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Webdagen 2022 | Willem Pieterson

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### A short intro



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

- 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).



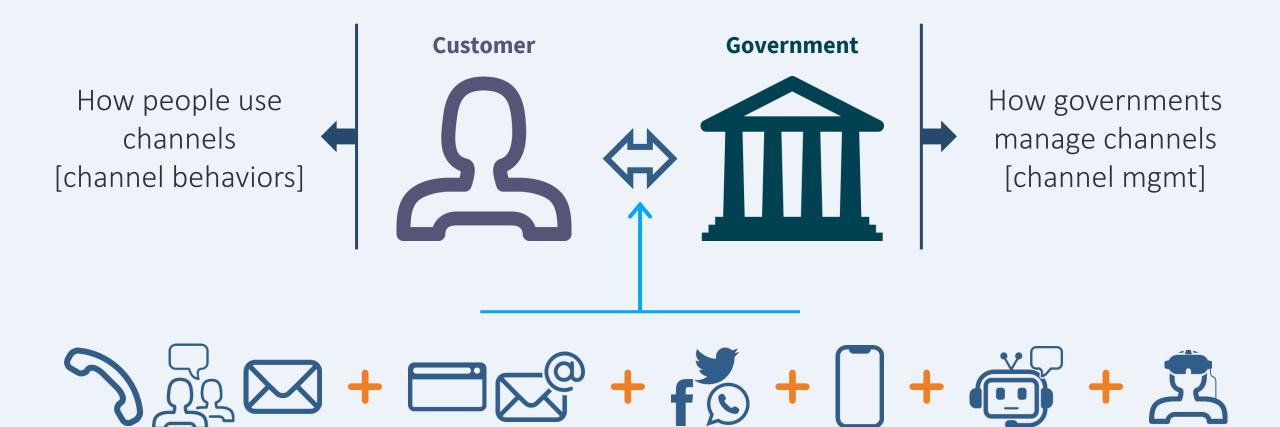
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  - If we want to improve web alone, we need to have joint insights in the nature of problems and how they are resolved (through other channels).



