

SIX STEPS TO CHANNEL SHIFT SUCCESS

The proven way to deliver lower costs and improve customer service



GOS

www.gossinteractive.com/channel-shift

ACCELERATE CHANNEL SHIFT WITH GOSS

As the UK's Public Sector Channel Shift specialists, GOSS has worked with over 90 Public Sector organisations to implement successful channel shift strategies, often delivering cost savings into seven figures.

Behind this success lies our unique 'Six Steps to Channel Shift' methodology. Using this methodology GOSS has already helped numerous Public Sector organisations improve and accelerate Channel Shift initiatives for maximum efficiency gains, cost savings and customer satisfaction.

Leadership Engagement

- 1 Get senior management buy-in to your Channel Shift strategy

Channel Insight

- 3 Baseline current service delivery costs to target savings

Channel Improvements

- 5 Maximise efficiency of all channels through user-centred design



“ GOSS held workshops with all of the council service heads to see where savings could be made by channel shifting to the web. We realised we could move a third more activity to the web and achieve some major efficiency savings. ”

Andrew Pickess, Business Development Manager, Basildon Borough Council

“ With the help of the expert consultants from GOSS we will be able to achieve our objectives faster and ensure the dorsetforyou.com website delivers significant channel shift savings. ”

Neil Farmer, Chair, Digital Access Strategy Project Board, Dorsetforyou.com

Customer Insight

- 2 Understand your customers and their service requirements

Channel Access Strategy

- 4 Improve service delivery across channels

Process Improvements

- 6 Deliver business processes for the digital age

THE CHANNEL SHIFT IMPERATIVE

As budget cuts bite deeper, Public Sector organisations have no choice but to find new, lower-cost ways of delivering services.

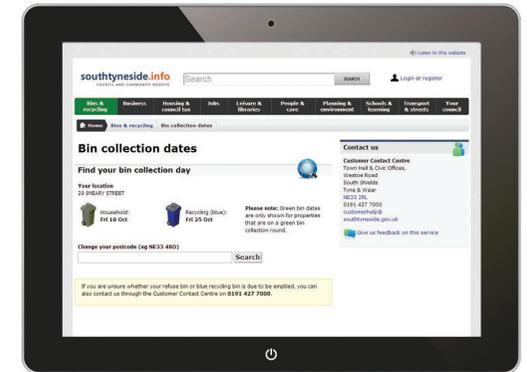
A 2013 survey by GOSS and iGOV confirmed that Public Sector organisations view channel shift as a critical way to achieve the savings required by successive rounds of cuts. With the 'low-hanging fruit' exhausted, a radical, strategic and top-down approach to channel shift is becoming more prevalent.

But despite the huge effort that Public Sector organisations are putting into channel shift, a surprising number of initiatives are failing to deliver improved service and cost savings.

The ultimate prize: £1m+ annual cost savings

Analysis of the Socitm Website Performance Service suggests that each of the 433 local authorities are losing out on an average of £1.3m in annual cost savings as customers resort to the phone when online processes fail.

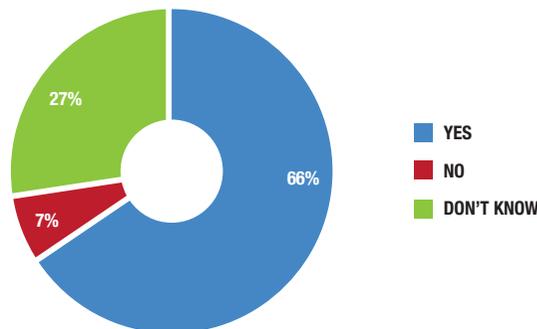
GOSS consultants have worked with many Public Sector organisations to deliver the six steps strategy that will help you recoup that £1.3m and ensure your channel shift initiatives deliver maximum benefit to your organisation and to your customers.



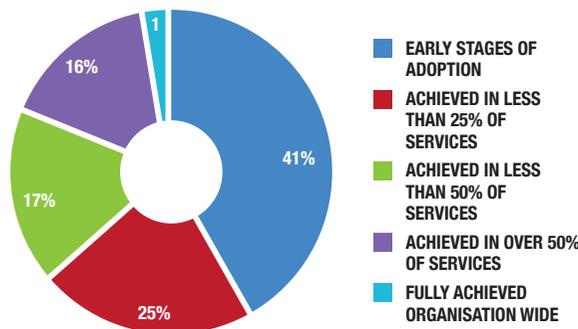
A £60K SAVING – ON JUST ONE PROCESS

One UK local authority increased web self-service enquiries from 200 to 2,400 a month by revamping its online process for finding out recycling collection days. Result: a £59,500 annual saving on call handling costs – for a project cost of less than £6,000.

Do you feel Channel Shift will help your organisation to achieve efficiency savings?



How far progressed is your Channel Shift programme?



Have you identified how much you can save in the next 12 months by channel shifting citizen interactions online?



