



# Taking Care <sup>of</sup> Business 5

**INSTITUTE FOR CITIZEN-CENTRED SERVICE**

PRESENTED TO:

The Public Sector Service Delivery Council (PSSDC)

PRESENTED BY:

Marina Gilson, Director, Ipsos Public Affairs

September 15, 2016

# Agenda

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Service Reputation

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Service Experience

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Moving Services Online

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Q&A

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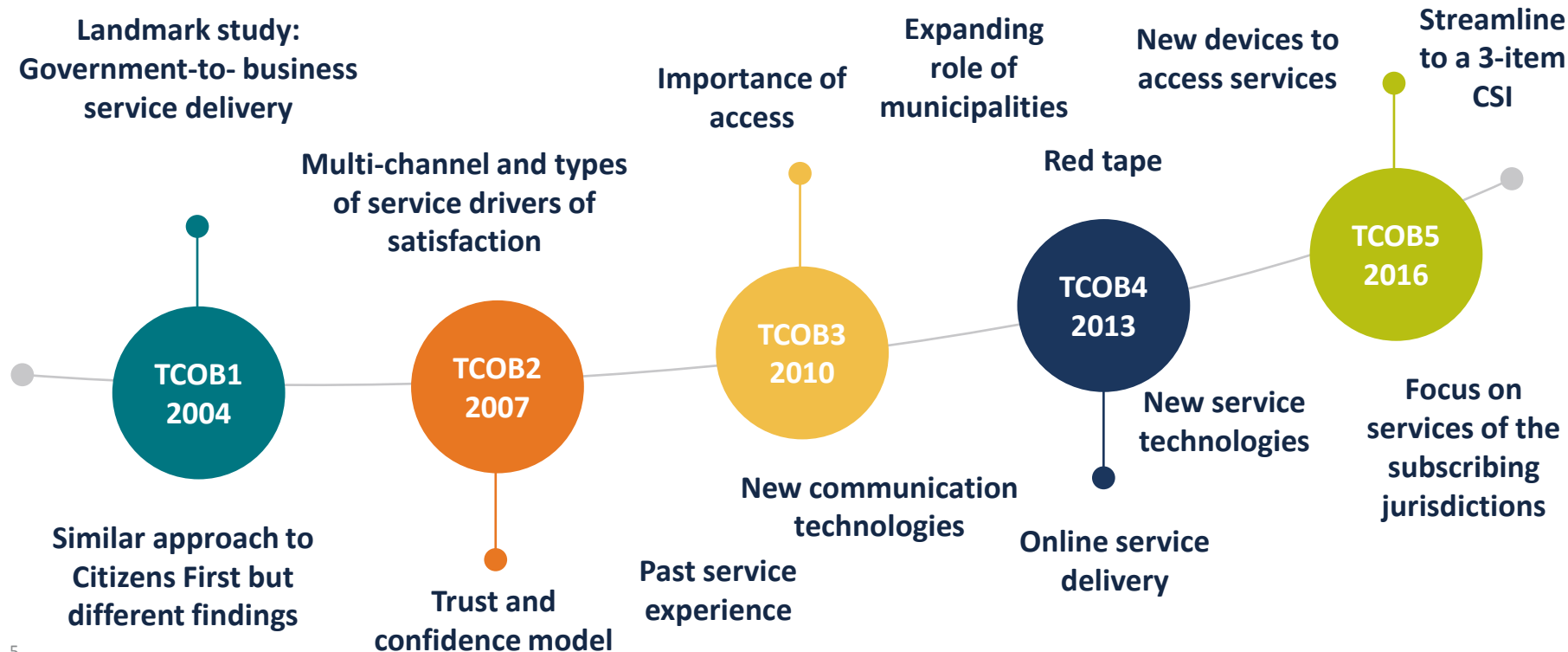
# Study Background

# Objectives

The objectives of the Taking Care of Business 5 study is to update our understanding of business perceptions of government services in Canada, including:

- The service reputation of various levels of government in Canada as perceived by business users of government services
- Satisfaction with government services provided to businesses
- The drivers of satisfaction
- Usage and preference of delivery channels and motivations for increasing usage of online service access
- Attitudes toward business burden and 'red tape' reduction

# Evolution of Taking Care Of Business



# Research Approach

- Sample Size: 2,832 interviews with business respondents across Canada
- Mode: Pre-notification letter with invitation to complete survey online, telephone follow-up interviews
- Field Period: January to May, 2016
- Weighting: Adjusted to the universe of businesses by jurisdiction and size of business

**78% Telephone**



**22% Online**

# Participating Jurisdictions



JURISDICTIONS
Province of British Columbia
Province of Manitoba
Northwest Territories
Province of Nova Scotia
Province of Ontario
Region of Peel
Yukon

