



## Joint Councils Executive Report on Trends this Month

### Most popular stories

- [Delivering effective digital services in an agile way](#), Open Access Government
- [Four major challenges in government](#), Canadian Government Executive
- [Government ramps up efforts to deliver a functional digital identity](#), Reseller News
- [NSW government sets a new standard in digital public service design](#), The Mandarin

## Key insights - year in review



Government Technology took a look at their editorial coverage in 2018, and it became clear that many issues we covered closely this year are likely to still be on the public-sector's mind in 2019. [Here is a list](#) of things to keep an eye on in 2019:

1. 5G
2. Blockchain
3. FirstNet
4. Human-Centered Design
5. Micromobility
6. Net neutrality
7. Privacy
8. Ransomware.

Claus Mortensen, principal analyst at Ecosystem, published the [5 top digital transformation trends for 2019](#).

1. Most CIOs will continue to misunderstand the

nature of digital transformation.

2. The EU's General Data Protection Regulation is the good - and the bad - excuse of 2019.
3. Blockchain will lose its Bitcoin shackles, but this won't do much good.
4. Speed over quality as competition pushes organizations to become agile.
5. Digital transformation starts to lose relevance as a standalone marketing term.

Throughout the year, the US Center for Digital Government surveys cities, counties and states driving public-sector technology forward. Here are some [takeaways from those surveys](#) in infographic format and a look back at the year in government technology.

As we look back at the top security stories of the past year, 2018 will be remembered as the year that privacy topics kept showing-up in headlines as never before. [Here's a year-end round-up of 2018's top cyberstories](#). The top ten cyber stories and security trends from 2018 are the following:

1. Data privacy,
2. Data breaches,
3. Cryptomining malware explodes,
4. Cyber talent shortage,
5. Ransomware,
6. AI-powered cyberattacks and AI used for cyberdefense tools for security,
7. Cloud security importance,
8. Implications of nation-state hacking and cyberwar,
9. IoT security,
10. Digital transformation, even disruption, affects cyber.

## Key insights - digital identity



Mastercard and Microsoft have teamed up for a new digital identity plan that would include a “universally-recognized digital identity” for every person across the globe. It could be used to “simplify interactions with government agencies and services, such as filing taxes, applying to passport or securing” Social Security payments. [Read more here.](#)

The Digital ID and Authentication Council of Canada (DIACC) has awarded Becker-Carroll, a Converge Company, a contract to provide facilitation, project management, and lead editorial services in the advancement of the Pan-Canadian Trust Framework (PCTF). [Read more here.](#)

New Zealanders will have their say on how they are recognized online, with the government committing \$5.15 million funding for research into digital identity. The two-year work program, will look at how government can set the right

rules and environment, take advantage of new technologies and meet the evolving needs and expectations of citizens. [Read more here.](#)

### Other noteworthy articles this month:

[Delivering effective digital services in an Agile way](#), Open Access Government

[Bringing intelligence to government decision-making](#), The Mandarin

[Government's 'mind-boggling' digital transformation policy steps out of a time warp](#), AFR

[Cloud is about services, empowering citizens](#), IT Online

[Disruptive Digital Innovation Is A Long-Term Commitment, Not An Overnight Sprint](#), Forbes

### Research repository:

[2018: Highlights from the Year in Data \(Infographic\)](#), Government Technology

See more from the research repository [here.](#)

## This Month's Feature: Journey Mapping

In the article, [UX Mapping Methods Compared: A Cheat Sheet](#), Nielsen Norman defines a customer journey map as, “a visualization of the process that a person goes through in order to accomplish a goal tied to a specific business or product. It's used for understanding and addressing customer needs and pain points.”

There is a wealth of information on journey mapping. Although there are differences in approaches to creating journey maps, and varying opinions regarding key strengths, potential challenges, and other aspects, most sources identify journey mapping as a beneficial tool in the Customer Experience toolkit.

# The Benefits of Journey Mapping

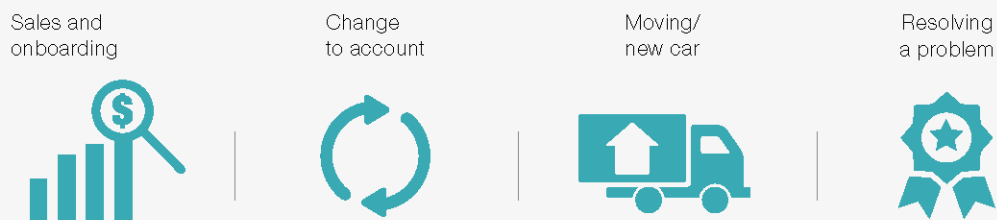
**“A link exists between government service delivery and the overall views of Government, as explored by Ralph Heintzman and Brian Marson in their article, [People, service and trust: is there a public sector service value chain?](#) Evidence of this link includes the demonstration of a clear “causal relationship between citizens’ views about government service, and their overall views of government performance. (Citizens First 3, 2003: 7)”**

If improving client satisfaction is important, Journey Mapping is a critical tool to understand the client end-to-end experience beyond just individual touchpoints.

