# Beyond web-analytics; the importance of omni-channel data for the public sector

Webdagen 2022 | Willem Pieterson

pieterson

// WEBDAGEN

# A short intro



willem@pieterson.com | linkedin.com/in/wpieterson/

# Go to **www.menti.com** and use the code **7307 8290**

A question

- What types of analytics do you do?

  - Only webanalytics
    (e.g. visitor stats, UI/UX, conversion, online customer journeys)

  - Mostly webanalytics, but use other data sometimes
    (e.g. comparing web visitor numbers with numbers of calls in time X)

  - Mix of webanalytics and data from other channels/sources
    (e.g. continuous analysis or cross-channel customer journeys)

  - None
    (e.g. not in an analytics role)

# My key message(s)

Webanalytics is great, but:

- Often (and increasingly) is the web only one channel in an entire customer journey.
  - *If we want to improve the customer journey or measure success of the journey as a whole, we need to measure behaviors across (all) channels (which is getting harder).*
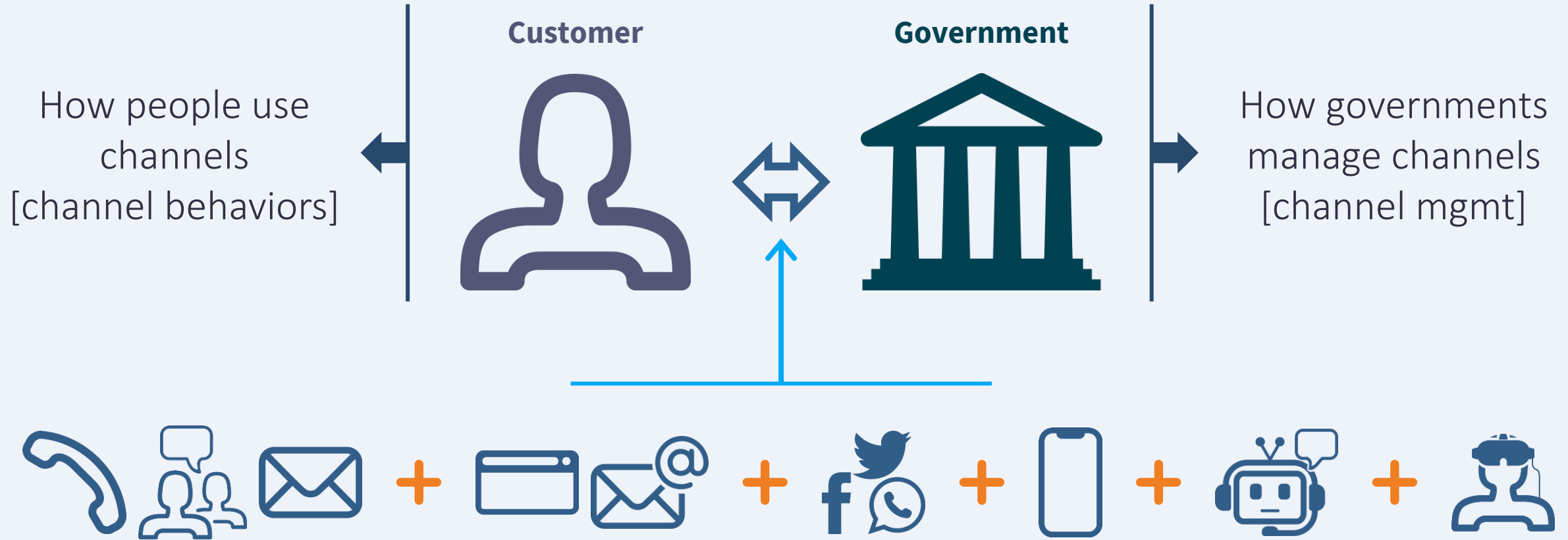
- Problems/issues with the web channel lead to contacts via other channels
  - *If we want to improve web alone, we need to have joint insights in the nature of problems and how they are resolved (through other channels).*

- By treating <u>web</u>analytics as a silo we make it hard to find inputs to improve the web *beyond* the web
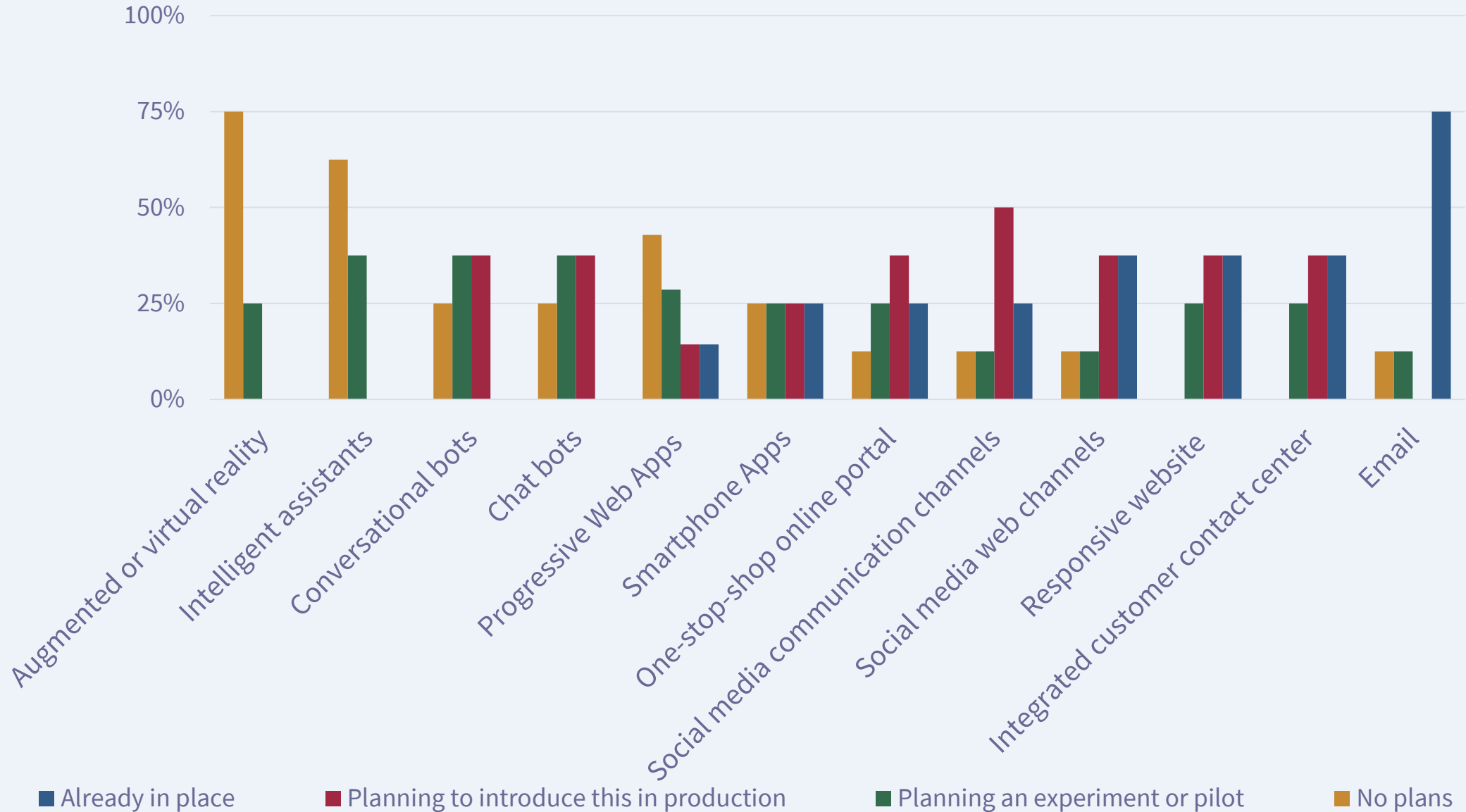  - By not focusing narrowly on webanalytics, we might become better at doing webanalytics

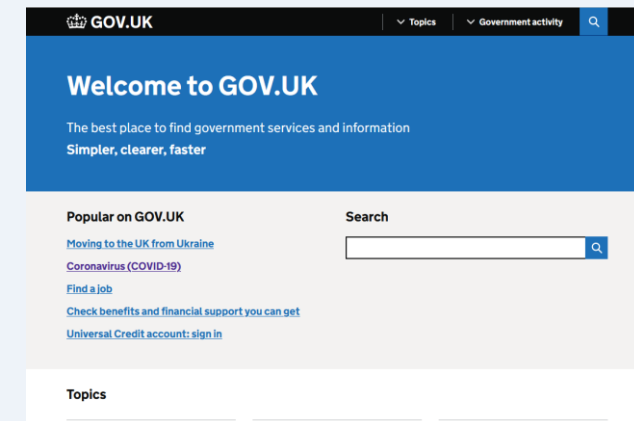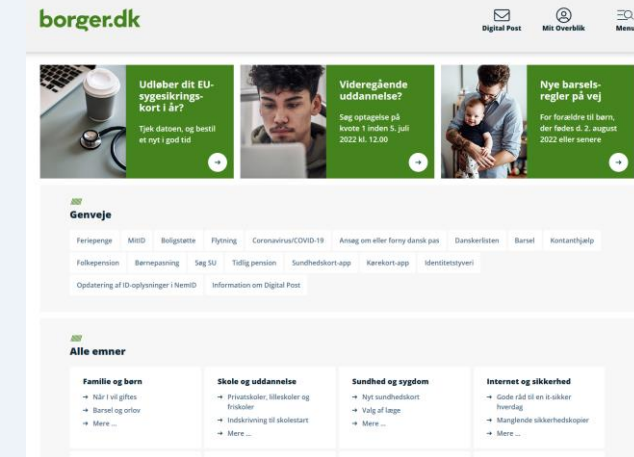# The channel landscape

