



REACHING NEW HEIGHTS IN CUSTOMER EXPERIENCE



RightNow in Government: Best Practices to Ensure Successful Constituent Interactions

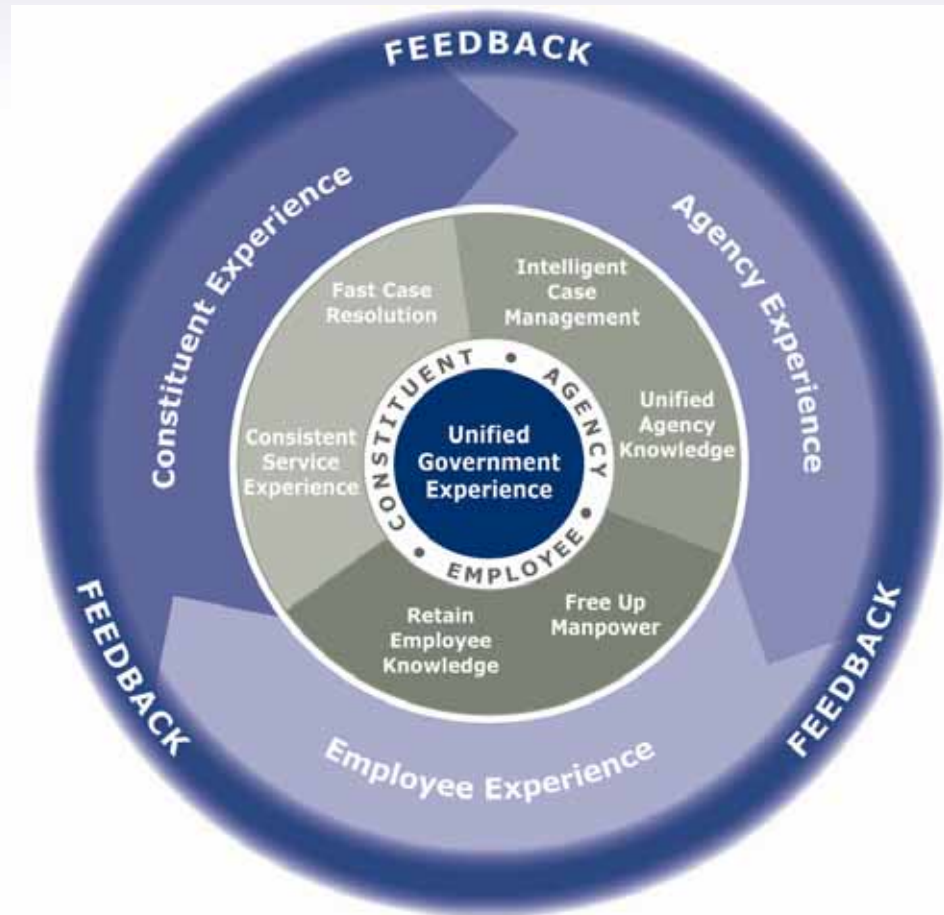
David Vap, VP Products
RightNow Technologies
August 28, 2007

Agenda

- Industry trends
- 8 steps to great constituent experiences
- Customer panel/roundtable
- The next steps
- Q&A

