Customer Experience Management
United States Census Bureau

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A Customer-Focused Census Bureau

From the White House to Director Thompson, the customer is a core focus.

The Federal Government has a responsibility to streamline and make more efficient its service delivery to better serve the public.

Executive Order 13571
Streamlining Service Delivery and Improving Customer Service
April 27, 2011

“It is also vitally important that we deliver the statistics that tell the story of America’s people, places and economy to our customers in a manner that is customer-focused and allows them to make data-driven decisions easily.”

Director John Thompson
Speech to Association of Public Data Users
September 17, 2013
The Challenge and Opportunity of CEM

**Challenges**
- ‘The Customer’ has not traditionally been a major factor in decision making at the Census Bureau
- Most people at the Census Bureau define customers as their peers
- Customer issues are collected and analyzed in silos
  - By channel
  - Behavioral vs. attitudinal

**Opportunities**
- Increased focus on customer from leadership leads to a demand for customer focused insights
- Centralized and correlated customer metrics support integrated analysis & decision making
- Automated, enterprise-wide dashboard for near-real time insights and decision making
What do we know about our customers?

*Customer interactions are logged in 20 disparate systems around the Bureau, with no consolidation or centralized analysis.*

**Current State**

- 20 individual systems used to capture customer interactions
- Most systems focus on a narrow portion of interactions
- Large degree of variability in information captured and reported
- Reporting is rarely shared
- No cross channel view is available for analysis
### The Anatomy of a Customer Interaction

Data about a customer interaction should be captured at every opportunity where the information is offered.

<table>
<thead>
<tr>
<th>Data Request [Y/N]</th>
<th>Who is the Customer? Customer Segment, Frequency, Geography.</th>
<th>Why are they Contacting Us? Channel, Customer Intention, What Question are They are Trying to Answer? Repeat Contact</th>
<th>How did Census resolve this interaction? Resolution status, What did we use to answer their question?, How long did it take? Are there any follow up activities necessary?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Academic, frequent user, from Massachusetts</td>
<td>Phone contact, looking for data about poverty in families over time for their research. First time they’ve reached out to us with this question.</td>
<td>Issue resolved. Sent them to the SIPP data pages to download the relevant data set. Call was transferred to a SIPP SME. Total interaction time: 15 min.</td>
</tr>
<tr>
<td>Yes</td>
<td>Federal Government, infrequent user, from Fresno, California</td>
<td>Email, looking for way to share demographic and economic data about the Congressional District</td>
<td>Issue resolved. Directed the customer to my Congressional District embeddable app.</td>
</tr>
<tr>
<td>No</td>
<td>Respondent</td>
<td>Chat, questions about the legitimacy of the ACS, Never interacted with the Census Bureau before</td>
<td>Issue resolved. Directed customer to the ACS respondent information materials. Chat was resolved in 4 min.</td>
</tr>
</tbody>
</table>
Customer as the Center of Data Dissemination Transformation

**ACTION**
- Updates are made to website, products, or tools

**DATA**
- Customer feedback is generated
- Data is integrated for centralized analysis

**RECOMMENDATIONS & SHARING**
- Analysis and recommendations are shared with the broader Census dissemination community

**CUSTOMER**
- Who are Census’s customers? What are their unmet needs?

**INTEGRATION & ANALYSIS**
- ACTION
- DATA
Analytics Team applies the following process:

**Define Goals and Objectives**
Establish and publish those conditions the Census Bureau wishes to change; Currently related to digital transformation and data dissemination.

**Observe**
Changes that are curious or potentially helpful.

**Form Hypothesis**
Declare though a hypothesis that an objective is advanced when a metric reaches a given threshold.

**Conduct Experiment**
Test hypotheses using data that are either proactively generated or referenced.

**Generate Insight**
Explain patterns, trends, and relationships; Identify root causes where possible.

**Publish**
Share insights from the experiment, to invite replication of results and foster action.

**Take Action**
Execute plans to implement recommended improvements related to how Census data are disseminated.
## Integrating key Customer Engagement data sources