More channels increasingly fast

**Customer**

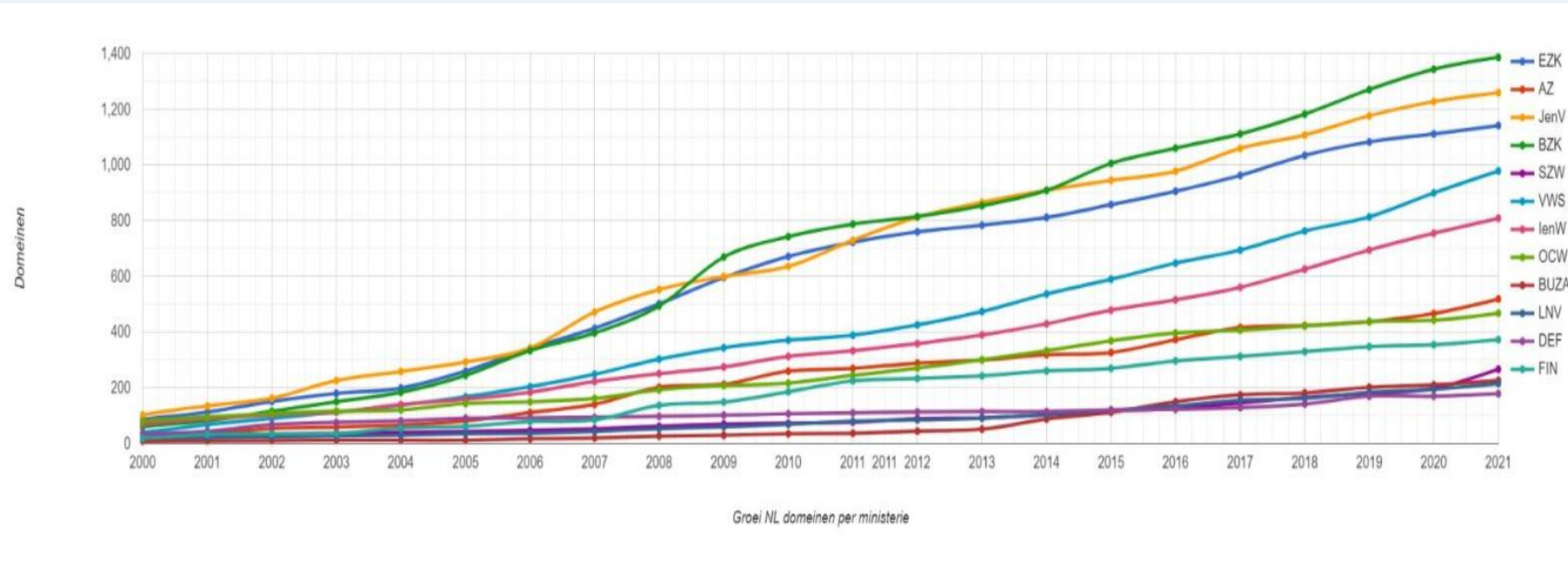**Government**

How people use
channels
[channel behaviors]

How governments
manage channels
[channel mgmt]

# The channel landscape

Channel Initiatives in LAC PES



Legend: Already in place, Planning to introduce this in production, Planning an experiment or pilot, No plans

7

# The channel landscape

## Increases within channels

- Fragmentation within channels



Groei NL domeinen per ministerie

# Channel behaviors

## In general (NL)



Pie chart legend:
- 1 time — 34%
- 2 times — 27%
- 3-5 times — 27%
- 5-10 times — 8%
- >10 times — 5%

Bar chart categories: Personal, Telephone, Website, Messagebox, E-mail, Written, Social Media, Chatbot, Other

Bar chart legend: 2019, 2020, 2022
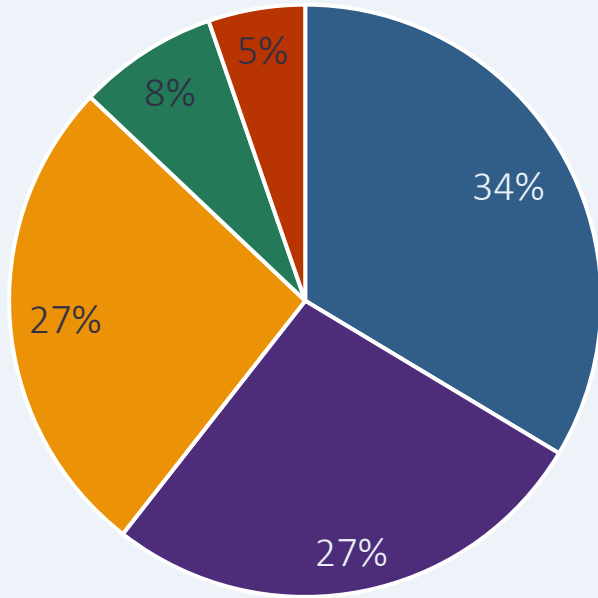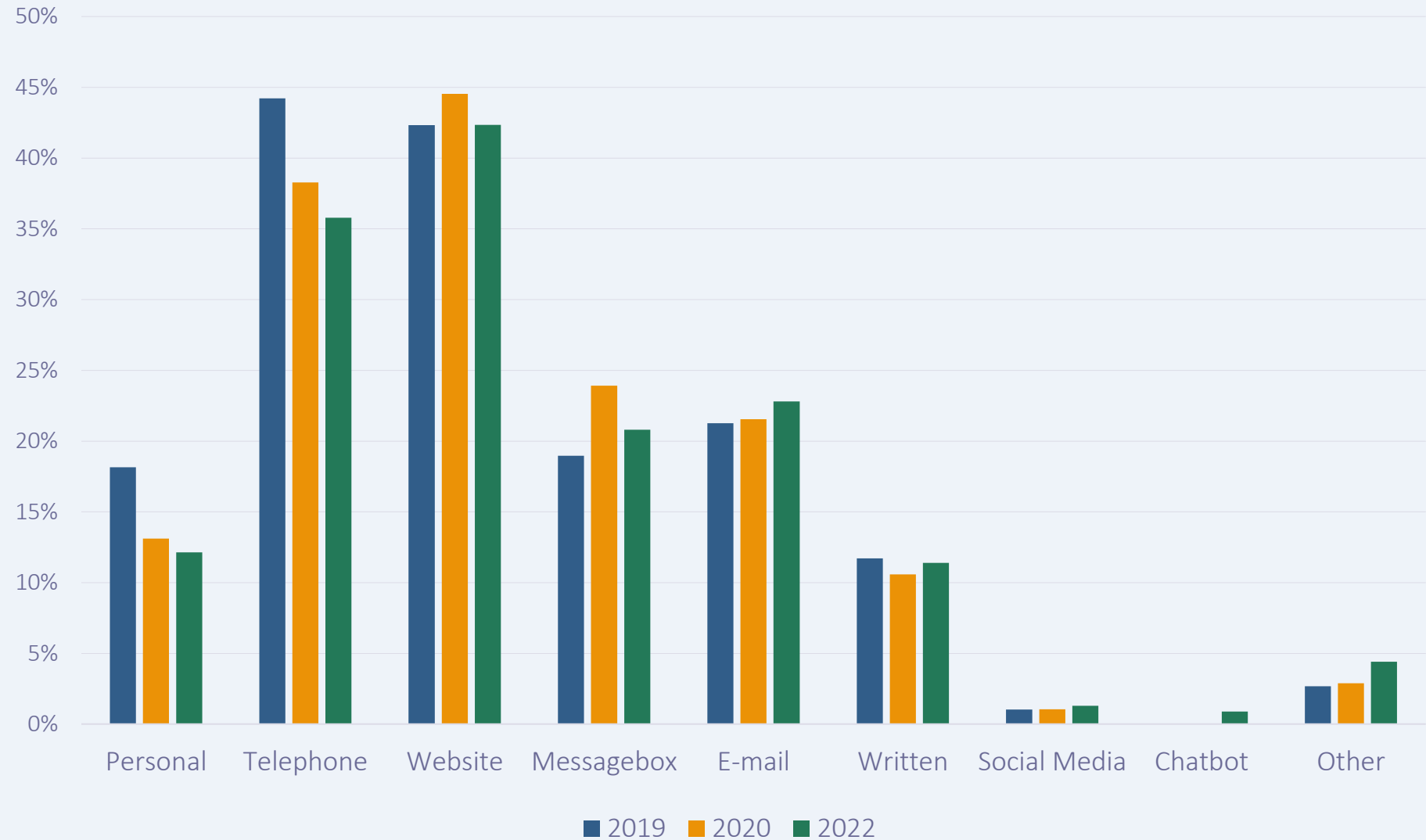
# Channel behaviors