The RightNow Solution

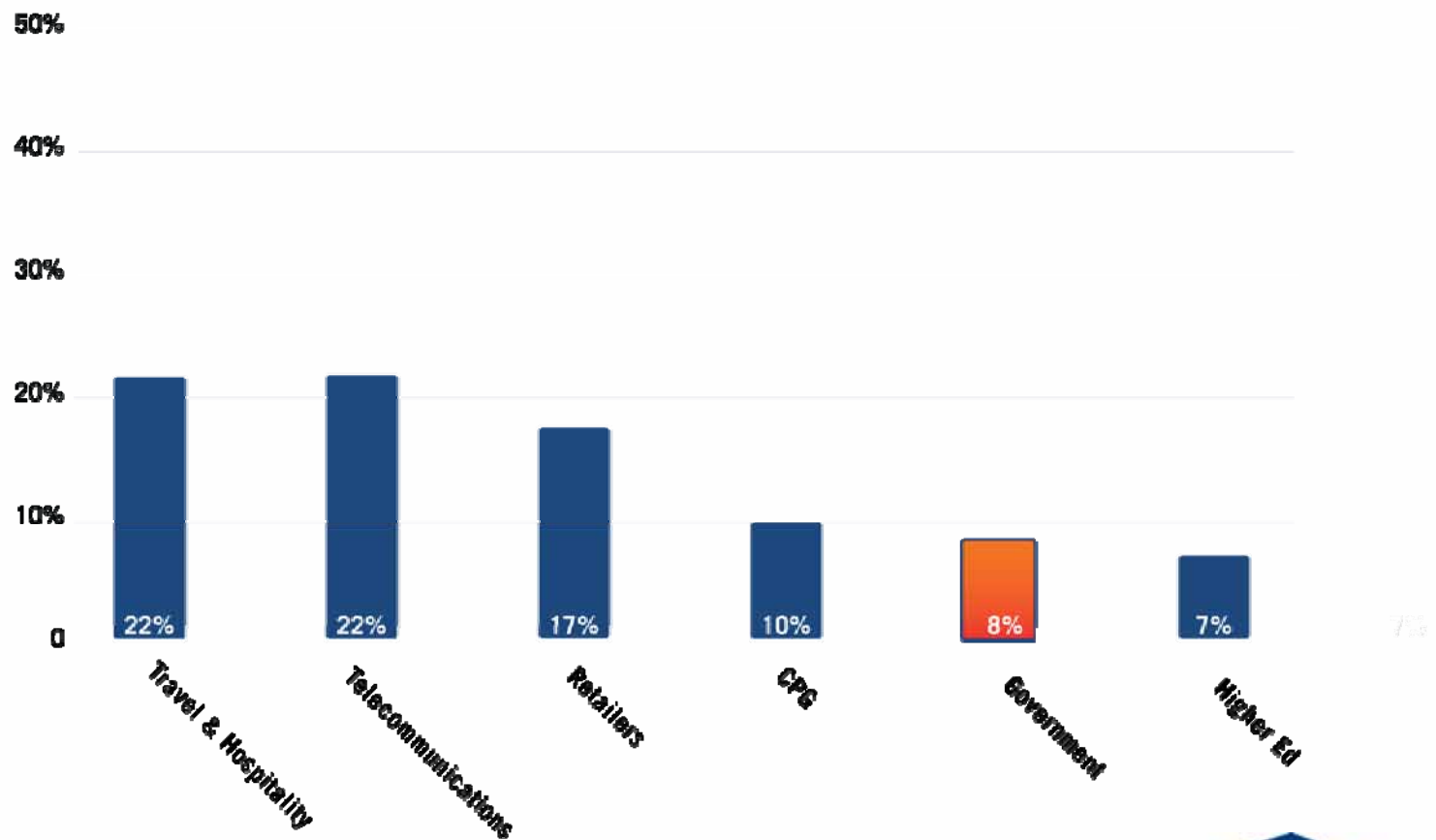
- RightNow Service™
 - Self-Service
 - Email Management
 - Chat
 - Knowledge Management
 - Incident/Case Management
- RightNow Marketing™
 - Proactive communications
 - Newsletters
 - Updates
- RightNow Voice™
 - Incident management
 - Knowledge management
 - Password reset
 - Contact management
 - And more...
- RightNow Feedback™
 - Surveys
 - Research
- RightNow Sales™