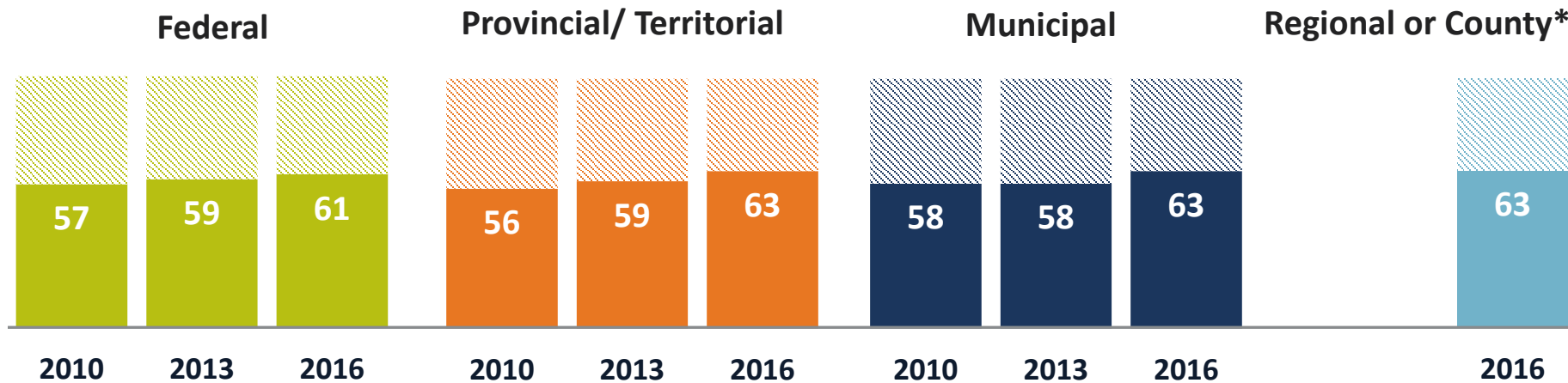


# Service Reputation



# Business users' perceptions of government services continue to improve

## Service Reputation Scores

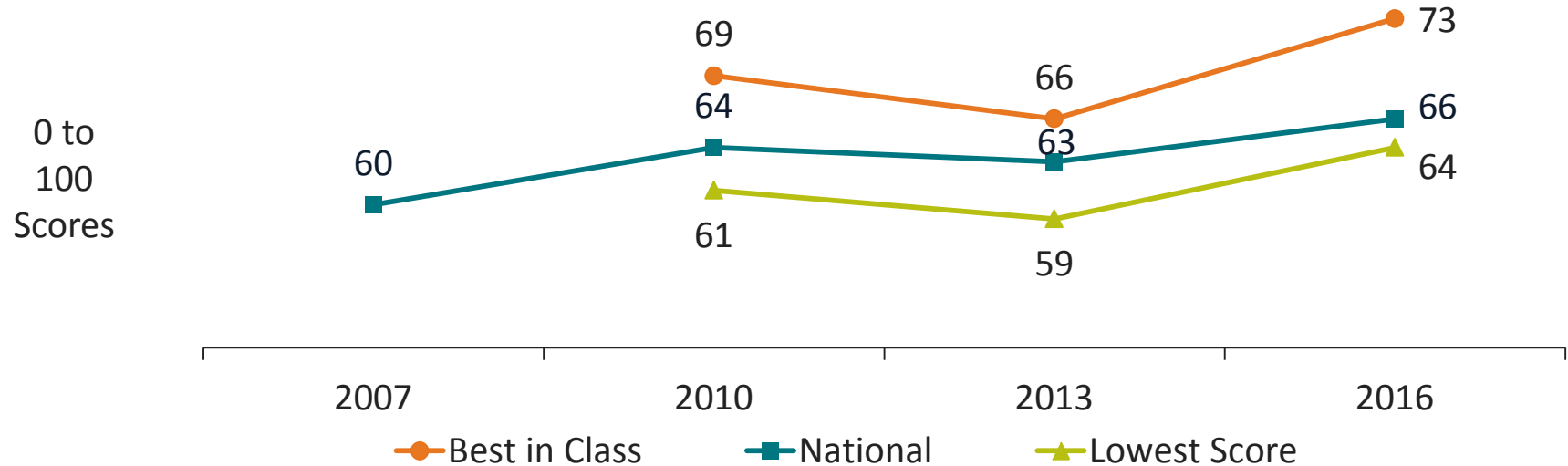




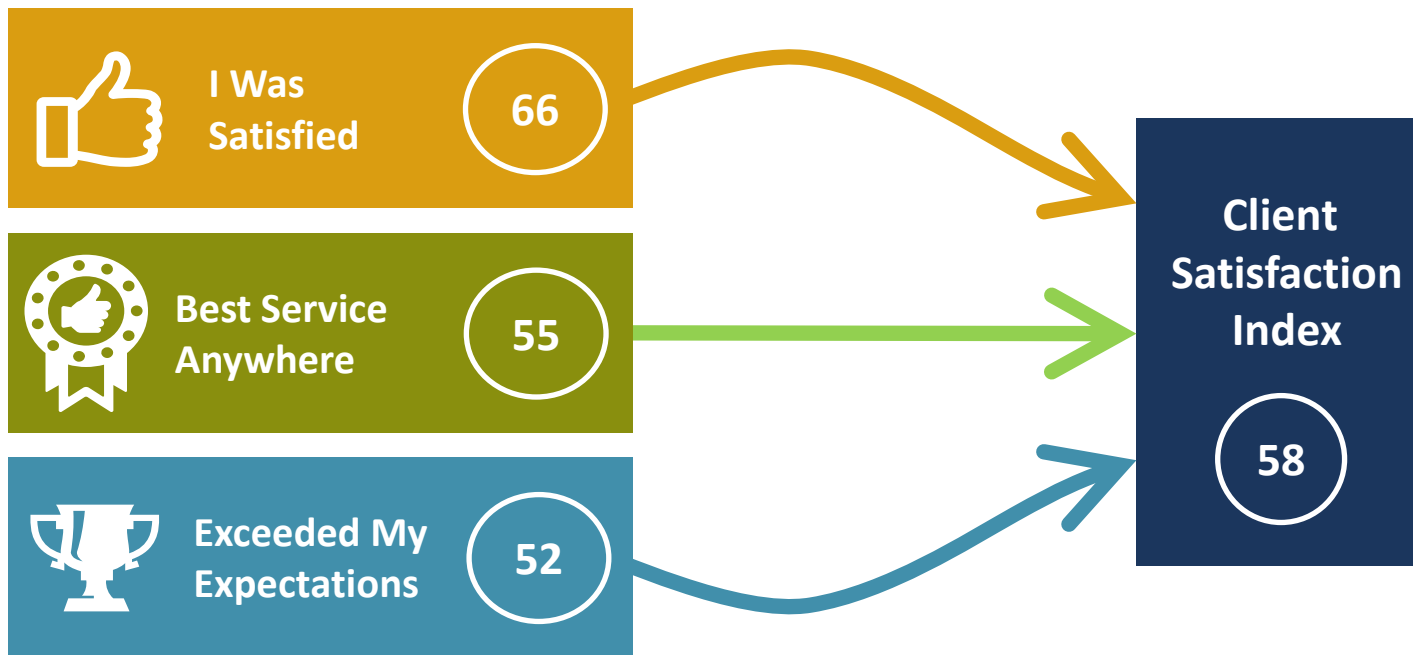