## For different tasks



simple tasks

complex tasks

2008   2017

2008   2017
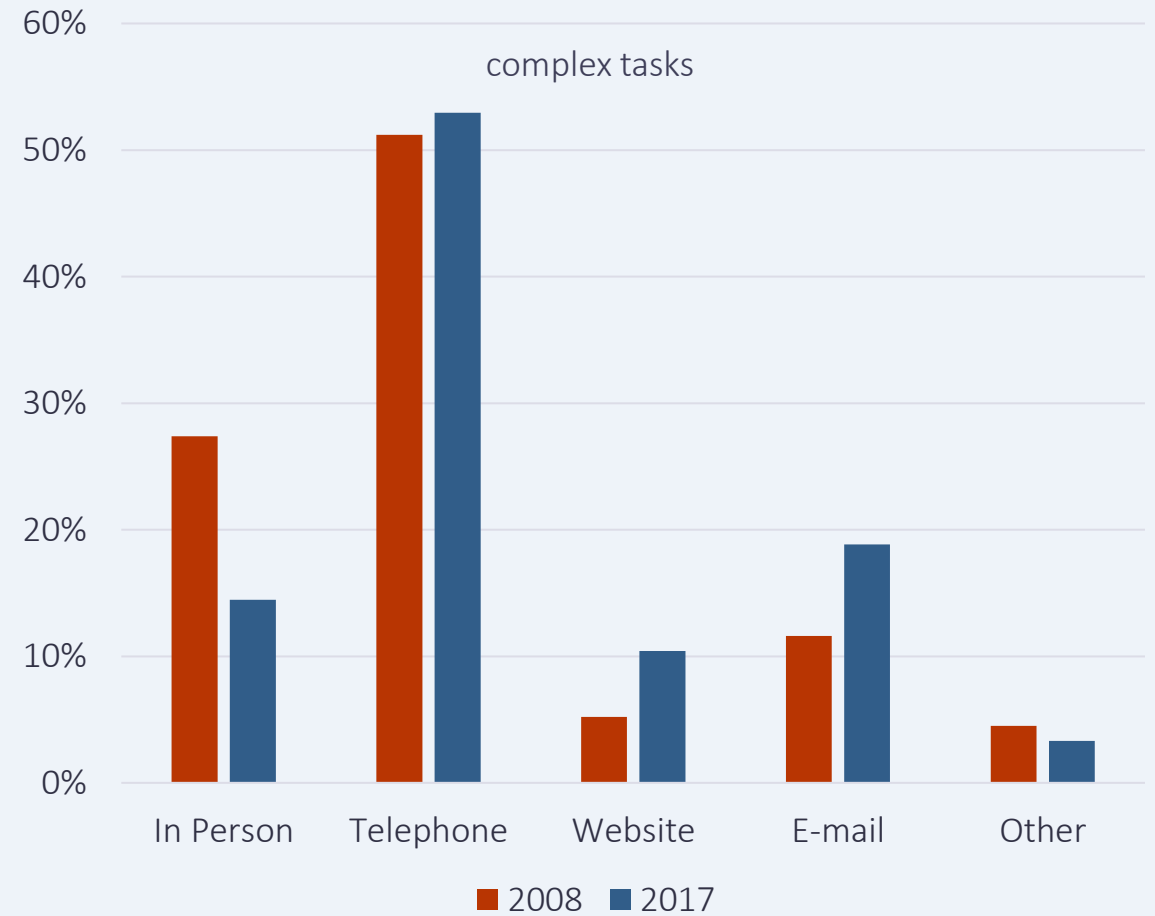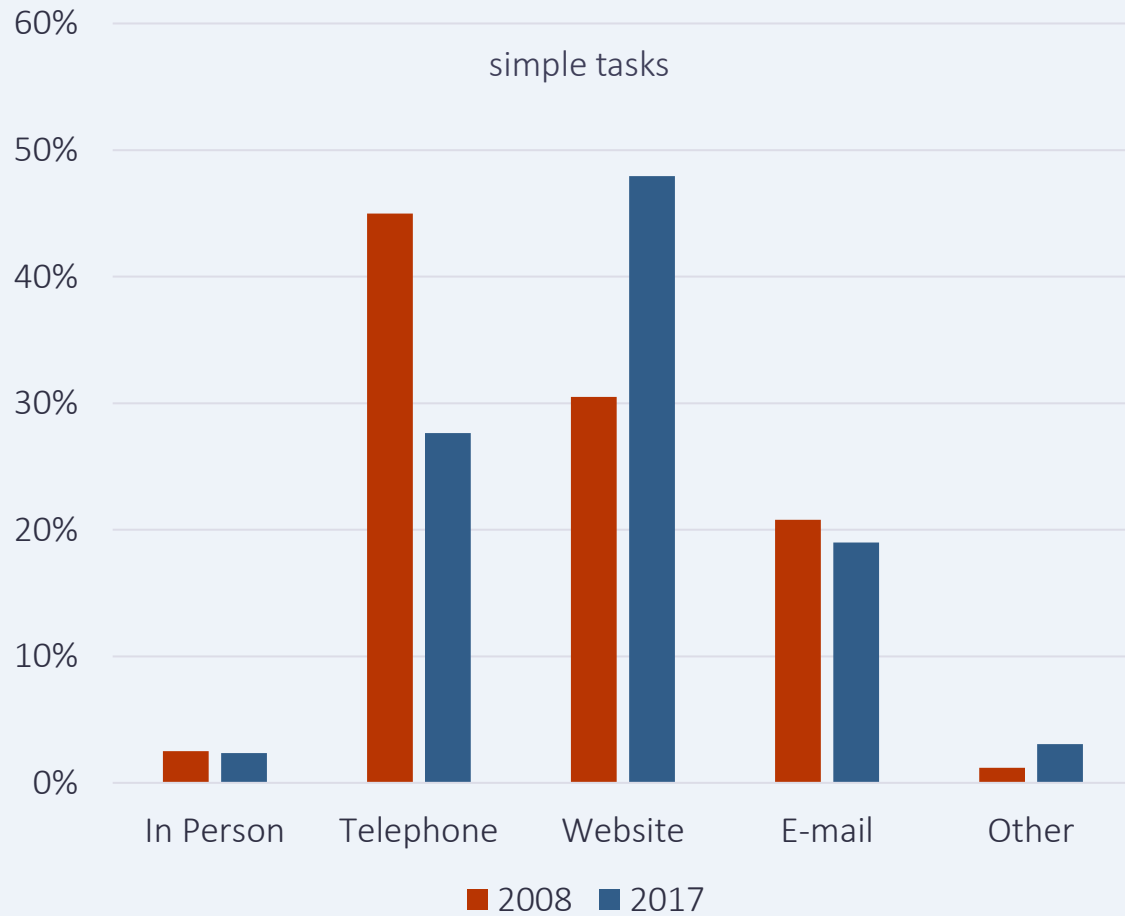
Pieterson & Ebbers (2020)

To a large extent differences in channel choices for different tasks and situations persist.

