard authentication mechanism for digital services.

The Barriers

“ I need to ensure I provide access to everyone – not just the digital customer. ”



The idea of providing access to all services to everyone, often termed “social inclusion,” is daunting. Not so long ago, some government and public sector organizations were still using this as a reason to minimize their investment in digital strategies, arguing that the telephone was the only channel that could genuinely provide everyone with access to all services. However, this has now changed, with most government and public sector organizations aggressively seeking to implement digital first strategies, prompted by the need to make cost savings and efficiency improvements. The requirement for “social inclusion” is now more commonly addressed by encouraging and allowing the use of proxies or advocates (such as family members) to provide access to digital services. At the more extreme end of the digital first spectrum, some organizations are even considering “digital only” strategies.



The Solutions

Overview

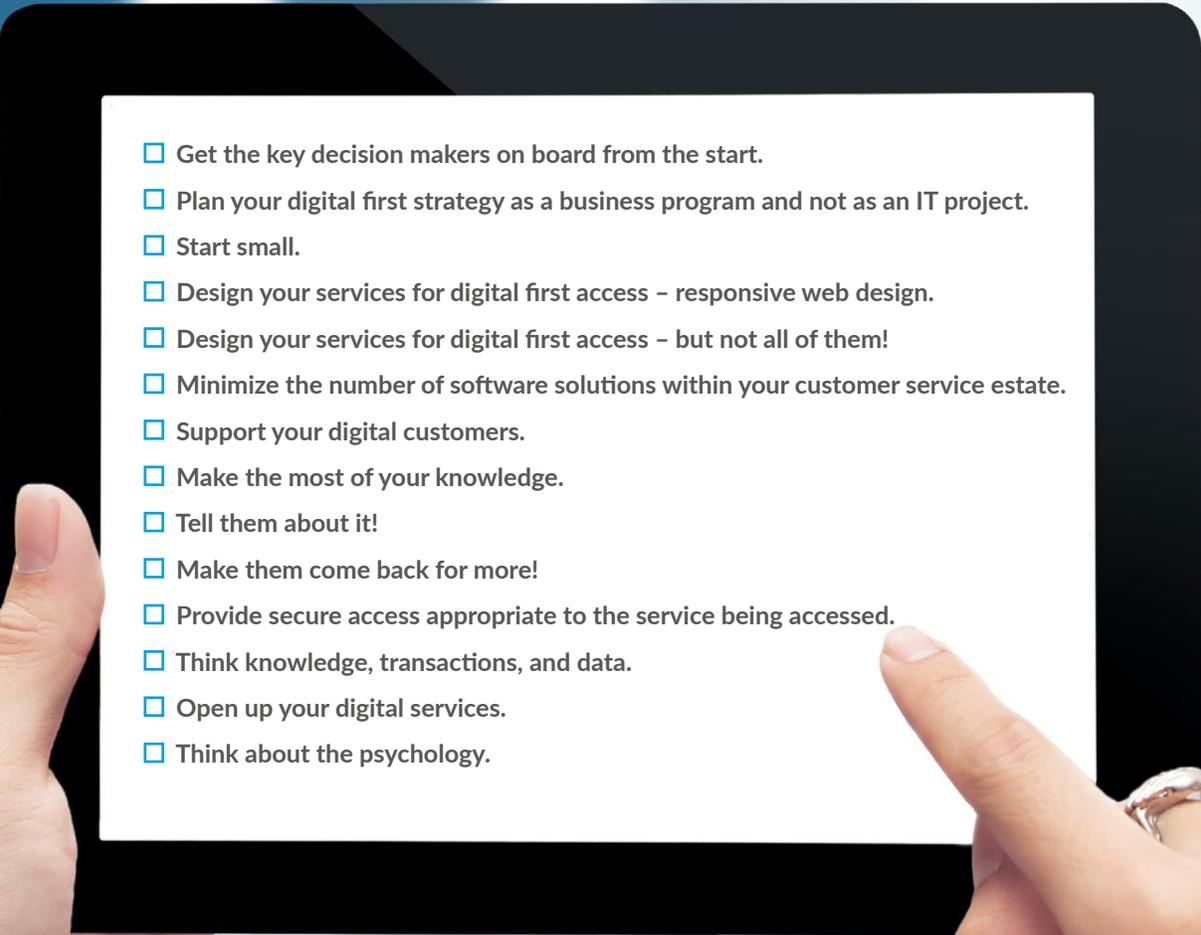
Verint believes that understanding your organization's specific barriers to the success of digital service delivery (potential or real) is a critical first step in helping develop or refine your digital first strategy. Doing so helps tailor your digital first strategy to your specific circumstances. With this understanding in place, you can then assemble the right set of solutions to help maximize the economic value and service improvements that can be derived.