- 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

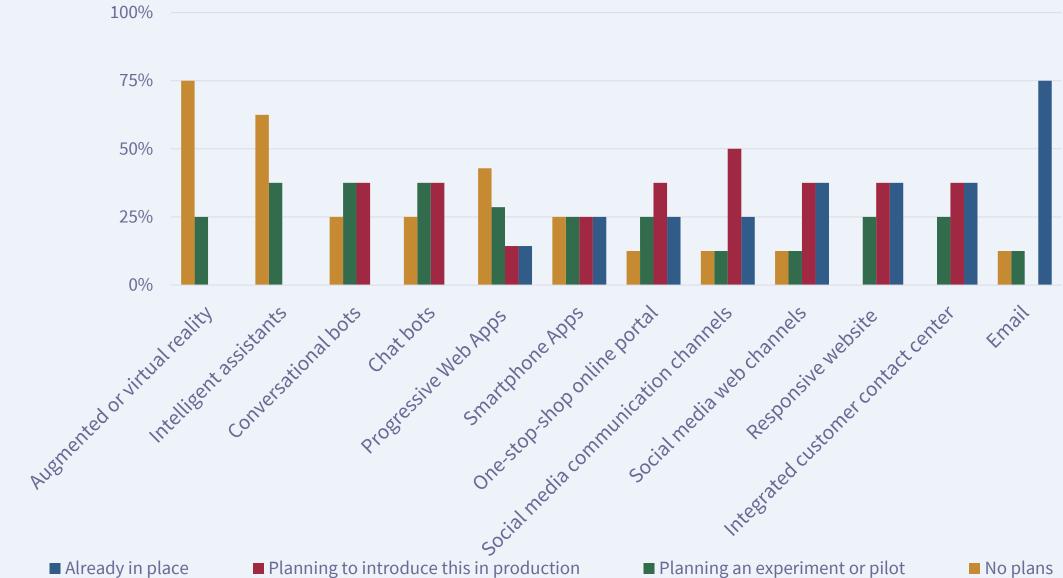
## The channel landscape

More channels increasingly fast



## The channel landscape

#### Channel Initiatives in LAC PES



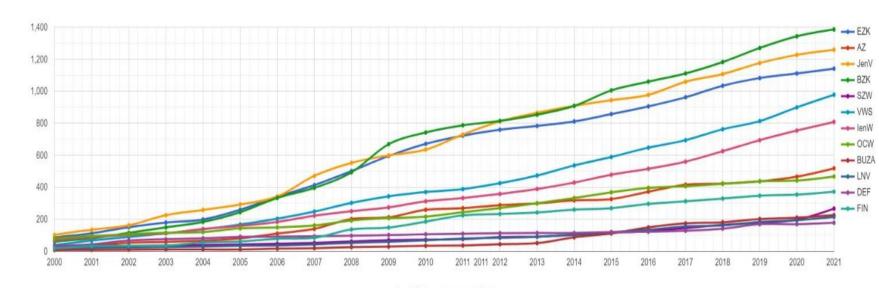
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## The channel landscape

Increases within channels

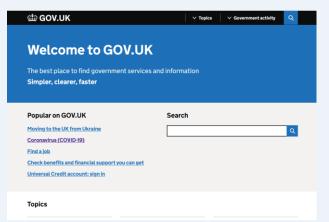
• Fragmentation within channels



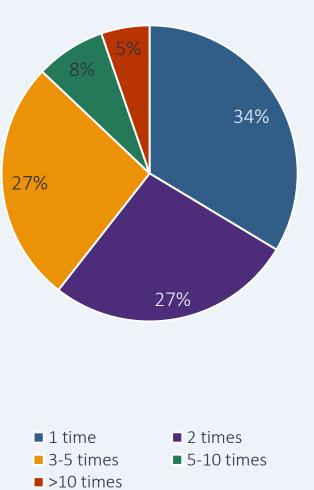
Groei NL domeinen per ministerie



| le emner                                    |  |  |   |
|---|--|--|---|
| Familie og børn                             | Skole og uddannelse  | Sundhed og sygdom                        | Internet og sikkerhed   |
| → Når I vil giftes → Barsel og orløv → Mere | → Privatskoler, lilleskoler og<br>friskoler → Indskrivning til skolestart → Mere | → Nyt sundhedskort → Valg af læge → Mere | → Gode råd til en it-sikker<br>hverdag → Manglende sikkerhedskopie → Mere |