Phone-Based Customer Service by Industry

Harris Interactive, 2007 Customer Experience Impact Report

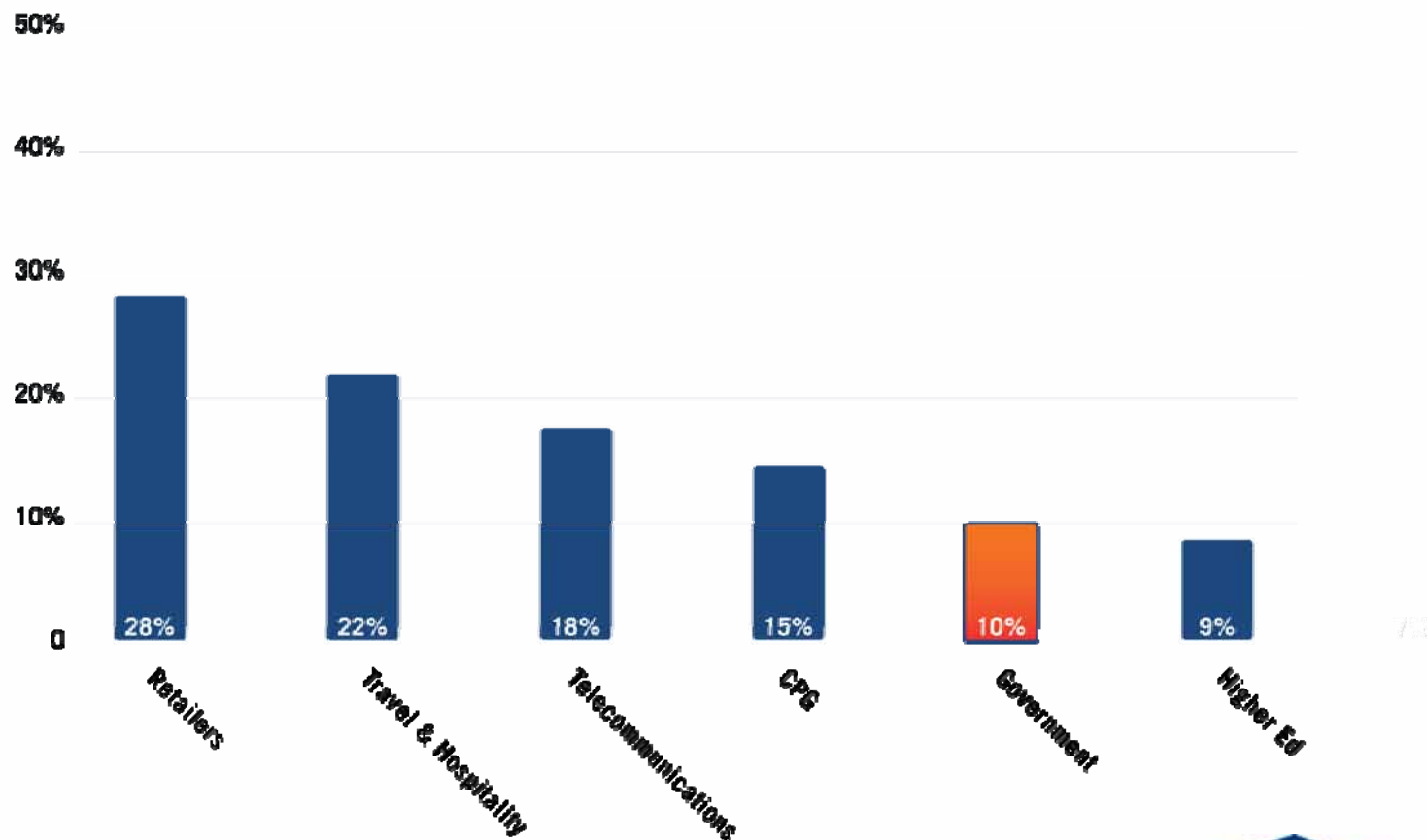
Industries that do “the best job of providing phone-based customer service”



Online Customer Service by Industry

Harris Interactive, 2007 Customer Experience Impact Report

Industries that do “the best job of providing online customer service”



Citizen Service Levels Interagency Committee (CSLIC)

*"80% phone response
within 60 seconds"*



*"walk-in response within
15 minutes"*

*"90% email response
within 2 days"*

- Telling constituents what to expect and "doing it right the first time" are key to building constituent trust and confidence
- Citizen-centric government

Download: www.usaservices.gov/word/performreport.doc

Government Agency Challenges

- Mandates to improve constituent service
- Meet constituent expectations for multiple channels
 - Online
 - Email
 - Phone
 - Voice
 - Chat
- Budget constraints/funding availability*
- Aging and retiring government workforce
- Pressure to increase operational efficiencies
- Creating awareness of services*
- Consolidating data sources and service activities*



*Government-Wide Assessment of Citizen Service Activities Final Report: June 15, 2007, Prepared for US. General Services Administration by DPRA