# Service Experience

# Experience with recent services also continues to improve

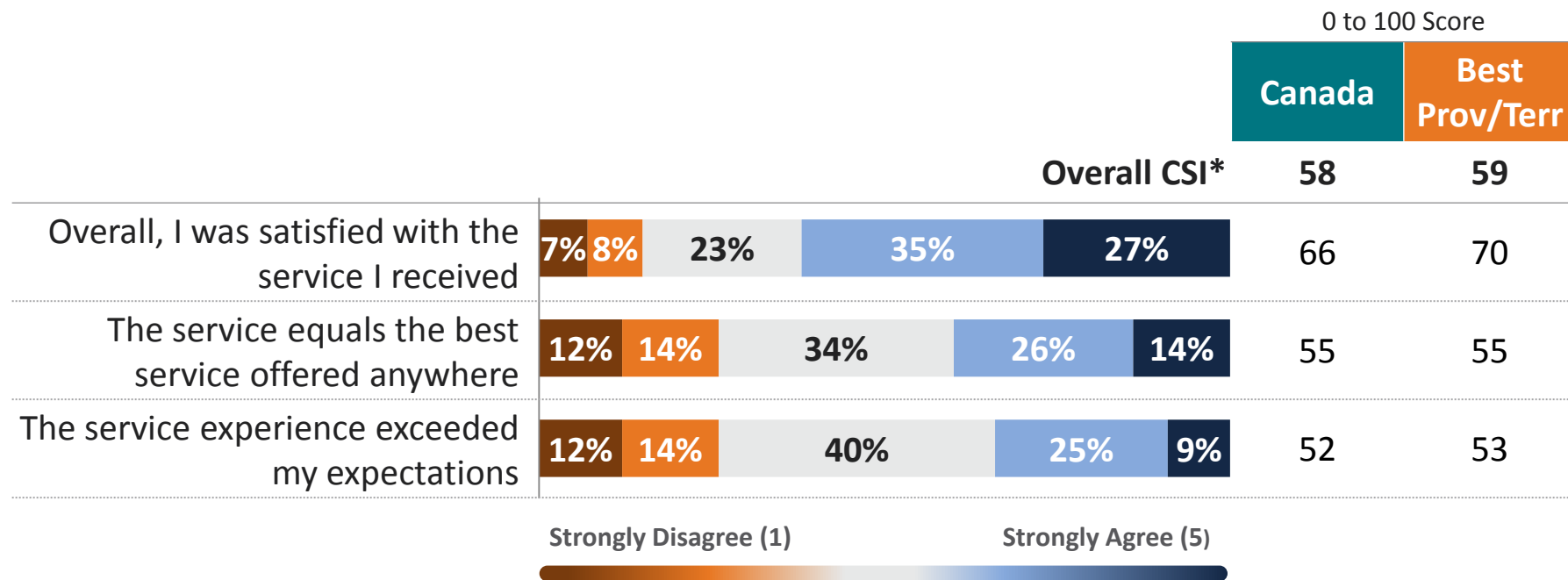
Overall Satisfaction with Recent Service Experience



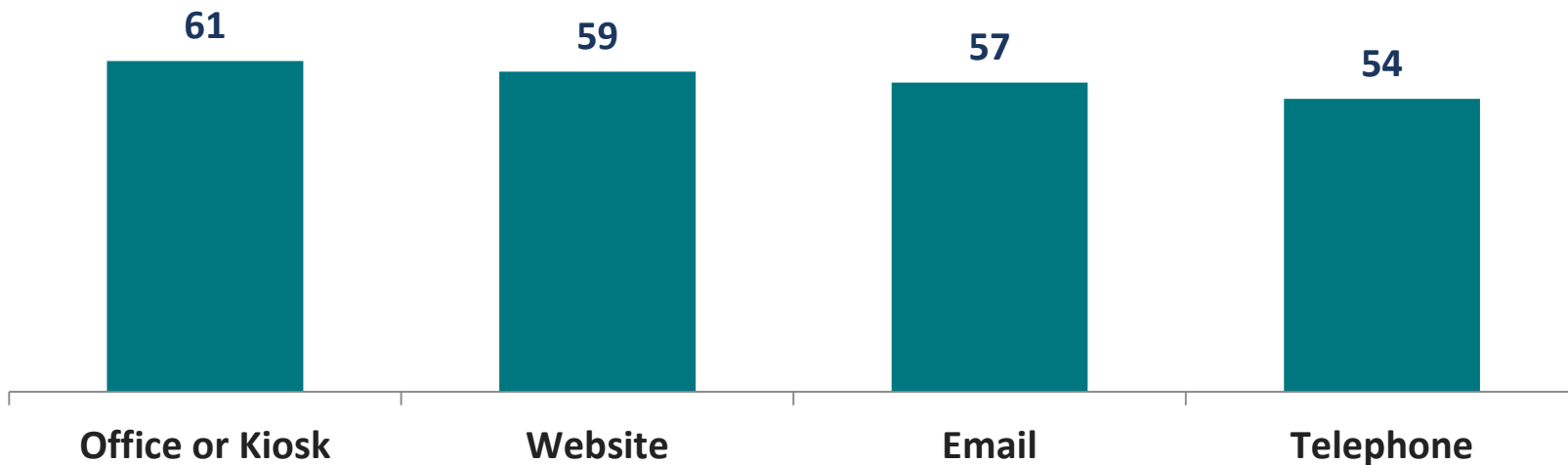
# The Client Satisfaction Index (CSI)