#### In general (NL)





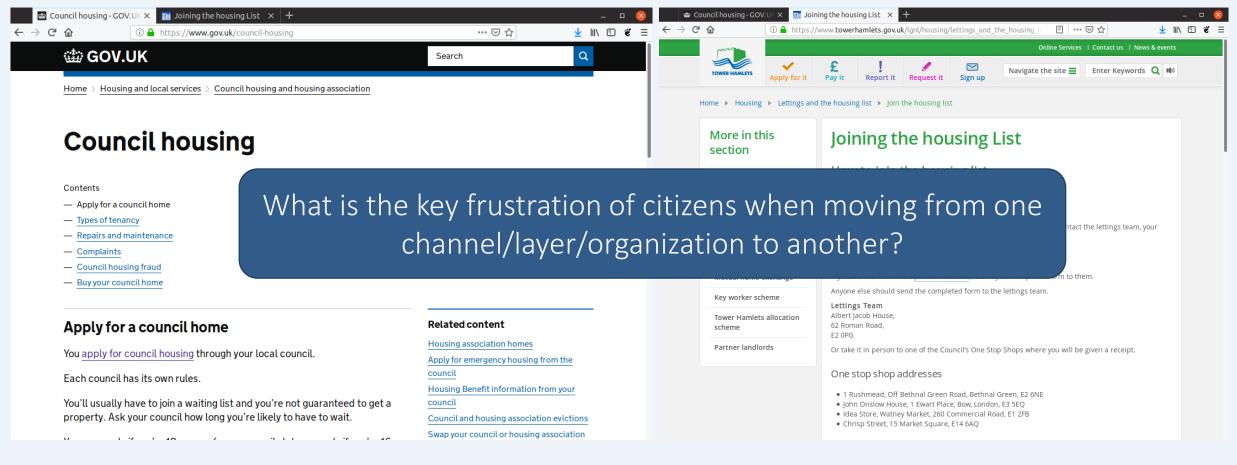
#### For different tasks



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

#### Customer journeys

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



### Channel behaviors Customer journeys



#### Bouwvergunning-/melding

Voor onder andere bouwen, slopen, kappen, aanleggen, milieu, inrit heeft u soms een omgevingsvergunning nodig. Wilt u weten of u voor uw plannen een omgevingsvergunning nodig heeft dan kunt u een vergunningcheck invullen opwww.omgevingsloket.nl

Via dit omgevingsloket kunt u ook een omgevingsvergunning aanvragen. Als u meer informatie over de omgevingsvergunning wilt weten dan vindt u die op www.omgevingsloket.nl.



Home Wat is Omgevingsloket online? De stappen Mijn overzicht

#### Vergunningcheck

Gebruik de vergunningcheck om te controleren of u een omgevingsvergunning of watervergunning nodig hebt of een melding moet doen.

De vergunningcheck geeft een uitkomst op basis van informatie over bijvoorbeeld ligging en grootte, inhouds- en oppervlaktematen, gebruiksfuncties en dergelijke. Verzamel deze informatie van tevoren en houd het tijdens de check bij de hand. De check duurt ongeveer vijf minuten per werkzaamheid.

Vergunningcheck wissen en opnieuw starten

#### Informatie

Meer informatie? Bel uw gemeente of kijk op de gemeentelijke website.

Voor specifieke vragen over de watervergunning kunt u ook contact opnemen met uw waterbeheerder. "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).

#### Customer journeys

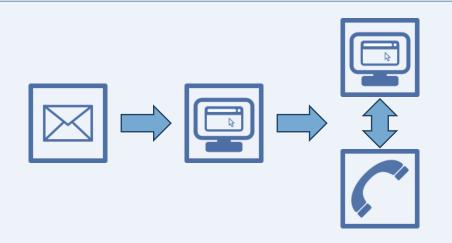


#### Multiplexity

• Multiplexity

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

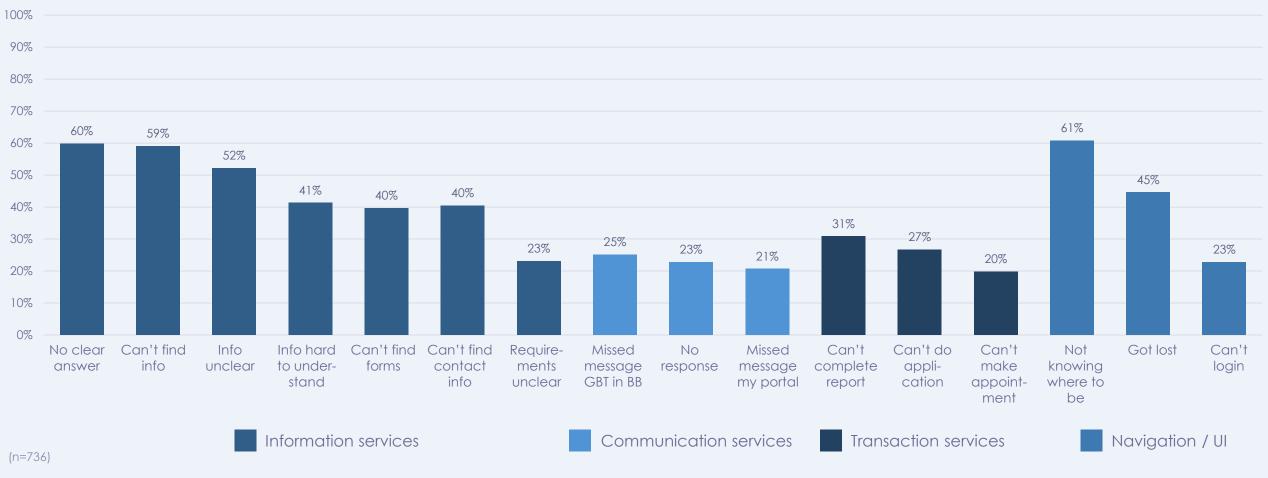




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#### Causes of multiplexity

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



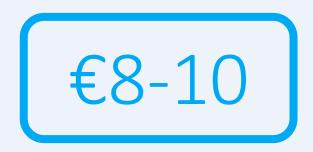
#### Multiplexity



Multiplexity



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



Average cost telephone customer contact

Also see:

- Why do they keep calling? (Madsen, 2016)
- Channel multiplexity (Madsen, Hofmann, Pieterson, 2019)

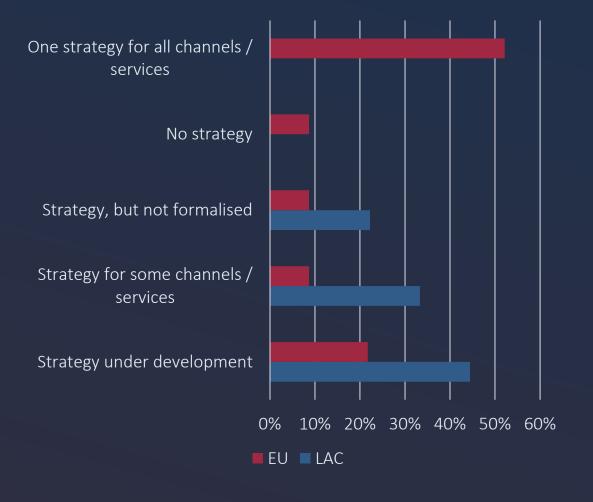
Multi-channel management (MCM) is the design, deployment, coordination, monitoring and improvement of the channels through which public organizations and their customers interact.

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.

#### Different approaches (over time)

|  | Channel(s         | )      |                     |     |       |                                |         |       |       |         |
|--|-------------------|--------|---------------------|-----|-------|--------------------------------|---------|-------|-------|---------|
|  | 1                 | 1      | 2                   | 1   | 2     | 1                              | 2       | 1     | 2     | 1 2     |
| Services<br>[or part thereof] 1<br>2<br>2<br>4 |                   |        |                     |     |       |                                |         |       |       |         |
| Channel<br>Classification                      | Single<br>Channel |        | Multiple<br>Channel |     |       | Multi-Channel<br>Cross-Channel |         |       |       |         |
| Channel<br>Strategy                            | _                 | Replac | cement              | Par | allel | Supple                         | emental | Integ | rated | Blended |

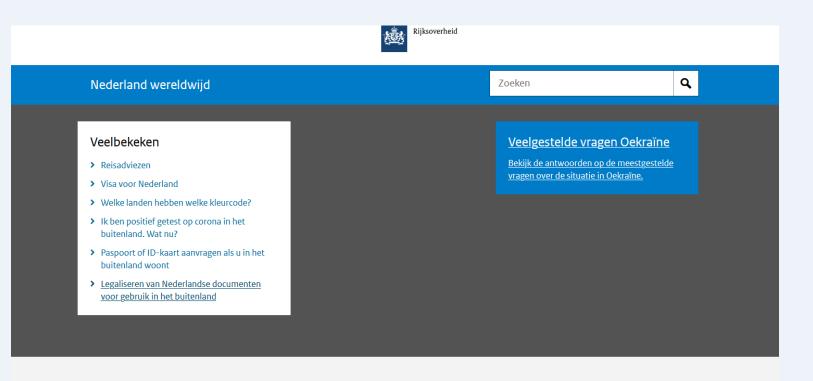
#### Strategies in EU/LAC PES





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#### Design of channels



#### Reizen naar het buitenland

Reisadviezen, kleurcodes, reischecklist buitenland, hulp bij nood, reizen met kinderen...

#### Buiten Nederland wonen en werken

Paspoort of ID-kaart, AOW, documenten legaliseren, DigiD, stemmen...