Government Challenges

- Frustrated Employees/CSRs
 - Annual turnover of full-time agent staff is > 16.35%
 - The cost to hire a new agent is over \$6K
 - The length of time to train a new agent is almost 121 days
 - Unbalanced workload
 - Asked same questions by customer
- Professionalization
- Technological Development
- Growth of Self-Service



Sources: Government & Non-Profit Industry Benchmark Report I/Jon Anton

Government-Wide Assessment of Citizen Service Activities
Final Report: June 15, 2007, Prepared for US. General
Services Administration by DPRA

Actions That Would Most Improve Level of Service to Customers (Ranked by Estimated Monthly Volume)

- Network more with other agencies who perform similar activities
- Make it easier for customers to learn about the service
- Give customers more accurate and consistent information
- Collect information quality metrics
- Collect performance metrics
- Collect customer satisfaction surveys
- Reduce the amount staff time necessary to provide the service



8

Steps to Great Constituent Experience

1. Establish a knowledge foundation
2. Empower your constituents
3. Empower frontline employees
4. Become easy and convenient
5. Listen to your constituents
6. Design seamless experiences
7. Engage proactively
8. Measure & continuously improve



Panelists

- Bill Saliski
Department of Veterans Affairs
- Tom Maloney
Environmental Protection Agency (EPA)
- Heather Shortland
US Air Force Personnel Center (AFPC)



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TECHNOLOGIES
SUMMIT 07

Bill Saliski

US Department of Veterans Affairs

US Department of Veterans Affairs

Business Objective

- Manage public contacts timely, accurately and in a secure environment

Challenges

- Diverse workforce
- Organizational structure
- Diverse range of topics
- Diverse customer base
- Diminishing knowledge base

Results from 8/06-7/07

- 24 Topics
- 163,421 Closed
- 118,780 Responses
- 2d 03:06 Average Response Time
(5 Business Day Standard)



US Department of Veterans Affairs

Accuracy

- National Quality Review
- Training

Sensitive Data Concerns

- HIPPA
- Privacy Act
- Freedom of Information Act (FOIA)

Challenges

- Validate customer identity

Business Processes

- Replies via surface mail
- Internal messaging (18,151 VAIs)

Possible Technical Solution

- New Security Module





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Tom Maloney
EPA

RightNow at EPA

- **Our name “Enterprise Customer Service Solution (ECSS)”**
 - Service initiated in 2003
 - “Enterprise” is a vision
 - EPA is compartmentalized
 - EPA offices order RightNow separately
 - Presently we have 11 interfaces (home page has FAQ link)
 - Central knowledge base administrator
 - Contractor support from ASRC, Booz, and SRA



ECSS (RightNow) Timeline

- ECSS piloted in six offices 2003-2005
- Pilot demonstrated immediate success – 70-80% reduction in email and webform inquiries
- In March 2005 WCF Board approved ECSS as an FY06 service
- In October 2005 all six pilot offices ordered the new service
- June 2006 – EnergyStar initiated service
- December 2006 – added Indoor Environments Division
- Sept 2007 – Climate Change Div (OAR) joins



How It Works

- Customers order service “ES” based on # of admin (internal) users, verified by # of page requests and FAQs
- New customers pay a one-time setup fee to establish interface, business rules, and FAQs
- “ES” service charge begins when FAQ page goes live
- EPA Offices are able to control expenses by limiting # of users and # of FAQs



Issues

- Standardization within EPA
 - Same “look and feel” with exceptions
 - Using EPA topic structure already developed
- Central knowledgebase management
 - Established a central administrator
- Conflicting responses
 - Solve through existing Web Governance structure



Vision

- Outstanding customer service for anyone who contacts EPA, at a lower cost
- ECSS really becomes an “enterprise” solution
 - Expanded central knowledge base administration covering all program offices and regions
 - Toll-free “Call EPA” center established using same knowledge base
 - Improved EPA websites based on customer inquiries
 - Centrally financed





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Heather Shortland

US Air Force Personnel Center (AFPC)

Air Force Personnel Center (AFPC)

Challenges

- Support the HR Actions of over 475,000 Active Duty and Civilian Air Force employees
- Over 50 million hits/month
- 300 Business Process Owners, with a high turnover rate and limited continuity

The Previous State of the Union

- 50,000 static web pages – many with conflicting or outdated info
- No single entry point for customer contacts – no organizational case mgmt tool
- No organizational view of customer service – we were functioning as a 2500 member contact center