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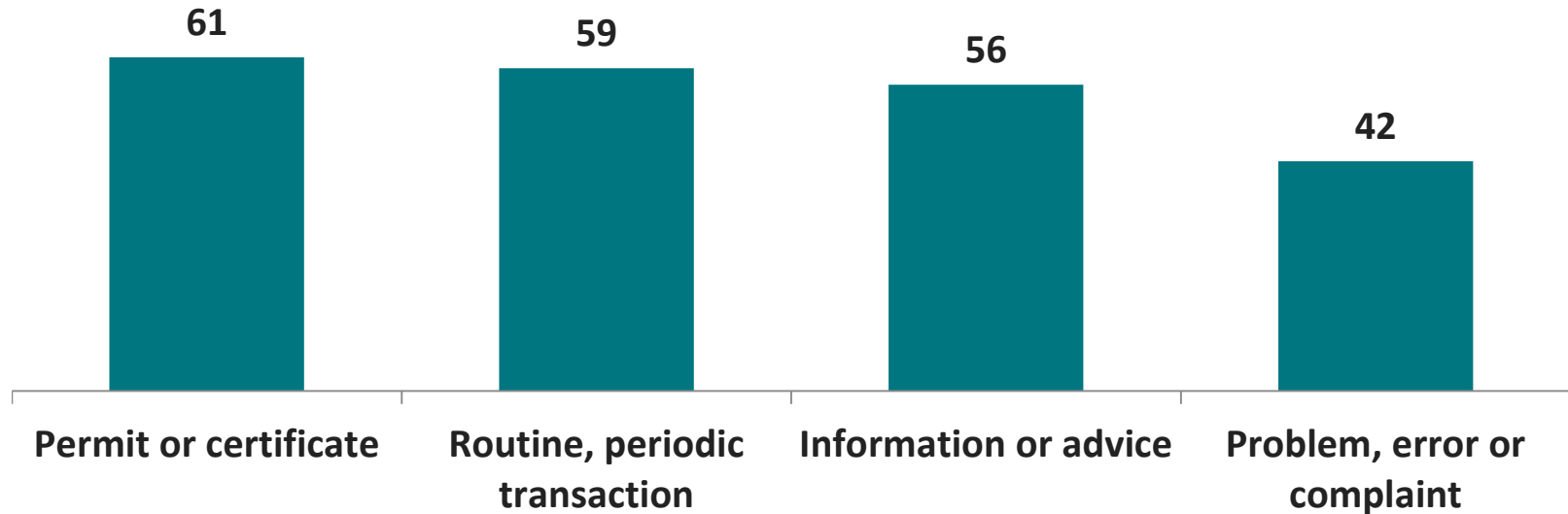


# CSI\* by channel



\* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations.

# CSI\* by Type of Transaction



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# Priorities for Service Improvement



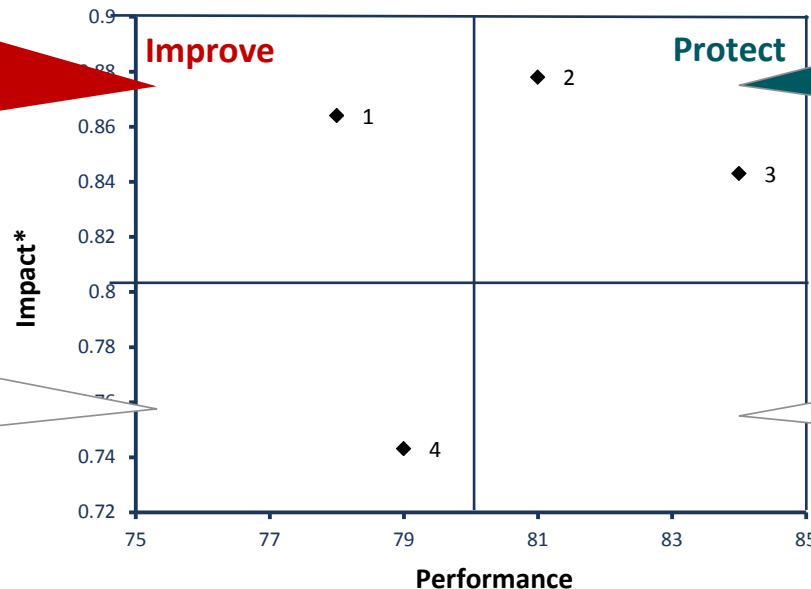
# Drivers of Client Satisfaction

## Improve:

Driver/ component has more impact on satisfaction, and its performance score is lower relative to other components. Focus on improving your performance in this area.

## Monitor:

Driver/ component is not as impactful and it has a lower performance score relative to other drivers/ components.