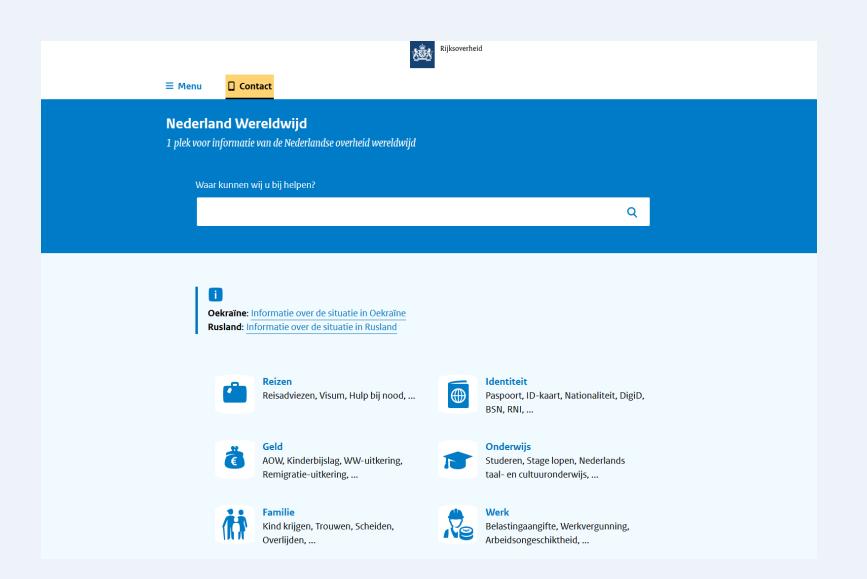
#### Reizen naar Nederland of Caribisch deel van het

Koninkrijk Visum (tot 90 dagen), Caribisch visum, reischecklist Nederland...

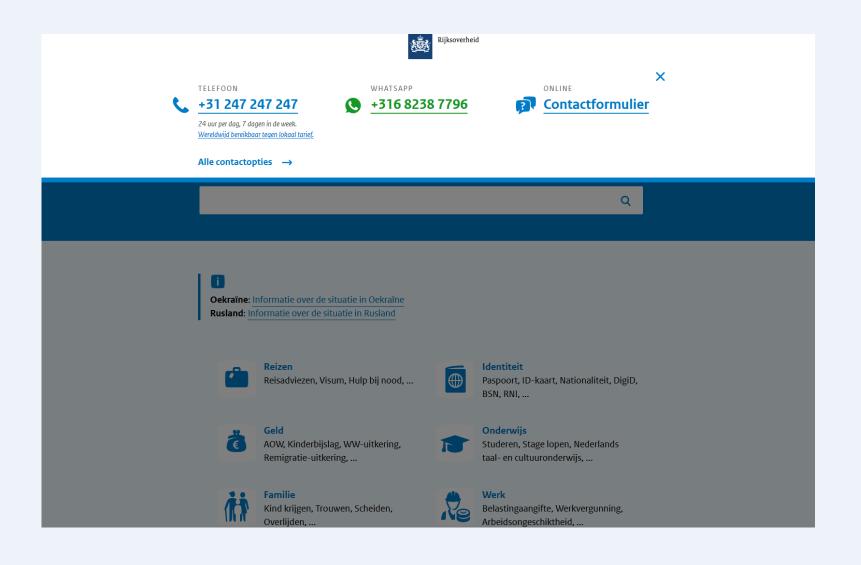
#### In Nederland gaan wonen en werken

Visum (meer dan 90 dagen), niet-Nederlandse documenten legaliseren...