# Channel behaviors

## Customer journeys

Customer journeys often run across a) channels, b) organizations and b)organizational layers (and with channel fragmentation, customer journey fragmentation increases)



What is the key frustration of citizens when moving from one channel/layer/organization to another?
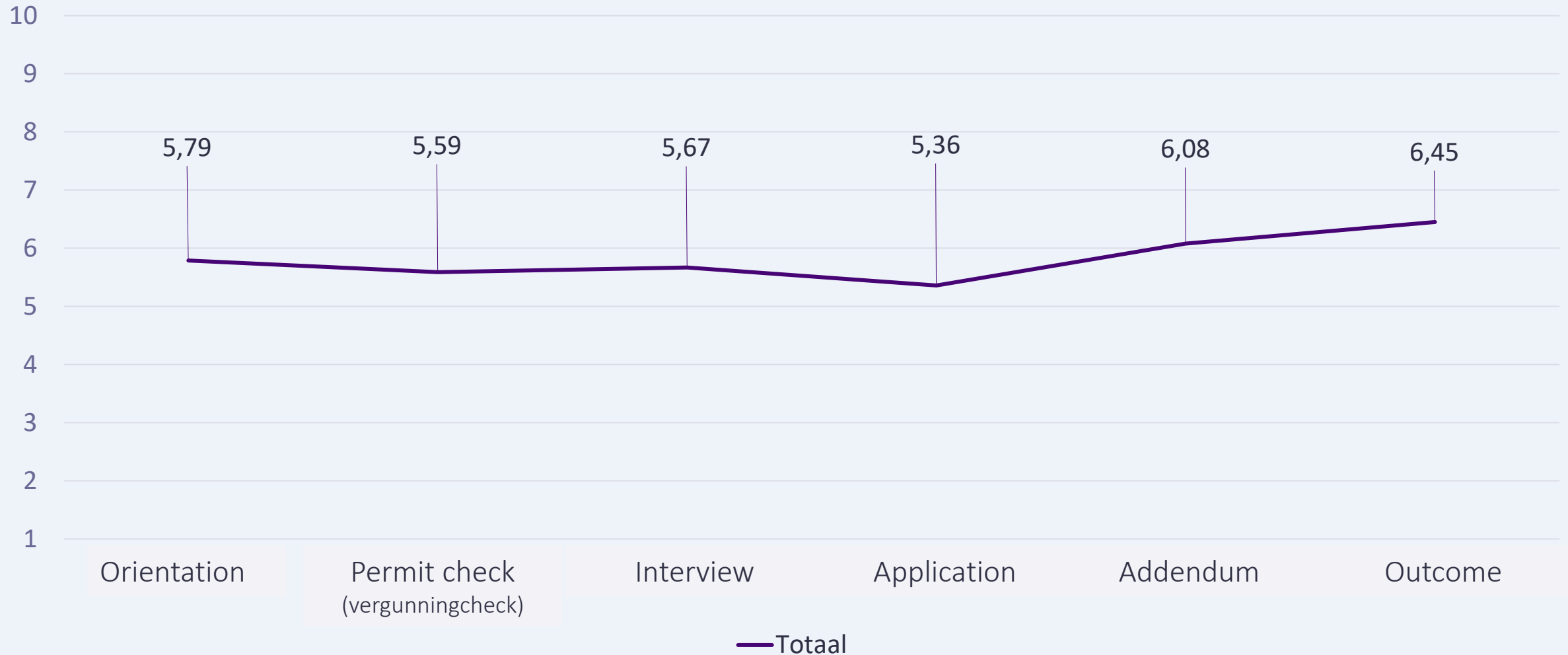
# Channel behaviors

## Customer journeys



"OLO refers you to the municipality, that often refers you back to OLO. The result is that citizens don't know what they are up to and thus seek other ways to get in touch with governments"
[civil servant interviews]
(Van der Geest, Hoppenbrouwers & Pieterson, 2017).

# Channel behaviors
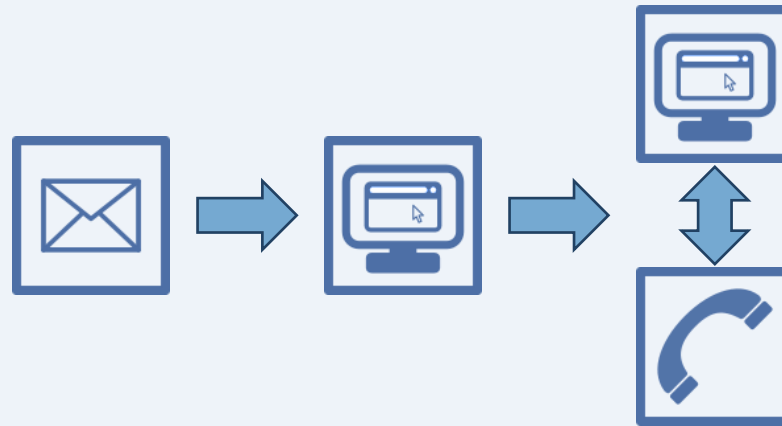
## Customer journeys

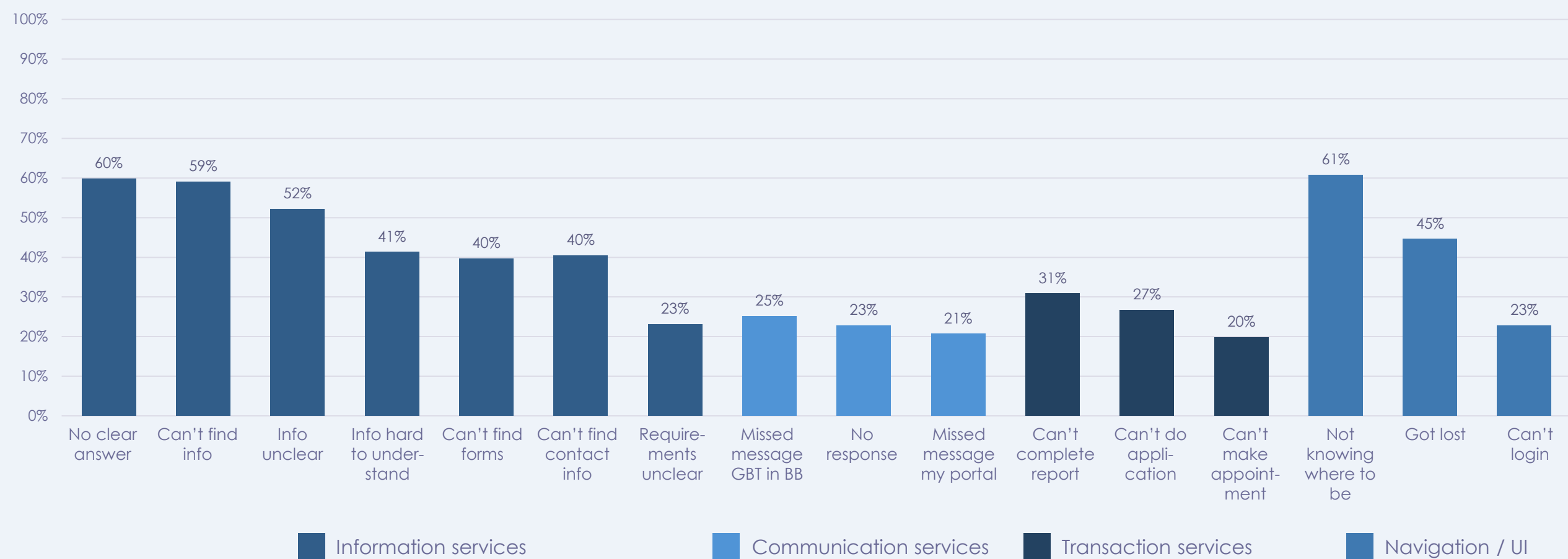# Channel behaviors

## Multiplexity

- ## Multiplexity
  citizens choose and use a combination of channels sequentially or in parallel in what could be considered one service delivery contact

# Channel behaviors

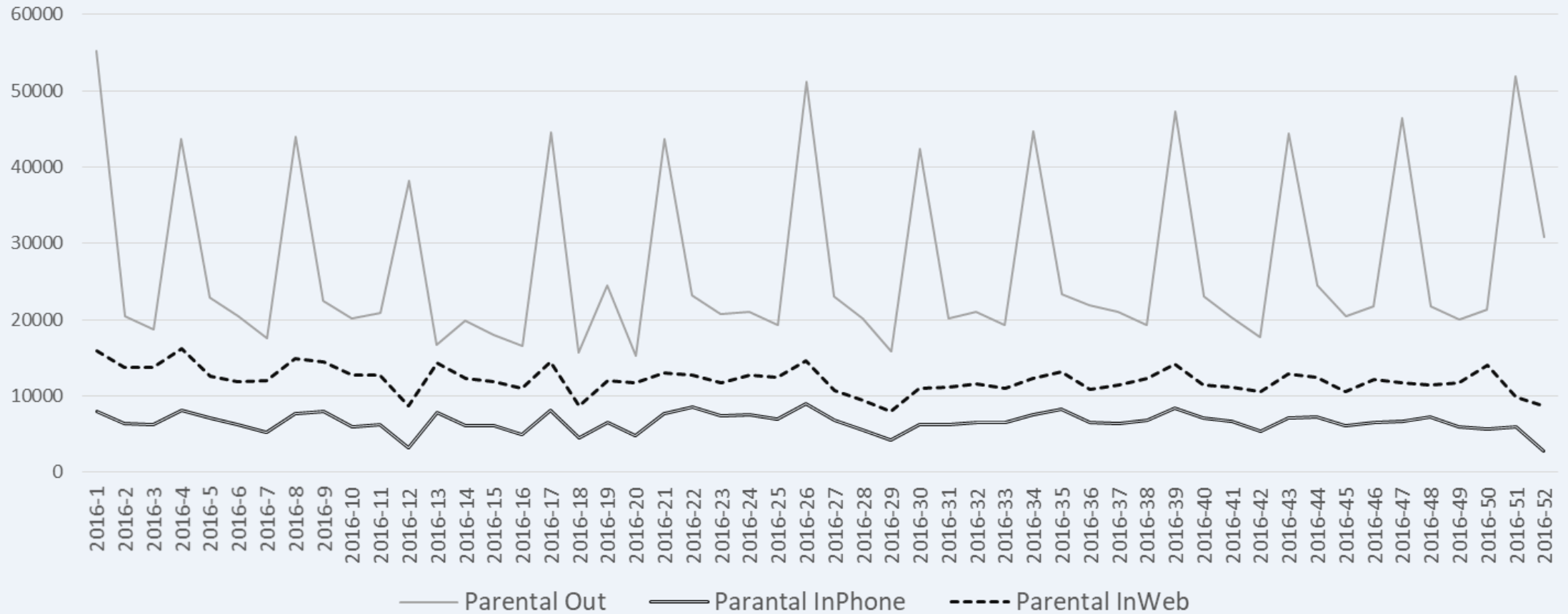## Causes of multiplexity

### What percentage of citizens has encountered the following problems (with online services)?



| | |
|---|---|
| ■ Information services | ■ Communication services |
| ■ Transaction services | ■ Navigation / UI |