This section introduces a selection of the solutions that our customers have found useful in the successful implementation of their digital first strategies. These address the full spectrum of barriers discussed earlier – people, process and technology.

The Solutions

Take advantage of the solution checklist.

The key recommendations for overcoming barriers to successful digital first strategies, included in this section, are listed below. Read them all, or dip into those that interest or will help you most.

- 
- Get the key decision makers on board from the start.
 - Plan your digital first strategy as a business program and not as an IT project.
 - Start small.
 - Design your services for digital first access – responsive web design.
 - Design your services for digital first access – but not all of them!
 - Minimize the number of software solutions within your customer service estate.
 - Support your digital customers.
 - Make the most of your knowledge.
 - Tell them about it!
 - Make them come back for more!
 - Provide secure access appropriate to the service being accessed.
 - Think knowledge, transactions, and data.
 - Open up your digital services.
 - Think about the psychology.

The Solutions

Get the key decision makers on board from the start.

Digital first strategies can impact more departments more significantly than traditional customer service strategies that have been focused on voice and face-to-face channels. So it is critical that digital first strategies get the key decision makers on board from the start. In the public sector, this typically includes the following roles:

- **Elected representatives and officials** – These are the people who are likely to publicly take the credit – and also the blame – for the success or otherwise of the digital first strategy.
- **Head of Customer Service and Head of IT** – Although one or other of these is most likely to be leading the digital first strategy, the other also needs to be brought onboard early, given the dependence that digital first strategies place on both respective departments.
- **Departmental heads** – Members of this group are almost certainly going to be impacted – positively or negatively – by the success or otherwise of the digital first strategy.

One specific technique that has helped some government and public sector organizations get elected officials on board, has been for the digital first strategy to incorporate the ability for them to work more closely with the public via the use of mobile devices and digital channels, using tools such as online forums and Facebook.



The Solutions

Plan your digital first strategy as a business program and not as an IT project.



Implementing your digital first strategy in the same way as other IT projects can result in its failure. This is because this approach may not take into account the people issues (discussed earlier in this document) and the breadth of decision makers outlined in the previous section.

While this does not need to be an onerous activity, a digital first strategy designed as a business program must take into consideration several areas, including:

- **Key decision-maker involvement** – As discussed earlier, this needs to include elected officials and department heads. This helps ensure that key decision makers are not only onboard from the start, but also continue to contribute throughout the program.
- **Governance** – Including the relevant stakeholders helps ensure regular communication between their departments. Agreeing on “rules of engagement” and mechanisms for proper project management and control allows risks and issues to be correctly managed throughout the program.
- **Critical success factors** – Identifying the milestones and other factors that are critical to the success of the project, including getting the key decision makers on board, encourages active management of these issues throughout the program, helping increase the likelihood of success.
- **Cultural change** – Many government and public sector organizations are inward-facing and their customers are used to dealing with departments that display that characteristic. For digital first strategies to succeed, the organization needs to become outward-facing and customer-centric. Similarly, their customers must become accustomed to carrying on more of their business with government using digital and self-service mechanisms. Business leaders and industry experts are agreed that “digital transformation” projects are as much about transforming the culture and outlook of the organization, its employees and its customers, as they are concerned with implementing the technology needed to deliver the program. Digital first strategies must therefore include plans for addressing this.
- **Outcomes** – Identifying the outcomes by which the success of the program will be judged can enable the benefits of the program to be accurately determined. These should include targets for the “channel shift” achieved by each digitally-enabled service.