## Protect:

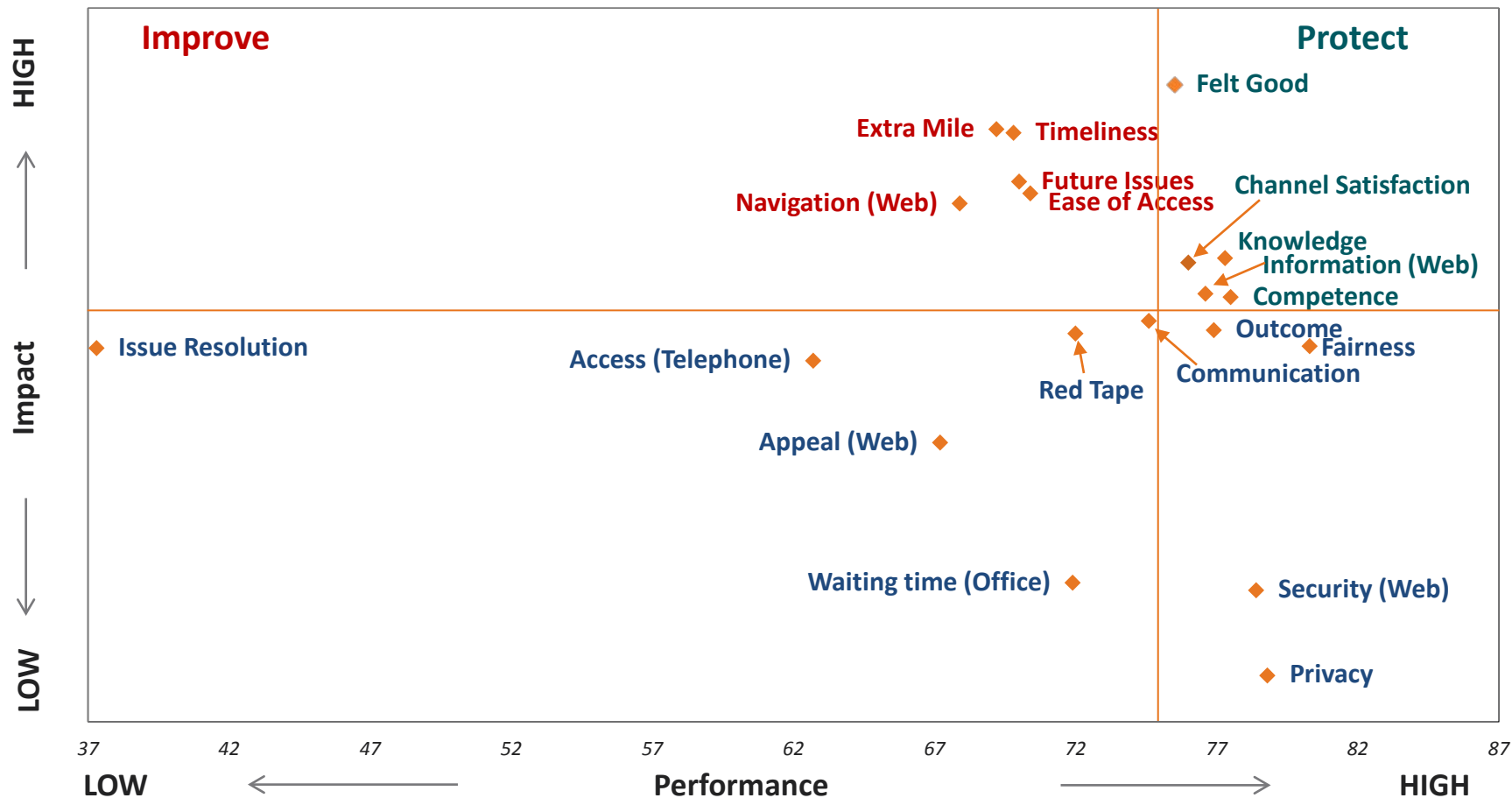
Driver/ component has more impact on satisfaction, and its performance score is high relative to other components. This is a strength which needs to be protected.

## Maintain:

Driver/ component is not as impactful as other components and performance scores are high.

\* Note that "Impact" represents squared Pearson's correlation coefficients (pairwise against the dependent variable (the CSI 3-item index)), and "Performance"

17 represents the average score (0 to 100) for each driver (independent variable).



# Key Drivers

The key priorities for service improvement are those with high importance and low performance. These priorities are:



Extra Mile



Timeliness



Future Issues



Ease of Access

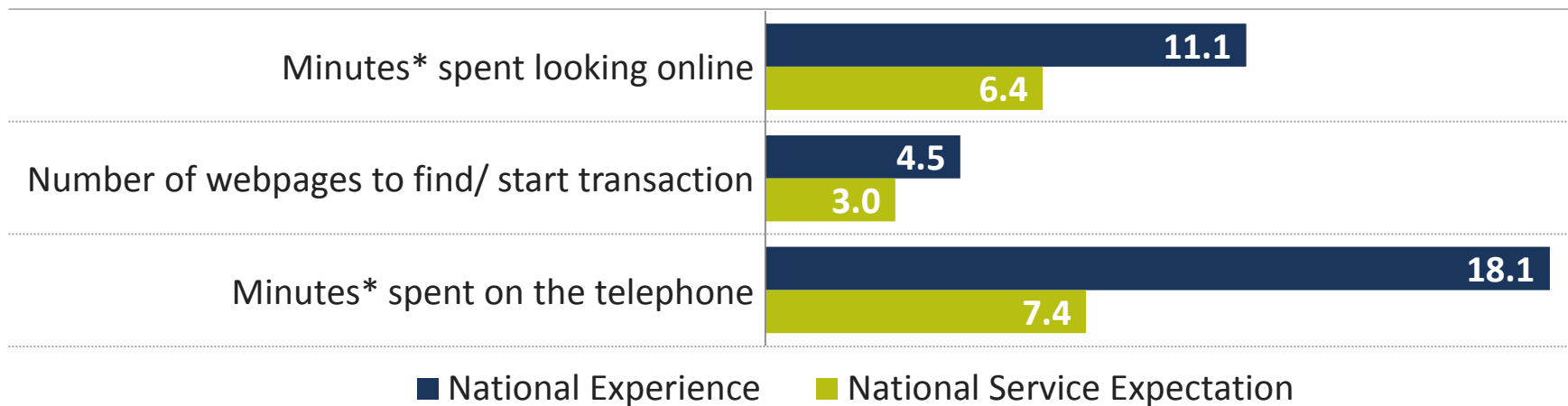


Navigation (for online transactions)

**Issue resolution** is also a key driver for clients who experienced an issue or problem during their recent transaction.