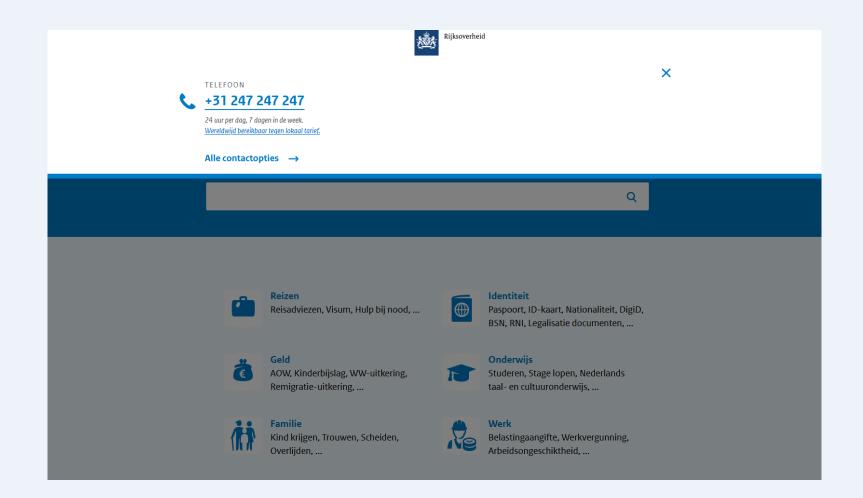
Design of channels



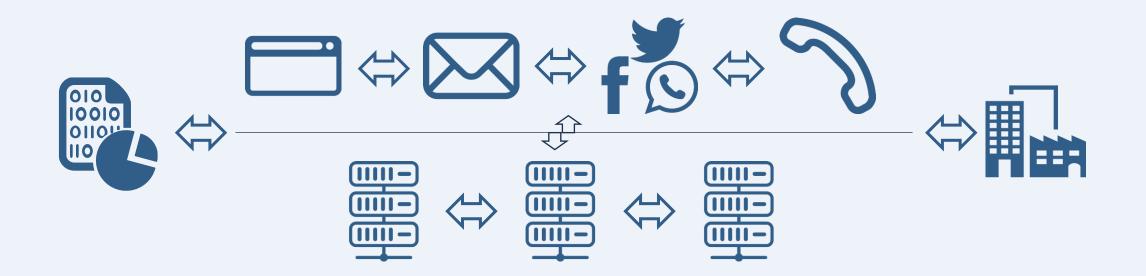
#### Design of channels



#### Design of channels



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.

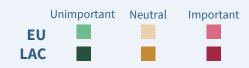
#### Obstacles

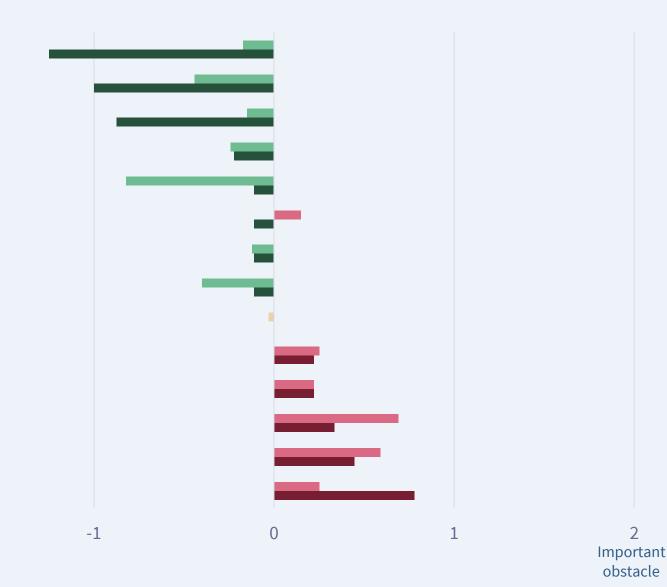
Customer resistance Insufficient leadership Lack of vision/strategy Lack of future proof channel strategy Lack of data Resistance towards digitalization lack of knowledge future tech Lack of knowledge current tech Lack of customer insights Insufficient digital skills Siloing Legacy systems Lack of (fin) resources Lack of integrated processes

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Unimportant

obstacle





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)



## Ergo...

#### About the role of data and (web) analytics

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.



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#### The "Hard" side

[systems & process data]

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

#### In General

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



#### The "Soft" side

[perception & evaluation data]

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

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

#### Beyond web-analytics; the importance of omni-channel data for the public sector Webdagen 2022 | Willem Pieterson

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