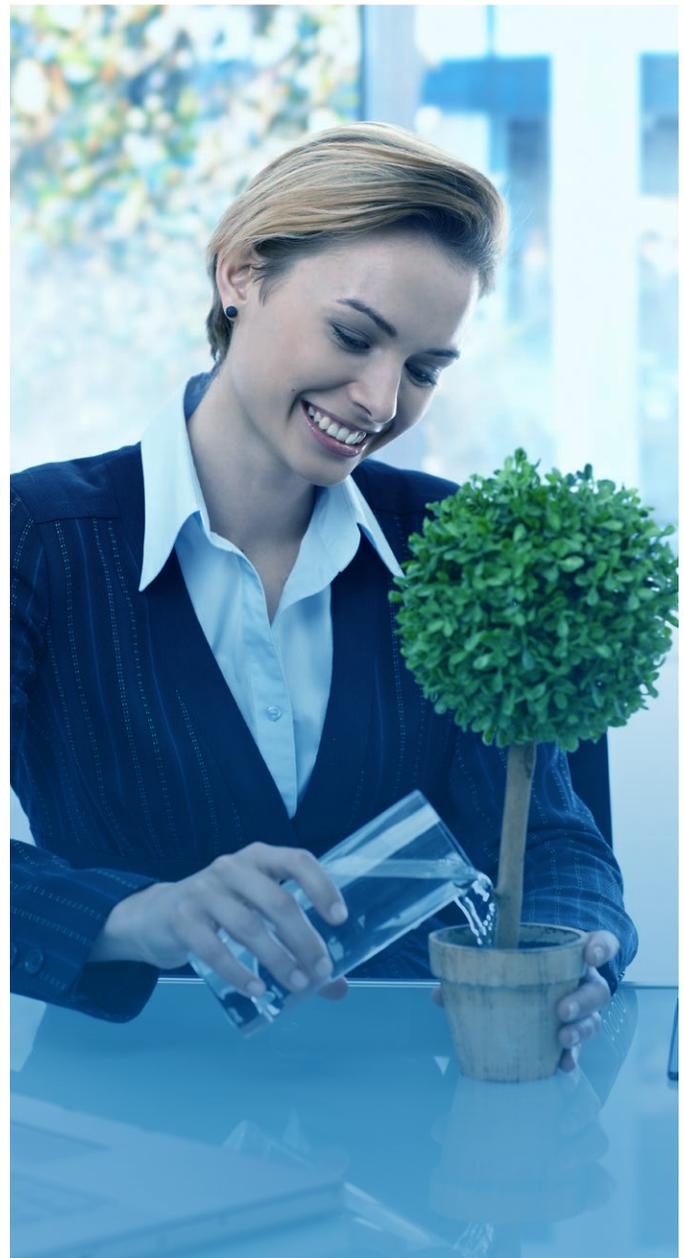
The Solutions

Start small.

Recommended by many government and public sector organizations, successful pilot projects can prove and provide facts that can help quash misconceptions about the results and benefits of digital first strategies. These facts can help convince reluctant key decision makers to support future phases of your digital first program.

For example, a common misconception is that citizens in low-income areas will not (or cannot) use digital services. This view is sometimes driven by a focus on household broadband connectivity, which tends to be lower in low-income areas. However, this ignores the fact that many citizens in these same areas have smartphones, which are, of course, web-enabled. Some Verint customers have conducted targeted pilots that achieved 70 percent (and higher) levels of channel shift (to digital services) in such areas.

Successful pilots require clear target outcomes to be defined up front, with baselines identified and appropriate measurements in place to enable clear reporting of results and benefits.