(n=736)

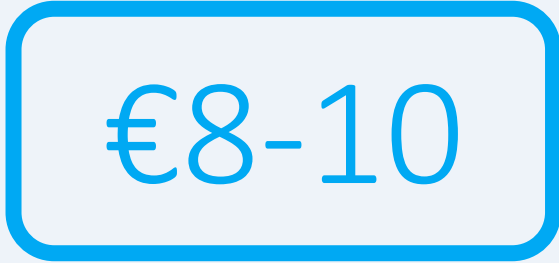Ebbers & Pieterson (2018)

# Channel behaviors

Multiplexity

# Channel behaviors

## Multiplexity

**25%**

Of all citizens will look for help (mostly telephone) when they get stuck

**€8-10**

Average cost telephone customer contact

Also see:

- Why do they keep calling? (Madsen, 2016)

- Channel multiplexity (Madsen, Hofmann, Pieterson, 2019)

# What is MCM?

*Multi-channel management (MCM) is the design, deployment, coordination, monitoring and improvement of the channels through which public organizations and their customers interact.*

*This entails the use of multiple service channels within one public service delivery process or the use of different channels for different service delivery processes.*

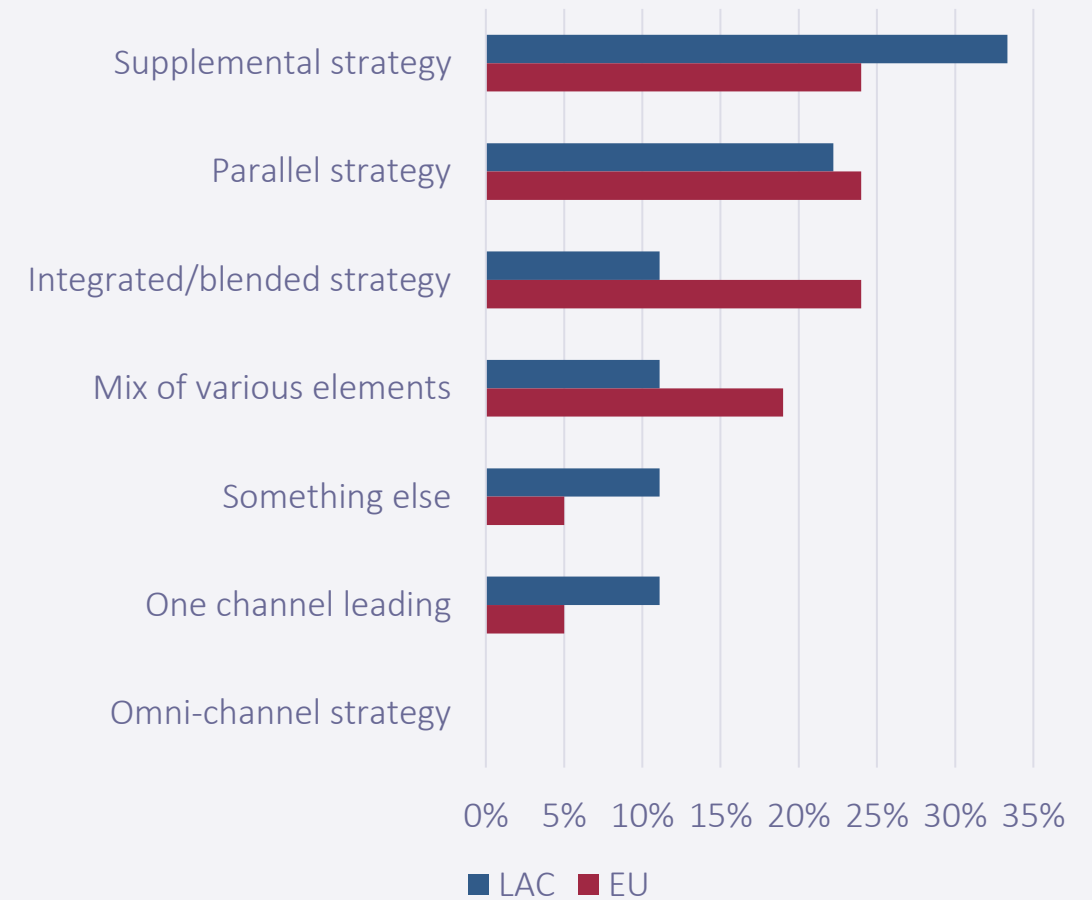Based on: Klievink, Janssen, Pieterson & Felt (2008); Pieterson & Van Dijk (2006)