<table>
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<tr>
<th>Data Source</th>
<th>What does it tell us?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Web Satisfaction Survey</strong></td>
<td>Website users are offered the opportunity to fill out a survey providing input on who they are, how they intended to use Census content, and their level of satisfaction in the website and content.</td>
</tr>
<tr>
<td><strong>Website Clickstream</strong></td>
<td>Referring site, search terms, page views, downloads, and visit frequency are among the information captured by this tool.</td>
</tr>
<tr>
<td><strong>Call Center, Chats, FAQs ratings and Web Requests</strong></td>
<td>Basic information about the customer interaction, such as the topic of the call and the product or tool the customer was using, is captured by GovDelivery.</td>
</tr>
<tr>
<td><strong>Call Center Call Metrics</strong></td>
<td>Cisco captures metrics about calls to the Census CLMSO call center including handle time and time of call.</td>
</tr>
<tr>
<td><strong>IPCD Partnership Database</strong></td>
<td>Salesforce contains customer service data from Census’s organizational and business partners, such as presentation requests and data inquiries.</td>
</tr>
</tbody>
</table>
Challenge: inconsistent capture of information

Information about customers and the reason for the interaction is captured inconsistently across data sources, making cross channel insights difficult.

What feature/tool did you use?

- American FactFinder
- QuickFacts
- Did not use any features or tools
- 2010 Census Data Applications
- North American Industry Classification System (NAICS) Web Page
- Frequently Asked Questions (FAQ)
- Economic Indicators Web Page
- U.S. and World Population Clock
- IPCD - Customer Need's List

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- 2010 Census
- 1940 Census
- Other Census
- American Community Survey (ACS)
- American FactFinder (AFF)
- Appln: Search of Census Records (BC-600)
- Economic Census
- Economic Current
- Geography
- Population/Housing Census
- Population/Housing Estimates/Projections
- Publication
- Statistical Abstract
- Other Federal Agency
- Other

I was looking for ______information or data.

- Population
- Economic
- Other
- Census Bureau survey
- General Census Bureau
- Government
- Job opportunity
- Press and media
Consistent Variable Definition

- Consistent variable definition common across all customer interaction points
- Robust and common coding system allows analysis of customer feedback data from all current sources

*Examples of Common Code Categories:*

- Topics
- Products and Tools
- Surveys and Programs
- Customer Segments
- Primary Contact Reason
- Channel
- Customer Location
- Geography
- Resolution/Response
- Customer Frequency
U.S. and World Population Clock Case Study

- Popular feature, static experience
- Opportunity for an impact at scale
  - Population Clocks have always been among our most popular applications
  - 1 out of every 10 unique visitors to Census.gov has viewed a Population Clock
- Opportunity for an introduction to new audiences
  - Approx. 420 other web sites have embedded the web application delivering roughly 520,000 added page views
  - The embedded Population Clock has expanded our audience by 7 percent
The new Population Clock improved customer satisfaction by 19%.

How satisfied are you with the Population Clock?

Significantly Increased Customer Satisfaction With Our Population Clock

- Increased “Very Satisfied” by 19%

Foresee Customer Satisfaction
Sample sizes n=192 and n=283
Watching the right things allows us to investigate changes over time that matter and take action.

E.g.: In late March 2014 we saw a spike in one of our embeddable web apps; TheWeek.com had embedded our Pop Clock, causing a one-day spike of over 100,000 page views.

**Insight:** Long after they are launched these web apps can generate large amounts of attention.

**Action:** Begin producing these applications with ample links pointing back to Census.gov, to encourage visits from this new and growing source of customers.
Understanding How Customers Search on Census.gov

Internal Search Category Shares of Total - Downloads per Search Category

- Geography
- Population
- Data by Year
- Foreign Trade
- America’s Economy
- American Community Survey
- Health
- Crime
- Brand Phrase
- Construction
- Families and Living Arrangements
- Veterans

Downloads per Visit: 0.07 - 1.15
Rethinking how we approach business intelligence and customer feedback

- Tracking, using, and responding to information about customer interactions represents a powerful way of guiding agency decision making.
- Involves widespread changes to the way we capture and code customer engagement.
- Revolutionize our understanding and anticipation of our customers’ needs and expectations.