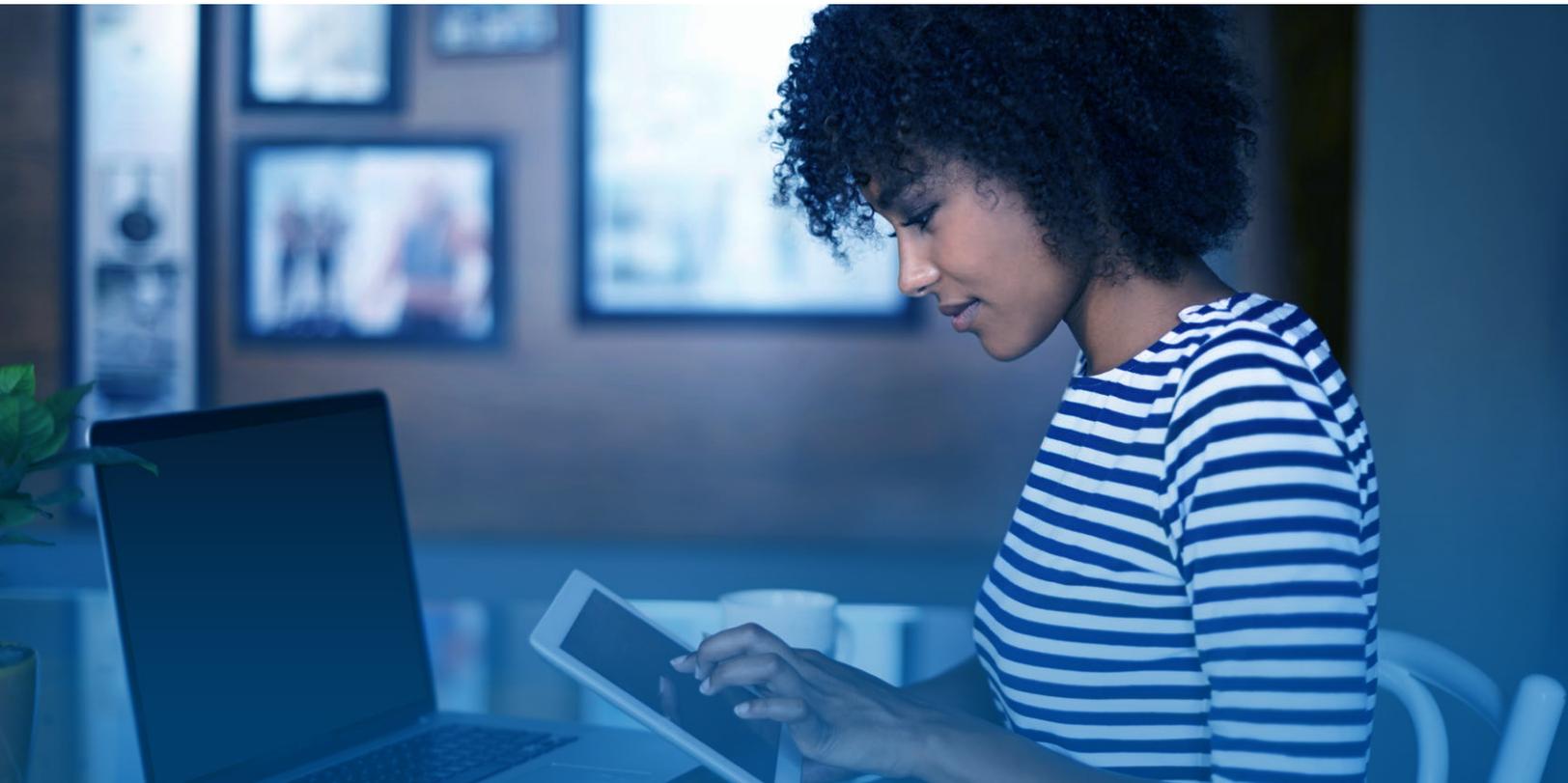
The Solutions

Design your services for digital first access – responsive web design.

Earlier services designed for digital delivery were often (usually) designed specifically for desktop devices and did not make allowances for access from relatively new digital channels, such as smartphone, tablet and smart TV.

While web applications will often technically work through these other digital channels (because they usually employ standard web browsers), they can be difficult and inconvenient to use. This has led to the emergence of responsive web design “conversion” applications that do their best to re-purpose desktop-focused web applications to run on different form factors (screen sizes), such as smartphones. However, such applications tend to increase the overall total cost of ownership (TCO), and do not always produce good results.