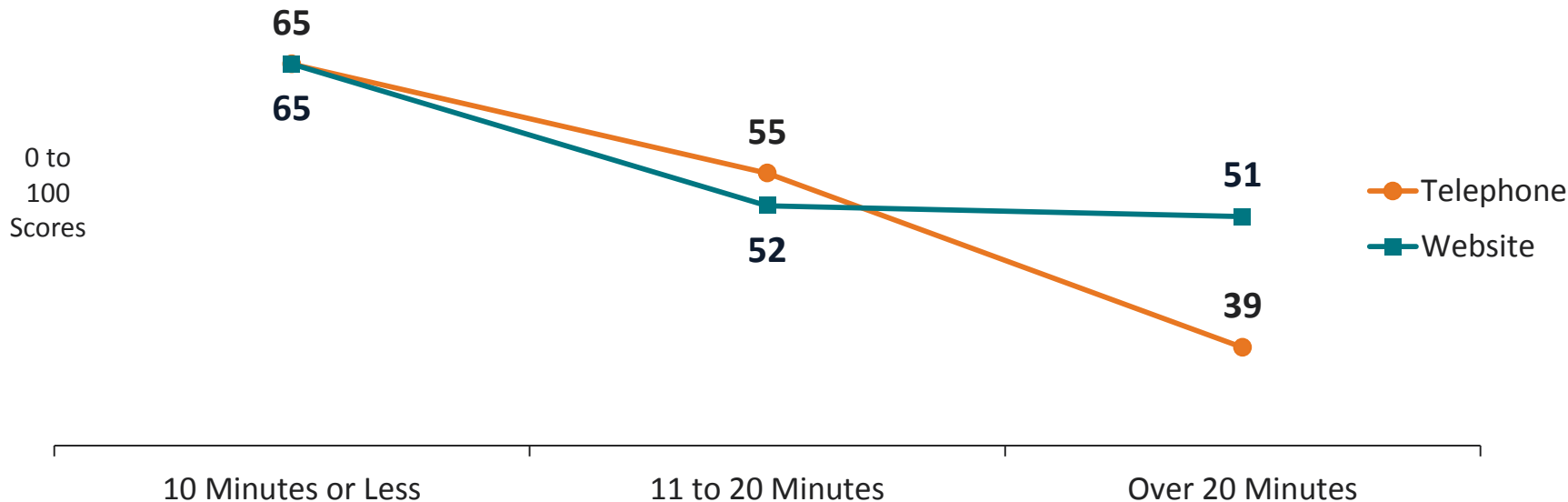
# Government service providers are not meeting expectations for navigation and timeliness

*Time spent/number of webpages to find the information or start a transaction*







# Time spent has a strong relationship with overall satisfaction with the service experience

CSI by Time Spent Finding or Starting Service Transaction



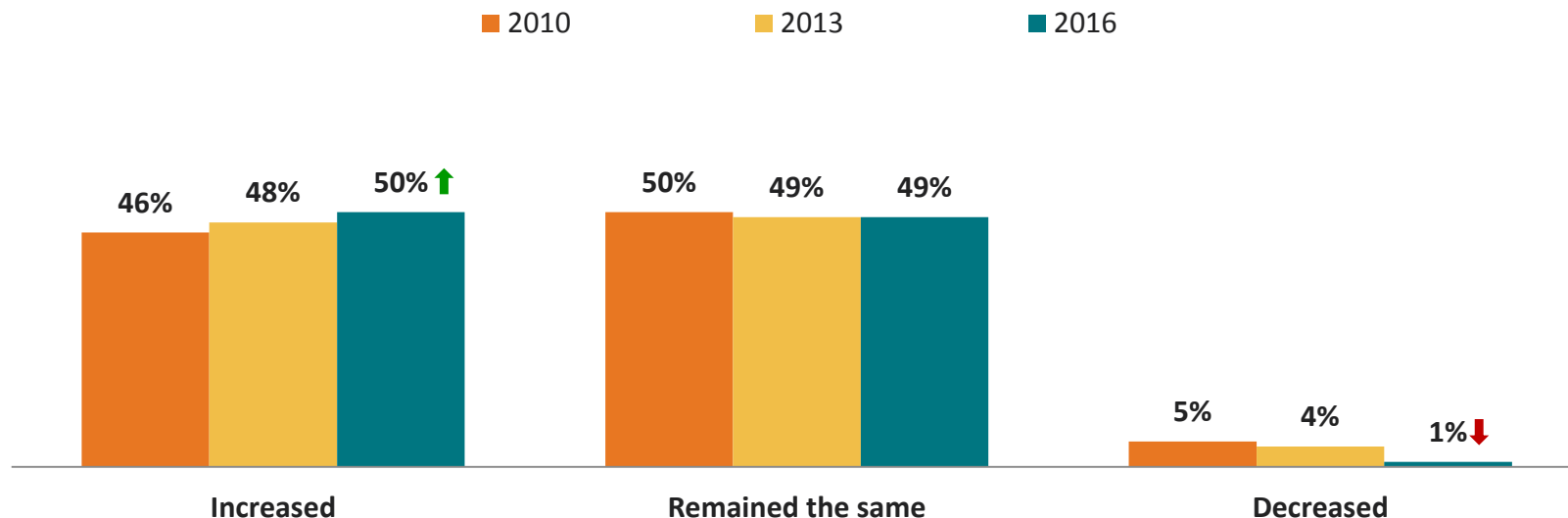
# Key steps to enhance the customer experience