# Channel Strategies

Different approaches (over time)
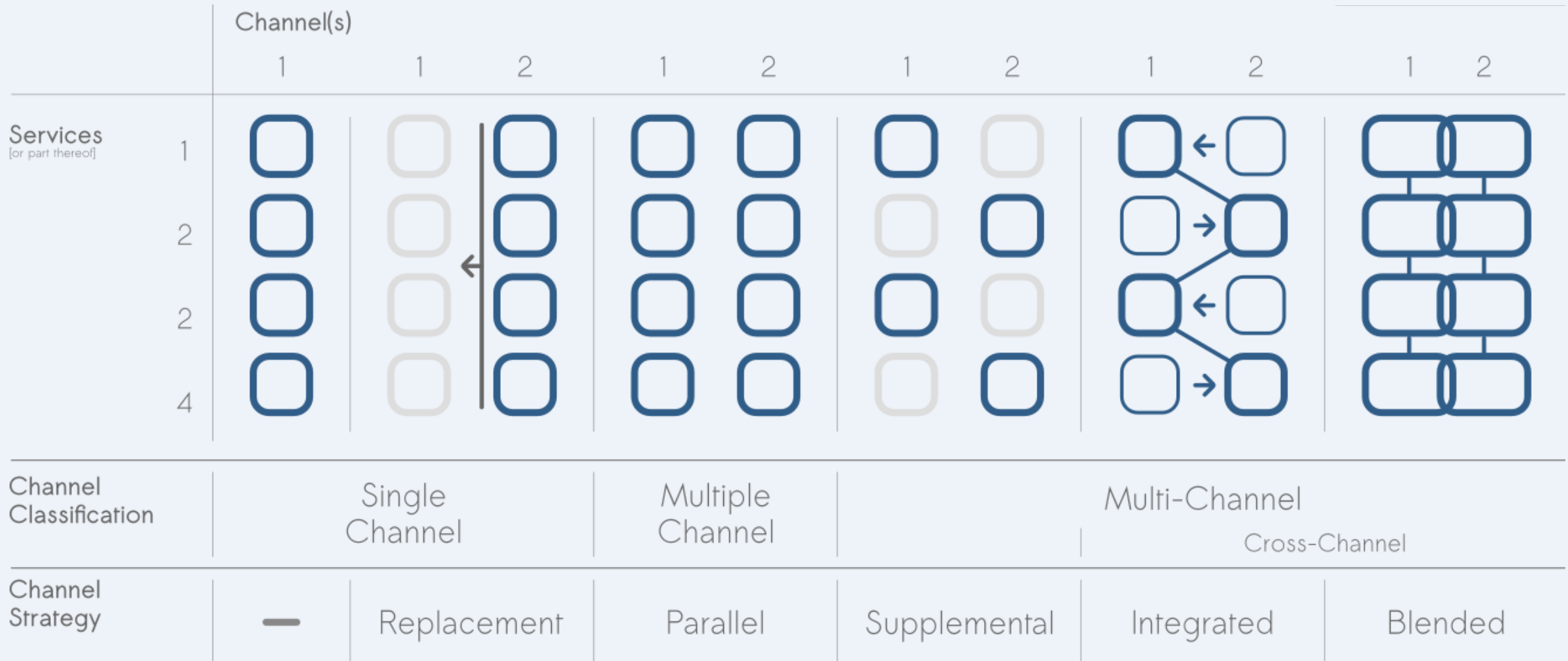
# Channel Strategies
## Strategies in EU/LAC PES
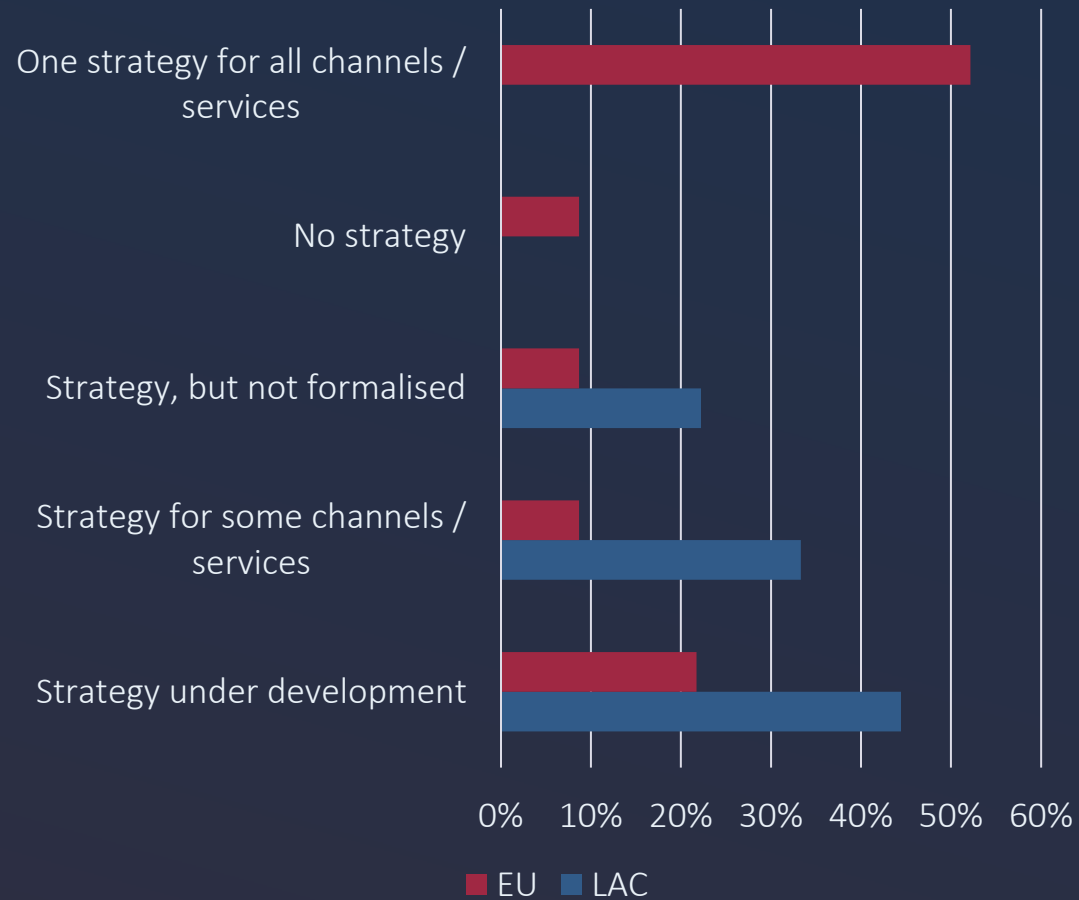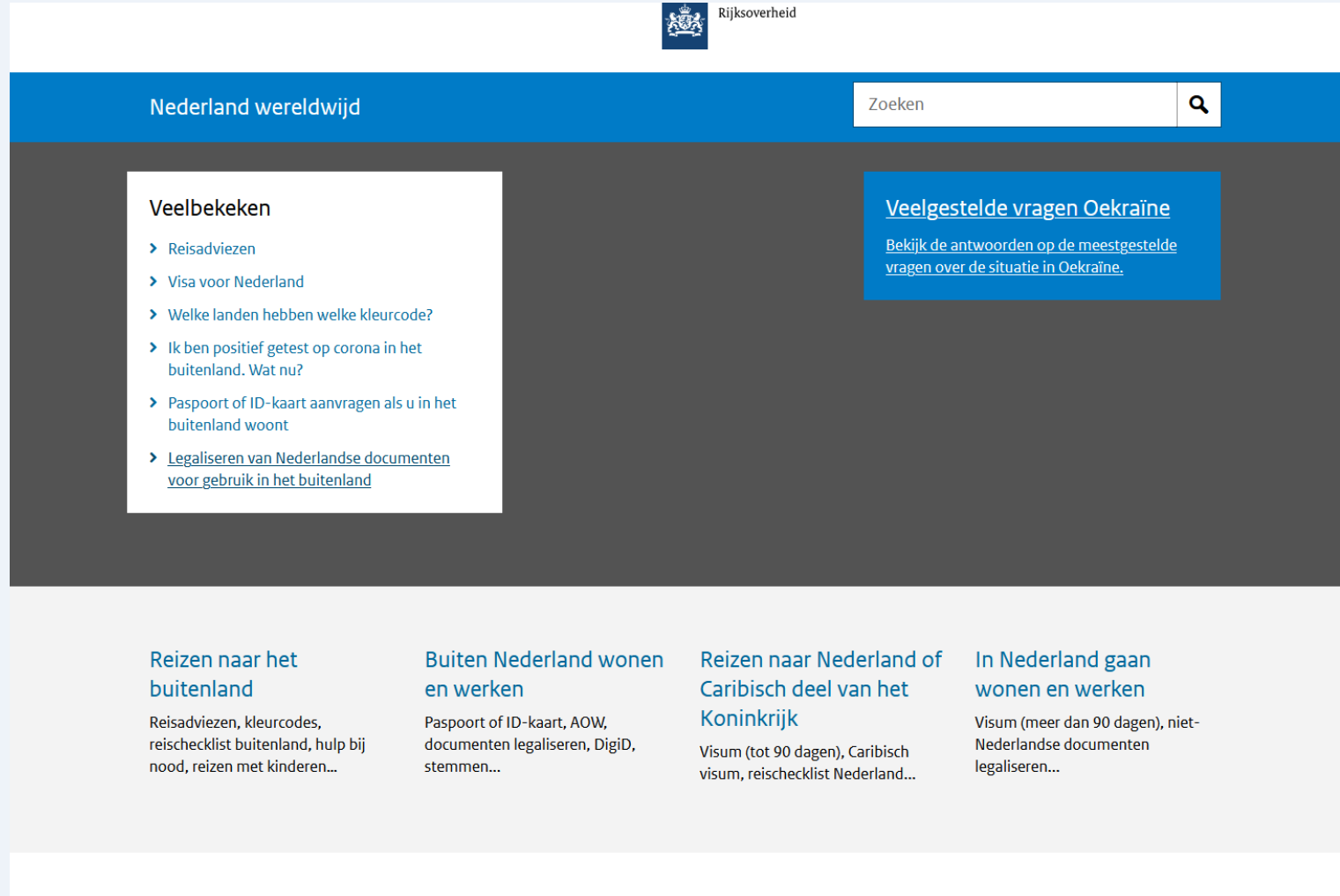


Pieterson (2020)