The simple solution to this is to ensure that the software you use employs standard, responsive web design techniques. These help ensure that web applications automatically – without the use of third-party software – adapt to suit the form factor of the digital device that it is being accessed on.





The Solutions

Design your services for digital first access – but not all of them!

While the focus of this section is on designing your services for digital first access, it is important to note that:

- Not all services are suitable for digital channels; for example, assessment and delivery of some social services require face-to-face interaction.
- While suitable for some digital channels, not all services will be suitable for all digital channels; for example, complex benefits applications are typically not suitable for the smartphone channel, but are very suitable for the web desktop channel.

In other words, digital-first strategies should not assume that all services should be made available digitally. Further, they should not assume that a service that has been made available across one digital channel should be made available across all digital channels.

Of course, few organizations can digitally enable all of their services at once – enablement tends to be done incrementally. This leads to the question of priority, and the answer is not always obvious.

The Business Intelligence components of the associated customer service solution can play a critical role here, helping you pick the ripest “digital apples” from the channel shift tree first, accelerating the savings for the organization and driving up stakeholder buy-in and support.

The Solutions

Minimize the number of software solutions within your customer service portfolio.



The use of multiple software solutions to implement digital first strategies can result in duplication of logic, integrations, automations, responsive Web design and security approaches. This can significantly increase the overall customer service TCO. It can also lead to a fragmented and unsatisfactory customer experience, increasing customer dissatisfaction and complaints.

For example, using one customer service software solution to support phone, letter, email and Web transactions and another to support a native smartphone app is likely to require replication of service logic and service integration in two places.

Minimizing the number of customer service software solutions employed will obviously reduce this replication and, therefore, help reduce the overall customer service TCO. While using one customer service software solution is the optimal situation, externalizing logic and integrations, for example, can help minimize the TCO if multiple solutions are required.

The Solutions

Align your support organization and processes with your digital first offerings.



Successful digital first strategies recognize that customers are not experts in government and public sector service delivery and require some form of support, especially for more complex services. Digital services that are organized and delivered in a way that suits the administrative convenience of the organization are unlikely to resonate with citizen's lives and may therefore prove difficult to find or use. The most effective way of supporting your digital customers is, therefore, to design your digital first services from their perspective, not that of your service or organization. This will aid take-up of digital services and help you achieve your goals.

Ways in which you can achieve this include:

- Making the customer experience consistent in terms of look and feel, layout and structure across departments and services.
- Making it as easy for customers to find what they are looking for, as it is when they use their favorite search tool every day.
- Allowing customers to use only one user account to access all of the available services, not one for each department. If that can be one that is convenient to them – for example, their social networking user account, so much the better!
- Providing a personalized experience, such as displaying content in their preferred language, with services highlighted and forms partially completed for them, based on their location and profile.
- Making it possible for customers to complete online forms over multiple sessions if they don't have all the required information at hand.
- Allowing them to request services and transact business as a proxy for others, such as elderly parents, if authorized to do so.
- Continuing to provide access to telephone-based support, particularly as the choice and take-up of digital services increases along with the likelihood of more customers needing assistance with the new services.
- Ensuring that the customer service advisors who provide this support can “see” the same information as the customer, diagnose their problem and guide them to a successful resolution.
- Maintaining support for email. While it makes sense to migrate as much email as possible to online transactions, removing support for it altogether (as some public sector organizations have done) is probably a step too far. Like the telephone, email has an important role to play in providing support to the digital customer and its withdrawal sends a conflicting message.

The Solutions

Make the most of your knowledge.

While content is often the major part of an organization's website, it is often not presented in a way that is useful to citizens. Creating knowledge articles (content) that are focused and easily understood will help enhance the ability of citizens to find the information and advice they require without the need for human assistance. It is also, surprisingly, rarely integrated to digital transactions to help digital customers find and complete services.