-  Improve timeliness across all channels, unless there is a strategic reason to do otherwise
-  Focus on the other key priorities, including going the extra mile, confidence that future issues will be resolved and ease of access
-  Improve the way in which clients with problems, errors or complaints are handled—this has the lowest CSI among all types of transactions
-  Take steps to minimize the possibility of problems arising during transactions. Where they do occur, improve the way that these problems are handled as well



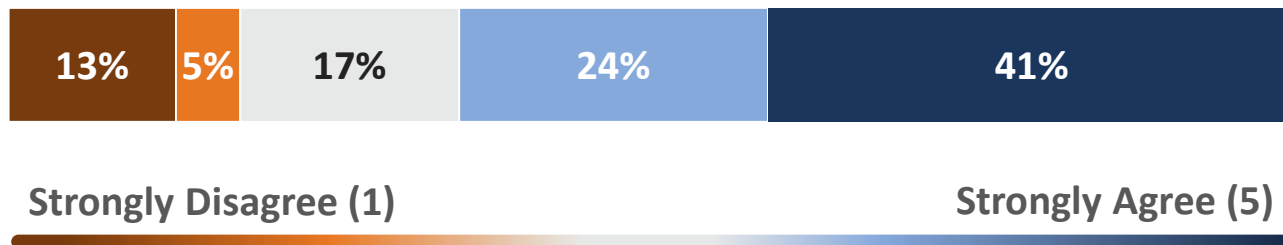
# Regulatory Burden

# Attitudes toward change in regulatory burden in past three years





# Agreement with Offering a Common Business Identity Number

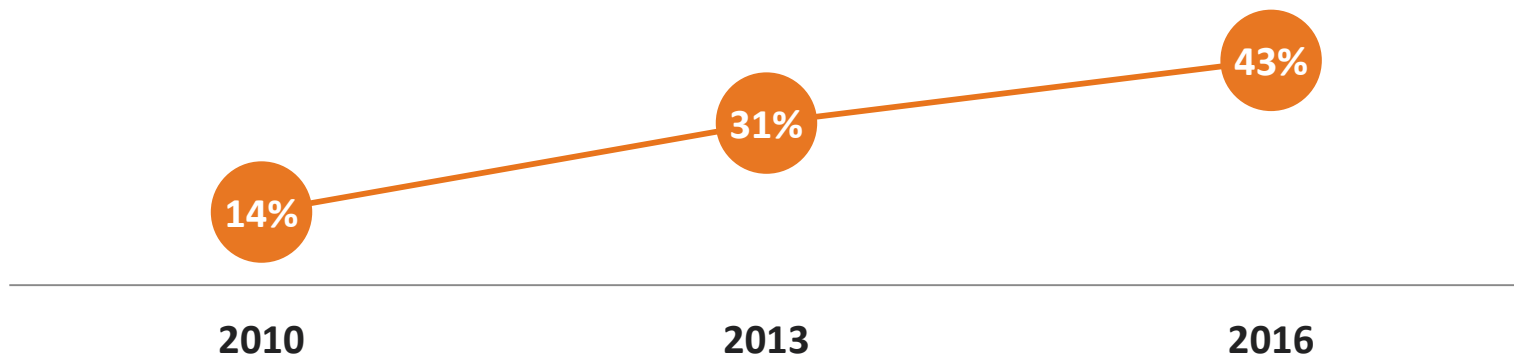




# Moving Services Online

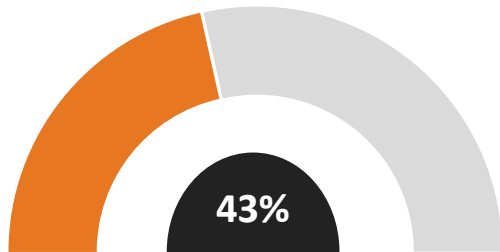
# Use of the internet for government service transactions has tripled since 2010

Percent Using Website as the Main Channel



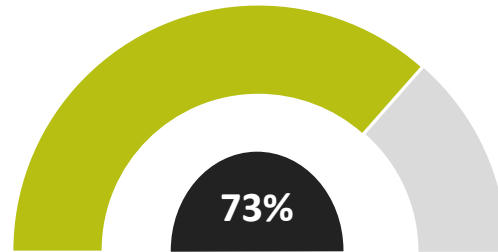
# Use of the Internet for government services