# Channel strategies
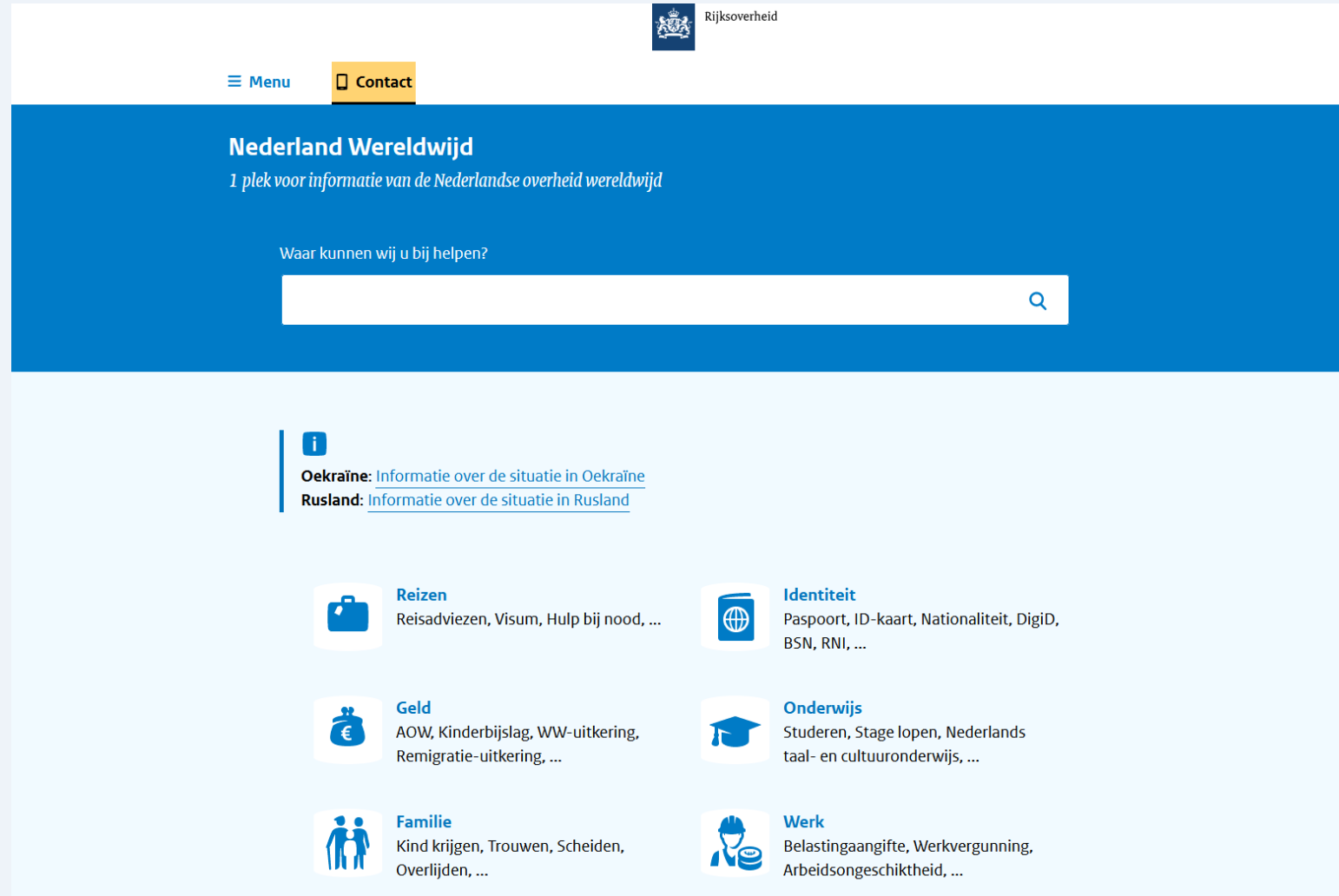
## Design of channels

# Channel strategies

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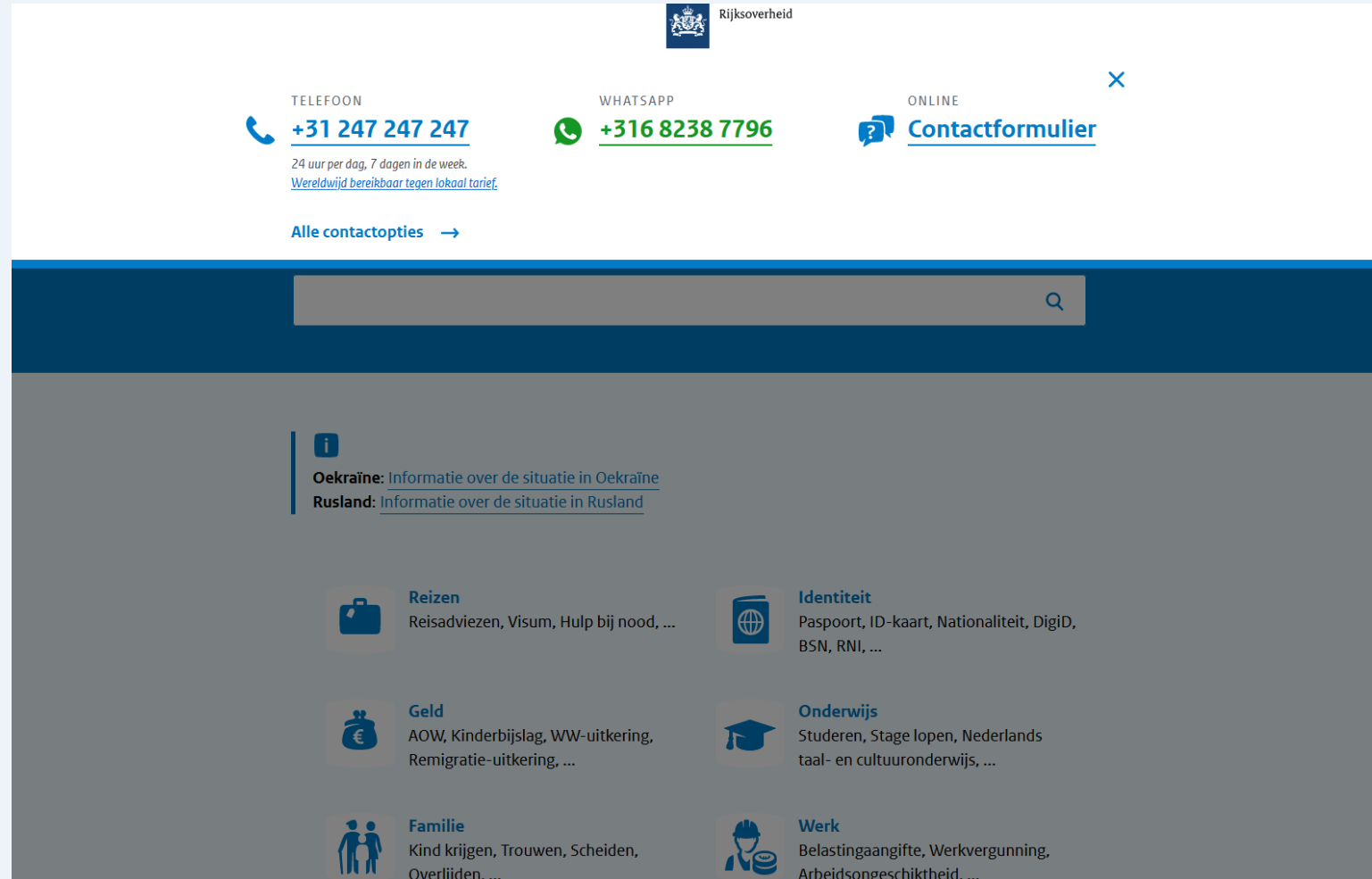
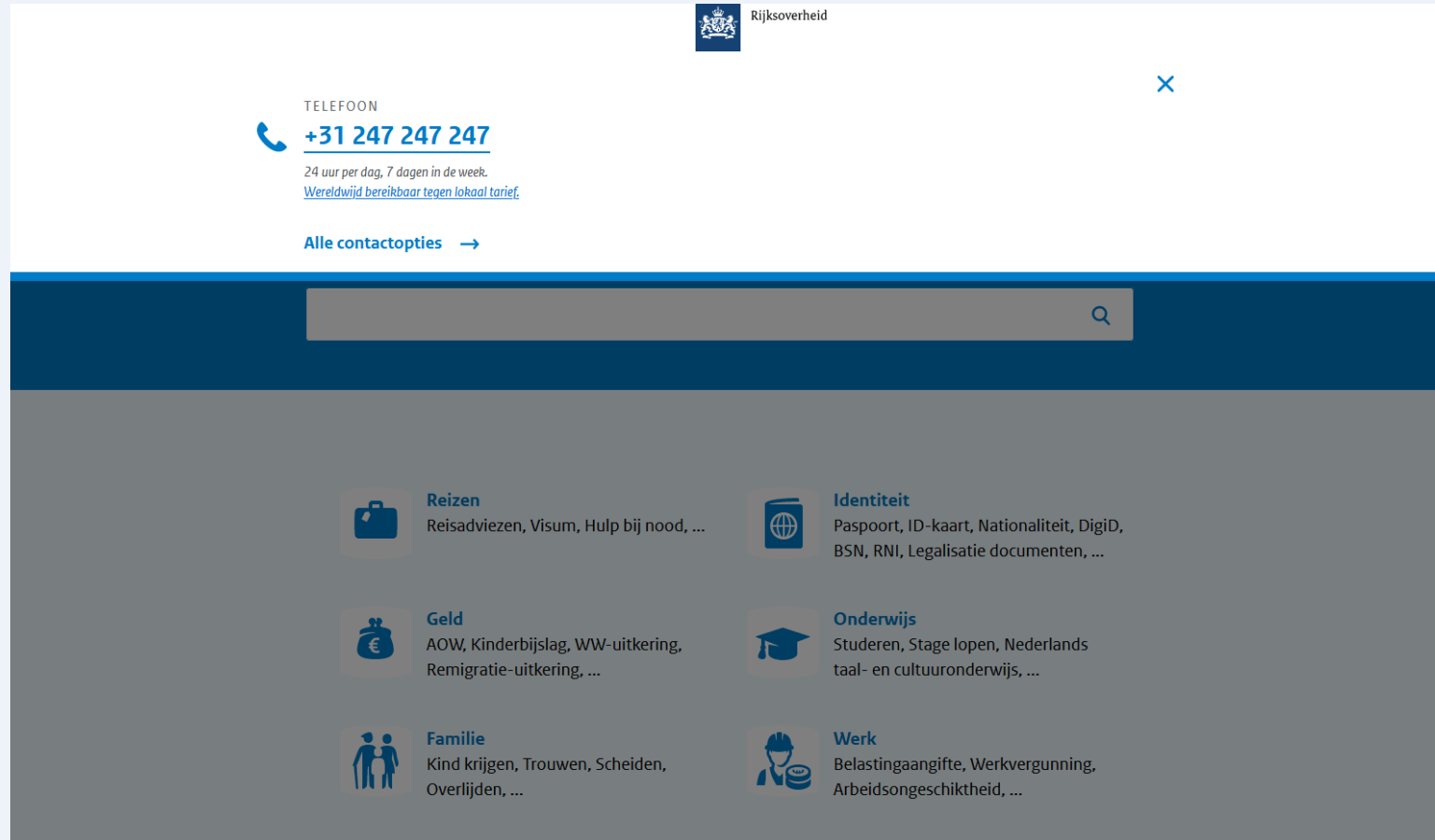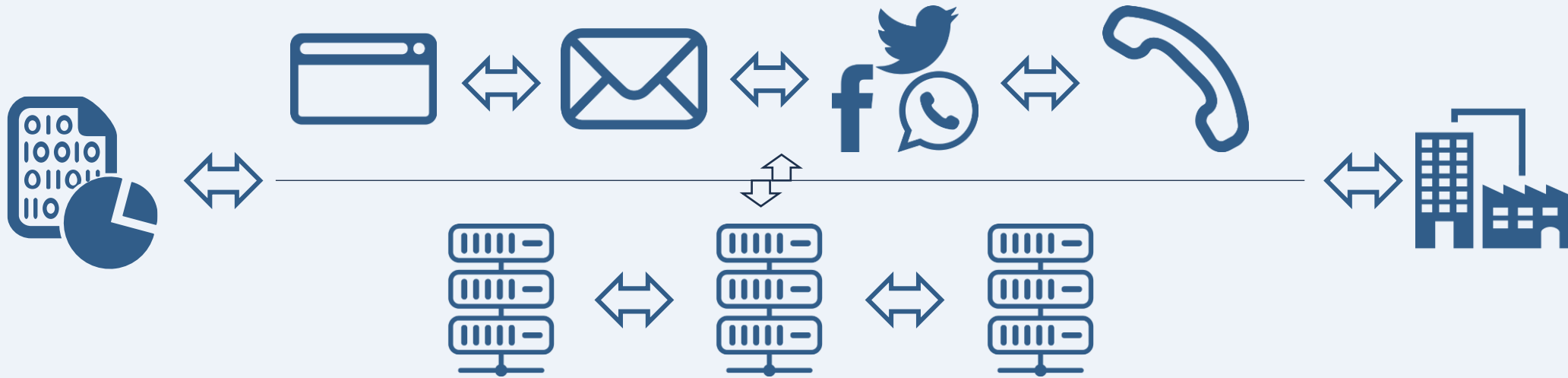## Design of channels