Air Force Personnel Center (AFPC)

What We Needed:

- Centralized and streamlined case mgmt tool to deploy among the service tiers we already had in place
- Manageable website with audit capabilities – no more “bad” information
- A technology tool which allowed our CSRs to be CSRs and our specialists to be specialists

Air Force Personnel Center (AFPC) OUR FIRST ATTEMPT

The Successes

- Organization deployment of a case mgmt tool with tracking through entire inquiry lifecycle
- Reduction of web “pages” from 50,000 static to 8,000 FAQs
- Widely deployed knowledge mgmt – allowing BPOs direct access to tier 0
- A process tree with a single customer entry point

The “Not Quite Successes”

- Internal reluctance to accept a tiered service delivery model
- Customers not ready to accept new web format – confused by FAQs
- Knowledge mgmt not a priority to BPOs
- Overall reluctance to embrace change
- If you don’t realize how brown the current grass is – you don’t realize that it IS greener on the other side

Air Force Personnel Center (AFPC)

Our Continuing Work:

- Utilizing all web software to our advantage – using static for navigation and database for knowledge deployment
- Changing “Q&A” format to “Headline/Article” format
- Continuing to internally showcase the benefits of tiered service delivery model

Customer Roundtable



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Baseline Your Experience Delivery

Quickly assess how easy it is for your constituents to engage with you

Constituent Experience Assessment	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	Score
Our constituents are empowered to help themselves when they need information from us						
Constituents can conveniently contact us via the channel of their choice (e.g. voice, email, online, chat)						
Regardless of how constituents contact us, they will receive the same answer to the same question						
When a constituent calls, we know their incident history regardless of channel						
Constituents have access to track and view their interactions (e.g. service incidents)						
Our employees have a single view of all constituent interactions regardless of type						
When we engage our constituents, we provide them relevant, personalized information						
We capture the voice of the constituents by proactively seeking feedback, and follow-up by taking immediate action						
We continually exceed our service goals (e.g. first call resolution rate, SLA's)						
We help connect our constituents with each other (e.g. communities and forums)						
Summary Statement: From our constituent's viewpoint, it is easy, efficient and convenient for them to engage with us.						Total

Score Assessment 40 – 50: Superstar 30 – 39: Targeted improvements required 0 – 29: Broad improvements required

Learn More

- **Wednesday, August 29 at the Summit**
 - 1:30 – 2:45 PM – *Breakout Session* - RightNow in Government: Multi-Channel Solutions for Superior Constituent Care
Location: Colorado Hall F
 - 6:30-7:15 PM - *Public Sector Reception* with Greg Gianforte
Location: C.O.D. Room in Broadmoor South
- **RightNow Community:** <http://community.rightnow.com/>
 - Federal Government Forum
 - State & Local Forum
- **RightNow Federal User Group (FUG)**
 - November 8, 2007 in Washington, DC
 - Visit: www.rightnow.com/events for details and to register

Resource Links

- Government-Wide Assessment of Citizen Service Activities Final Report: June 15, 2007, Prepared for US. General Services Administration by DPRA
http://www.usaservices.gov/pdfs/USAS_GWASurvey_FinalReport_15Jun07.pdf
- Citizen Service Levels Interagency Committee (CSLIC) Report: Proposed Performance Measures, Practices and Approaches For Government-wide Citizen Contact Activities
<http://www.usaservices.gov/word/performreport.doc>
- Global e-Government 2007, Center for Public Policy, Brown University
<http://www.insidepolitics.org/egovt07int.pdf>
- State and Federal E-Government in the United States 2007, Center for Public Policy, Brown University
<http://www.insidepolitics.org/egovt07us.pdf>
- ACSI Government Satisfaction Scores
http://www.theacsi.org/index.php?option=com_content&task=view&id=27&Itemid=62
- Benchmark Portal
<http://www.benchmarkportal.com>
- The Aging Government Workforce, CPS
http://www.cps.ca.gov/AboutUs/documents/CPS_AgeBubble_ExecutiveSummary.pdf
- Gung-Ho CRM, destinationCRM.com
<http://www.destinationcrm.com/print/default.asp?ArticleID=6873>