Actual usage for recent transaction



Percent of transactions  
done online

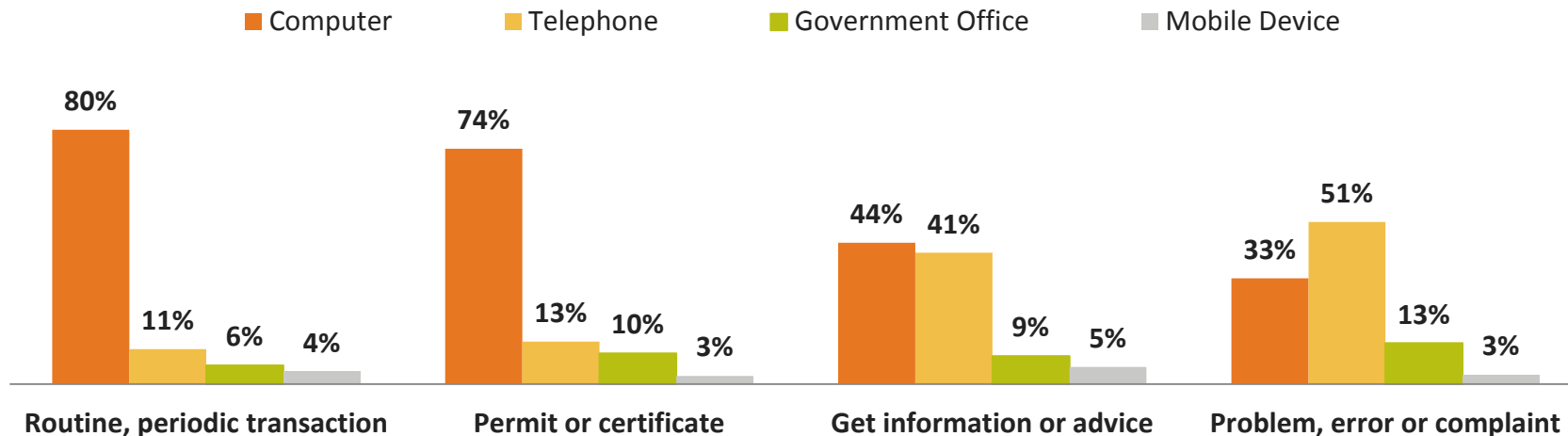
Preference for routine transactions



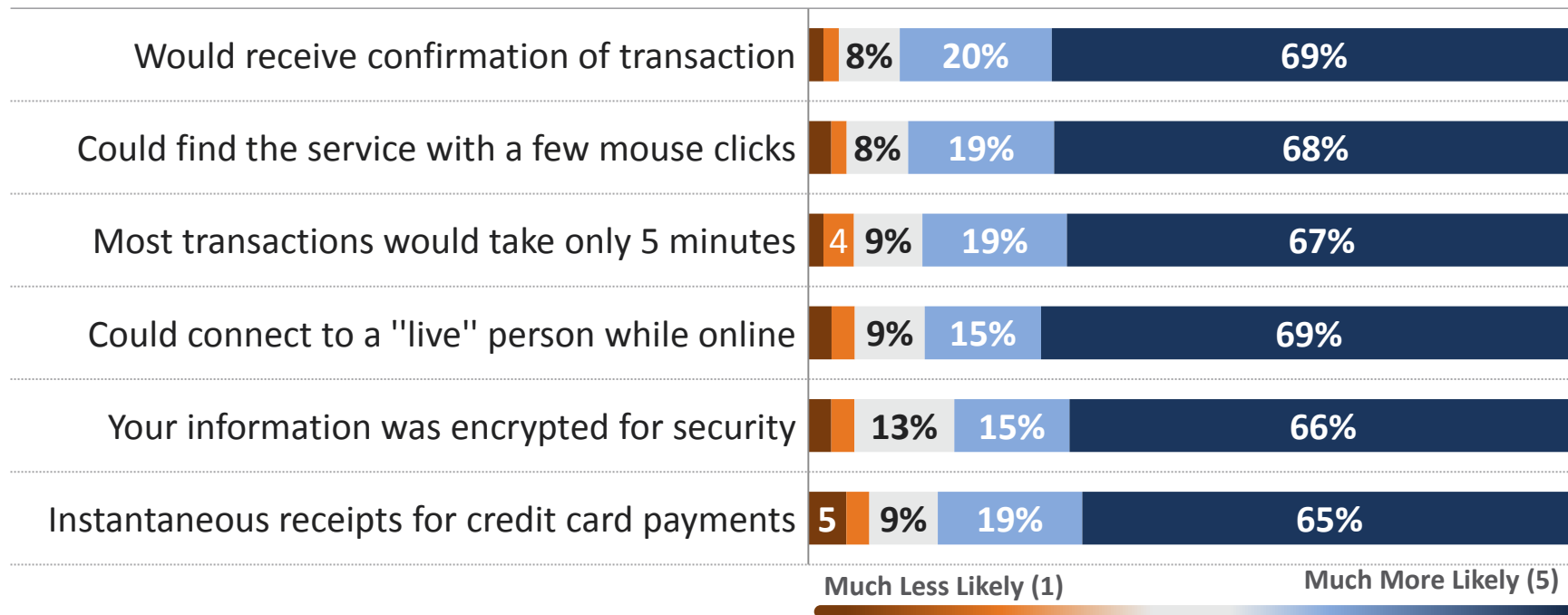
Percent who would like to  
be able to access all routine  
government services online

# Internet preferences depend on the type of transaction

Preferred Channel for Types of Transactions



# Clients would be more likely to use the internet if...






# “I need to speak to a live person”

Telephone remains an important channel for issue resolution and transactions where the customer has a problem or complaint.

Governments may be able to reduce reliance on telephone for these transactions by improving their responsiveness using email, and potentially offering online chat to users who need to ‘speak to a person’ about a complaint or ask about a problem with a website transaction, for example.

# Key steps to increase online penetration

-  Increase awareness of the availability of services and information among business customers.
-  Improve the findability of online services, which will in turn reduce the gap between business customers' expectations and time spent online.
-  Implement customer suggestions for the online channel, including improving the quality of the information provided and improved responsiveness to emailed communication.



# Increasing online penetration



Implement the enhancements to online service provision to which customers respond positively, including:

- Confirm that transactions have been submitted correctly.
- Assure customers that they will be able to find the service online with a few mouse clicks and complete the service within 5 minutes, and develop websites that deliver on this promise.
- Provide customers with the ability to connect with a 'live' person.
- Provide instantaneous receipt for credit card payments.

# Q & A





**Where should the  
research go moving  
forward?**