Knowledge-infused processes – where content and transactions are integrated – will support the digital customer in a variety of ways, including:

- **Search** – Knowledge-infused processes are easily found using the digital channel's search capability, just like any other piece of information. This removes the need for the digital customer to understand the organization's structure and the vagaries of its internal naming conventions.
- **Browse** – Knowledge-infused processes are also easily found using the digital channel's browse capability, just like any other piece of tagged information.
- **Contextual Support** – Knowledge-infused processes are easy to consume because they provide contextual support for each field and page within a process. Help can be dynamically presented to the user, based not only on the process step but also their personal context as it relates to the process.

Digital first strategies must consider the provision of properly managed knowledge and its inclusion in knowledge-infused processes. As more sophisticated services are offered online, it is particularly important to provide the support necessary to find and successfully complete these services.

This “successful completion” step is key. If customers try to use a digital service and fail, they may be far less likely to try it again or try any other digital service.



The Solutions

Tell them about it!

“If you built it, they will come” does not apply to digital services.

In simple terms, you need to tell your digital customers about the digital services you have available to them. The objective of advertising digital services is simply to make every target customer aware of the services that can be performed digitally and across which channels.

The challenge is doing this at the right time so that when customers actually need to use a service they know where to go. The likelihood is, therefore, that an ongoing campaign will be required.

The advertising itself can take many forms, including:

- TV campaigns
- Poster campaigns on the organization's assets, such as vehicle fleets (dump trucks, vans etc.) and street furniture
- Advertisements on your main website
- Advertisements included with letter correspondence and bills
- YouTube advertisements
- Email campaigns

By advertising on the variety of assets that are readily available to them, such as bills and street furniture, public sector organizations can avoid some of the expense usually associated with advertisements.





The Solutions

Make them come back for more!

Raising awareness is the first step; ensuring every target digital customer will actually use the digital services when they need to is another. Techniques that can further familiarize target digital customers with the available digital services include:

- When finishing a call, contact center agents can be scripted to recommend that the caller uses the website the next time. For example, “Just in case you want to make another application in the near future, you might want to use our new Web service available on...”
- Requesting the customer’s email address or social network username each time a service is requested enables a confirmation email to be sent immediately together with a trackable link to a digital version of the service.
- Providing a Live Chat service that can provide reactive and proactive support to the digital customer; helping to prevent them from abandoning digital transactions when they encounter difficulties. Most people are familiar with the chat button, which is frequently available on commercial web sites. This allows contact center agents to “watch” website activity and reach out to offer help where needed. This proactive type of support is already forming a critical part of many commercial organization’s digital first strategies.
- Supporting Secure Messaging, which is a way of conducting an exchange of text-based messages and other information that is guaranteed to be accessible only to the customer. This can help alleviate fears about confidentiality and security that may be dissuading some citizens from using digital channels.
- Providing Assisted Self-Service, perhaps the simplest way to provide support to those who need it most and help citizens get used to using the range of digital services you offer. This consists of the provision of assisted self-service desks in neighborhood offices and walk-in centers where a locked-down, Internet-enabled computer with browser, keyboard and mouse is provided for public access. Staff are on hand to provide support if needed.

As discussed earlier, digital first strategies must also incorporate integrated marketing campaigns to help ensure digital customers are aware of the available digital services when they need to use them.

And the experience must be positive to encourage customers to self-serve again in the future.

The Solutions

Provide secure access appropriate to the service being accessed.



Successful digital first strategies depend on offering citizens a single, simple login and identity verification mechanism. This needs to be implemented so that it maximizes the number of service types that can then be accessed across digital channels. However, if this mechanism is too complex, it can result in a solution that becomes a barrier to use for the majority of customers.

To counter this, Verint recommends that a customer's identity:

- Is verified only when it has to be.
- Allows for a user name that is simple to remember, for example, the customer's email address

Access to sensitive information or services should be secured appropriately, with customers otherwise able to choose whether to interact anonymously or authenticated. Verint recommends that the amount of work a customer has to do to access a service should be governed by the associated business-level impact (the impact – financial or otherwise – to a party should the authenticated customer not be who the system thinks they are).