# Channel strategies

Design of channels

# Channel strategies

The complexities of channel management



More channels leads to more costs (Wirtz & Langer, 2017) but also fragmentation (e.g. systems/processes/organization/data) and 'channels' become less and less about the front-office and more about other aspects of the organization.

# Channel strategies

## Obstacles
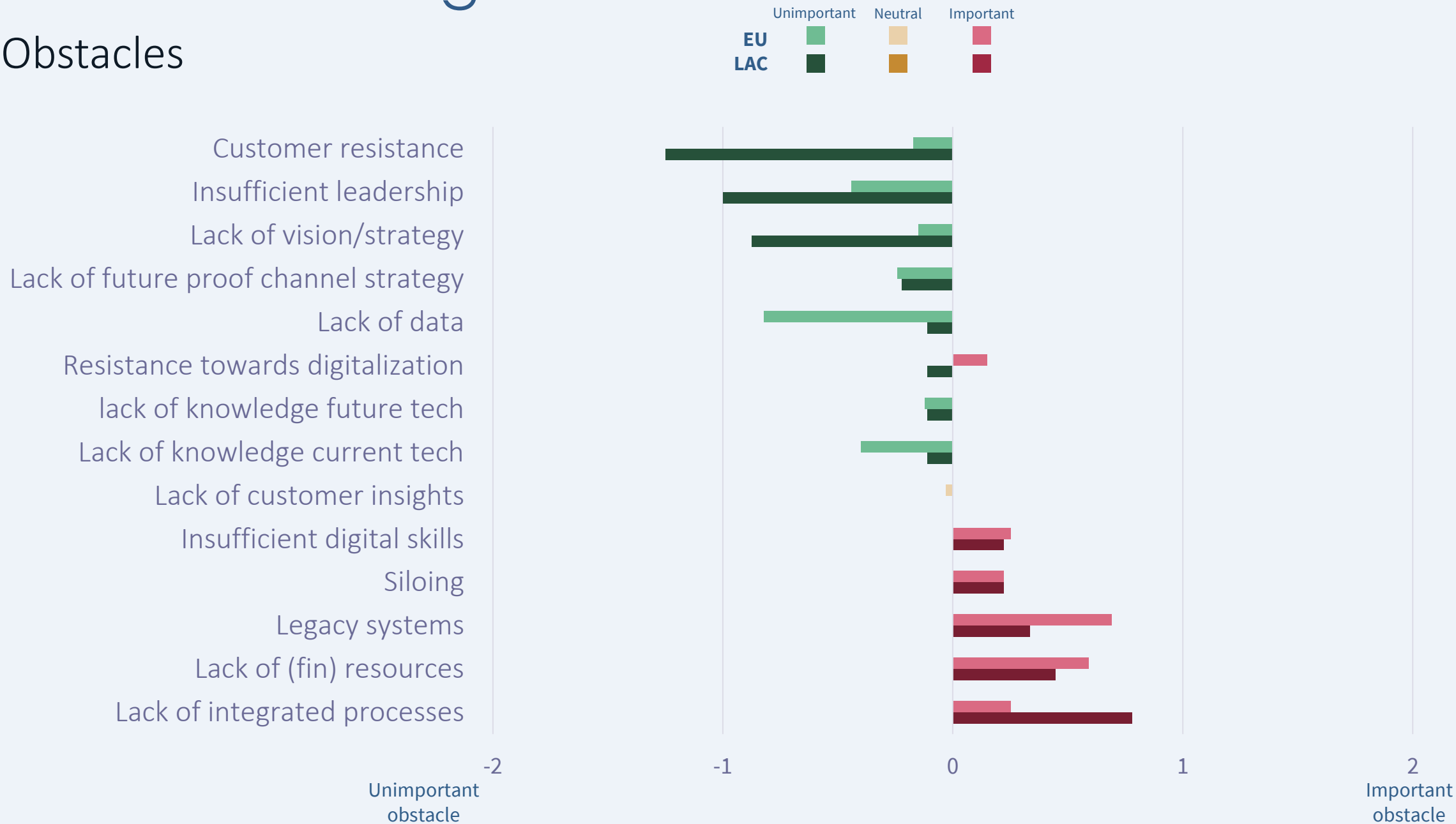
# Channel strategies

Towards omni-channel management?

"Omni-channel management is the holistic management of all available service channels in which all channels are fully integrated and allow the seamless delivery of all services to all segments of the population" (Pieterson, Madsen & Ebbers, 2022)

**Front office**

**Strategy**

**Back-office**

**Organi-zation**

**Data**

**Customer**

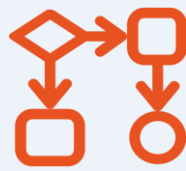# Ergo...

Dealing with a) the (increasingly) fast changing channel landscape, b) evolving and fragmented channel behaviors, c) channel multiplexity. As well as d) creating and executing successful service / channel strategies requires insights into channel behaviors and use of services..... ....and that is hard..... ....and goes well beyond webanalytics.

▶ The "Hard" side
[systems & process data]

‣ Extracting & combining all (channel) systems data.
‣ Matching and mapping data points.
‣ Data quality, security and privacy

▶ The "Soft" side
[perception & evaluation data]

‣ Registrations & Logging
‣ Developing valid instruments.
‣ Measuring across all channels and groups (esp. 'hard to reach' groups).

▶ In General

‣ Getting real-time data
‣ Proper definitions and unification of terms & measurements
‣ Capturing *everything*

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Webanalytics is great, but:

- Often (and increasingly so) is the web only one channel in an entire customer journey.
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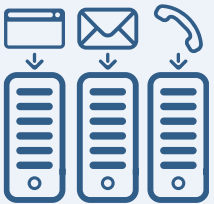
- By treating <u>web</u>analytics as a silo we make it hard to find inputs to improve the web *beyond* the web
  - By not focusing narrowly on webanalytics, we might become better at doing webanalytics

The future of webanalytics might be just 'analytics' (but then omnichannel)

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