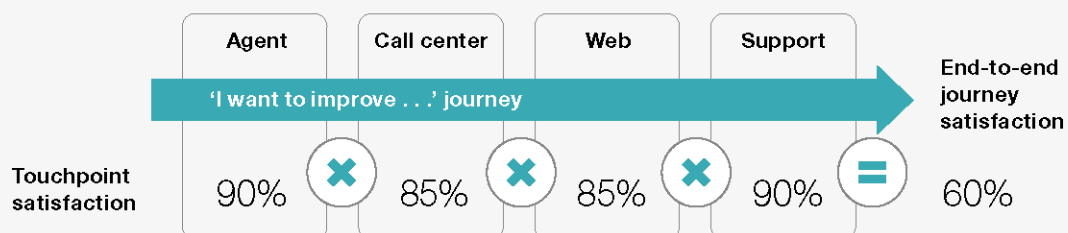
According to [McKinsey](#), understanding the whole experience is important because, “even if employees execute well on individual touchpoint interactions, the overall experience can still disappoint ... [and] customer journeys are significantly more strongly correlated with business outcomes than are touchpoints.” (see diagram below)<sup>1</sup>

## Exhibit 1 Best-in-class companies optimize customer journeys.

**Customers experience companies through end-to-end experiences, not touchpoints**



**Individual touchpoints may perform well even if the overall experience is poor**



Source: McKinsey Digital Labs

1. [Customer experience: New capabilities, new audiences, new opportunities.](#) McKinsey&Company. #2-June 2017, Exhibit 1 p.7

In [Digital Government and the Citizen Journey](#), Deloitte identifies the following major benefits of journey mapping:

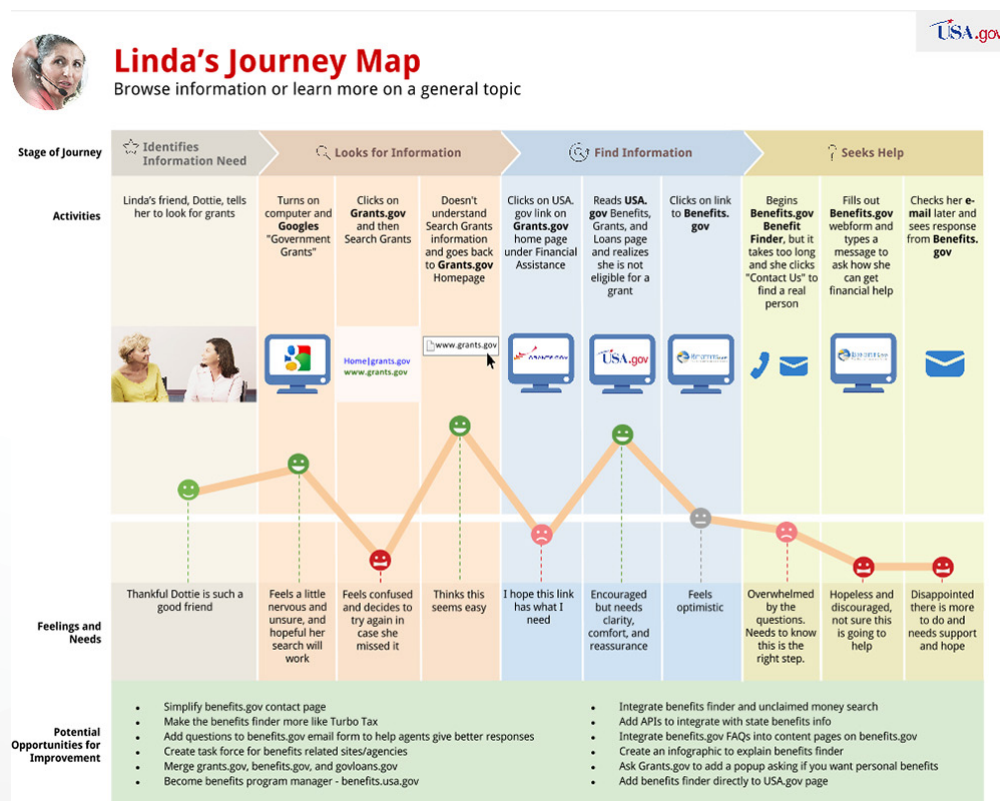
**“...they ensure effective decision-making by focusing efforts on the most important interactions, and they communicate citizen strategy by visualizing the target end-to-end citizen experience. The process of mapping out a user’s experience (journey) helps key stakeholders and production teams align their goals in an effort to better support positive citizen experience.”**

The case study below is a sample of what journey maps look like and what kind of improvements might result from the exercise.

## Case Study: [Journey Mapping the Customer Experience: USA.gov](#)

DigitalGov, a part of the US General Services Administration, provided this case study that has resulted not only in improvements listed below, but also a realization of the power of journey mapping, and the importance of working together.

In this case study, Linda, a persona designed based on multiple data sources, searches for financial assistance from the government.



As a result of the journey that was mapped, the team was able to identify and prioritize improvements, including:

- Improve the contact center interactive voice response (IVR) menu
- Share data; make better linkages in results that impact programs (e.g., search results impact on user experience, content usage on Web and in contact center)

## How to do it – Tools and Resources

There are some excellent resources about journey mapping online. Here are a few starting points to understand and get started developing journey maps:

Recognizing the impact that customer journey mapping has on developing a culture of service excellence, the [ICCS Certified Service Manager \(CSM\) Program](#) provides a detailed overview of what journey mapping includes and what benefits it provides. It helps managers understand the importance of “touch points” - how they shape customer’s impressions and knowing which ones have the biggest impact on user’s satisfaction. It also showcases the important role customer journey mapping can play with respect to service improvement/transformation.

[UX Mapping Methods Compared: A Cheat Sheet:](#) Nielsen Norman breaks UX mapping methods into Empathy maps, customer journey maps, experience maps, and service blueprints. He defines each on of these methods, provides an example, and explains why and when to use it.

[Customer Journey Mapping: What You Must Know:](#) Forbes has written a number of useful articles on journey mapping, (available at the end of this article) which focus on their view on the basic steps for journey mapping.

[Customer Journey Mapping Guide for Practitioners:](#) Provided by Cabinet Office in the UK, this guide provides some really good information about when and how to Journey Map.

## We would love to hear from you!

Send your questions to [Info@iccs-isac.org](mailto:Info@iccs-isac.org).