For example:

- Customers wishing to report a problem, such as a pothole or broken streetlight – typically viewed as having the lowest business-level impact – should not be subjected to an identity verification process.
- Customers wanting to access more secure information, such as their U.K. council tax or U.S. property tax details – typically viewed as having a higher business-level impact – should be subjected to an identity verification process that may also require a further one-time proof of identity step.

The Solutions

Think knowledge, transactions, and data.



When considering digital first strategies, many government and public sector organizations will think of transactional services. But this is only one of three types of digital services that can be offered – the others being information and data.

Knowledge services are those we are probably most familiar with – the wide-ranging and frequently unstructured information (text) that is available on organization’s websites. However, this is often not “owned” or managed by the customer service organization (which most often owns the digital first strategy), and is often missing key knowledge content needed by the digital customer. In Verint’s experience, on average, 70 percent of all interactions are knowledge or information requests, making the opportunity for further channel shift significant. Despite this, transactional services are the service types most organizations focus on, including reporting issues, completing applications and paying for services.

Data services provide digital customers with secure access to appropriate data about themselves, such as U.K. council tax or U.S. property tax data. Often requiring access to information held on multiple systems, data services are also impacted by “open data” initiatives.

Digital first strategies must consider all three service types – knowledge, transaction and data – especially when the organization’s website is not managed by the same department that owns the digital first strategy.

The Solutions

Open up your digital services.

While most organizations rightly think about hosting their digital services through their own digital channels, some, such as banks, supermarkets and social networking sites, are experimenting with providing access through third-party digital channels.

Made possible through the use of open services, for public sector organizations this would build on open data principles to provide open access to government services.

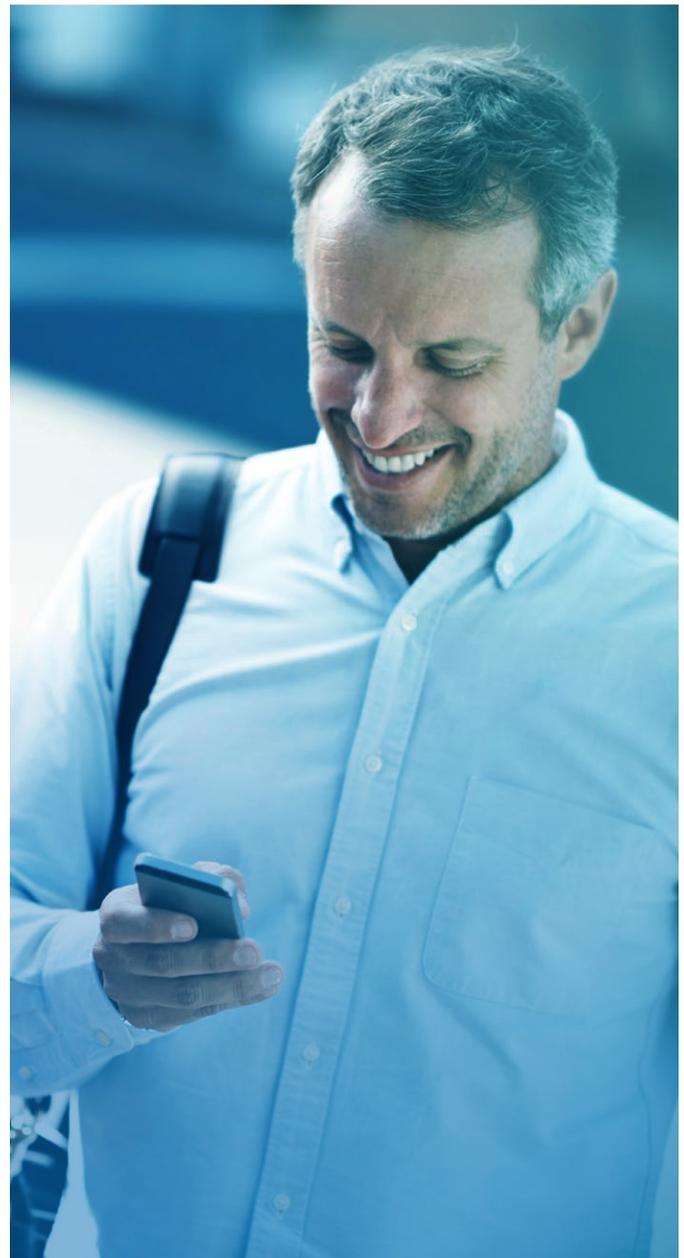
Open311 is perhaps the best known example of open government services. It has successfully opened up access to government services via a range of non-government owned digital channels, including:

- Twitter
- Facebook
- Third-party mobile apps, such as those used by City of Houston

Open services bring two major benefits:

- Your services are easily available to customers. Open services enable government services to be accessed via the websites and mobile apps your customers use every day.
- Open services can stimulate innovation. For example, they have been used in support of “hackfests” – government and public sector-organized events designed to encourage customers to build apps and innovate. The first Twitter integration with public sector services was built at such an event.

Organizations should consider the provision of open services in the later phases of their digital first strategies.



The Solutions

Think about the psychology.

Finally, Verint recommends that organizations implementing digital first strategies consider the psychological aspects of their program to help increase the chances of its success. These include:

- Many citizens will suspect the digital strategy is really just another cost-cutting measure. While there may be some truth in this, it is also a massive opportunity to give many customers what they actually want – access to services designed from their perspective that give them control over their customer experience. Furthermore, successful digital first strategies enable more time to be given to non-digital customers and those with complex needs unsuited to digital delivery. Digital strategies should aim to communicate these benefits to all customers.
- Many citizens will also view digital services as a barrier to them getting what they need, and something that the organization is hiding behind. This can be addressed by careful implementation of digital services, so that their value is clearly perceived as being greater than that offered via the phone or other traditional channels. In addition, rather than switching off channels completely, consider using “agile channeling” techniques to allow customers the option to phone or email in special circumstances; similar to Amazon’s “Contact Us” service.
- Be careful not to send conflicting messages to your customers. For example, switching off email altogether might send the wrong message to the very customers that your digital first strategy is targeting for digital service uptake. If you must decommission a channel, consider doing this on a service-by-service basis, decommissioning email (for instance) only for those services that are already available digitally and redirecting customers who email to the relevant online service.
- Ensure your digital customers know that if they start a digital transaction, it will be concluded without further work from them. This can be simply addressed by the explanatory text used, the provision of a reference number at the end of each completed service request or application, and the ability to track progress.
- Don’t overlook the obvious. The most successful digital first services are designed from the customer’s perspective. Assess everything you build from their point-of-view. Are you making it easy to do business online? Are your digital services easy to find? And how does the user experience and interface (screen design and functionality) compare with well-used and accepted interfaces, such as Google? Better still, get a representative sample of customers to help you by providing feedback on prototype services.

Conclusion

Addressing the demands of the digital customer is a challenge; even more so given the need to make cost savings and efficiency improvements. It is also an opportunity to deliver those savings and improvements, address the expectations of a new generation of digital citizens and find new ways of engaging with communities in a positive and interactive fashion.

While many organizations have started their digital first journey (perhaps under a different name), many admit they have experienced multiple barriers along the way and haven't reached the end yet. Indeed, this guide reflects these very experiences. The barriers and the solutions are real-world examples of what Verint has seen and heard.

Although implementing a digital first strategy may appear to be daunting, it needn't be. The key is to define an appropriate vision for your organization and then implement a plan that takes you there one step at a time, reviewing and refining as you go. The opportunity to give customers what they want and, in turn, reduce your cost to serve is enormous, particularly if your strategy seeks to leverage present and future channels. Verint hopes that, having read this document, you have some new ideas that will take your digital strategy to the next stage.

Verint can help you implement your digital first strategy. We offer solutions and highly experienced, pragmatic practitioners that can help you take one step at a time to address the barriers raised in this guide at your own pace. We invite you to learn more by visiting www.verint.com/government-digital-first/. For additional information or to speak to a Verint representative, please contact info@verint.com.



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