LEADERSHIP ENGAGEMENT

1

Senior-level buy-in is a key success factor for any channel shift initiative. We'll help you get your leaders on board, and then ensure their sponsorship is carried through into a successful achievement of strategic objectives. Our services in this stage include:

Project scoping workshop: To get your channel shift initiative off to the right start, our consultants will host a kick-off workshop with your project team. We'll review the project aims, conduct a SWOT, understand the scope of work, and create an action plan that will ensure the project delivers on all of your objectives.

Senior engagement workshop: We'll host a bespoke workshop that brings senior management and service leaders together to understand the cost-saving potential of the project, see the positive impact it will have and commit to making it happen.



CUSTOMER INSIGHT

2

For channel shift to be effective, it has to meet customers' needs. GOSS will work with you to create realistic personas to help you understand typical customers better. The process includes:

Data gathering: Collecting appropriate demographic and web analytics data to understand user types, channel preferences, service needs and user journeys.

Half-day development workshop: Hands-on session with experienced Channel Shift professionals to understand and begin the persona creation process.

Templates and procedures: A toolkit to enable your organisation to conduct ongoing customer insight exercises, and manage and refine customer personas

Persona refinement: We'll help you review and finalise your personas, presenting the final selection to senior management and other key stakeholders.

Communication and use: Advice and assets to help you keep your personas front of mind – including persona pop-up banners.



CHANNEL INSIGHT

3

A detailed analysis of service channels enables you to understand how customers deal with your organisation today, and how this could change in future. You'll discover the current cost of each transaction and how much you could save by shifting more transactions to lower-cost channels.

GOSS provides a proven framework to carry out data capture and analysis, including:

Service Analysis Tool: Tailored to your organisation's services, making it easy to capture essential data on customer interactions with the minimum of fuss.

Channel analysis report: Evaluating customers' service needs, the true cost of customer interactions across the whole organisation and forecasting potential Channel Shift savings.



CHANNEL ACCESS STRATEGY

4

We'll work with you to develop a channel strategy that delivers the information and services that customers need, over their preferred channels. Our services include:

Review channel strategy: We can work with you to identify how the mix of channels (and integration between channels and source systems) needs to change, and to create a strategy document that sets out the vision and roadmap for achieving the optimum mix of channels.

Align IT and channel strategy: Drawing on our experience in the IT space, we can facilitate collaboration between IT and operational functions to ensure that IT strategy and channel strategy are fully aligned and mutually supportive.

Action plan: Once the channel strategy document is created, we'll work with you to create an action plan that clearly sets out how it will be implemented.



CHANNEL IMPROVEMENTS

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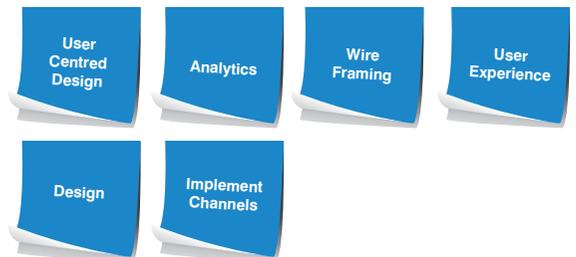
GOSS can review and improve your existing channels according to our user-centered design methodology. Typical activities that we undertake in this area include:

Channel design: We'll re-design channels around customer's needs and expectations: for example organising websites, phone menus and physical meeting areas around your customers' top tasks.

Web development: We'll design, build and deploy a user-centric website with the latest technologies for content management, forms, search, analytics, commerce and mobile access.

Mobile: With more customers accessing online services via mobile devices, we'll work with you to develop a 'Mobile First' approach that aligns with the way customers use technology today.

Integration: We'll ensure each channel is fully integrated with the others for a seamless customer experience, and that customer-facing channels are fully integrated with relevant back-end systems.



PROCESS IMPROVEMENTS

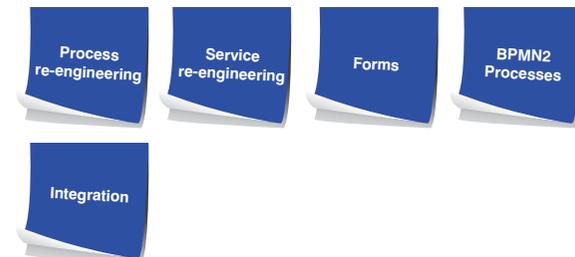
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We'll ensure your customer-facing processes are fully aligned with your channel shift strategy.

Process review: We will take a close look at existing processes to understand the steps by which information and services are delivered to customers. Based on that exploration we will provide a process review report and recommendations for changing or adapting processes to ensure that customer needs are being met and that service is being delivered in the most efficient way possible.

Process re-design: We will work with you to redesign processes where necessary, either by hosting Business Process Mapping workshops, or by recommending proven, streamlined processes from our extensive library of best-practice public sector process flows and Channel Shift Accelerators.

Process implementation: Once the action plan has been created, we'll work with you to implement the streamlined processes on your website (including forms design and integration with relevant source systems) and any other relevant channels.



CHANNEL SHIFT STRATEGIES IN ACTION



BASILDON ACHIEVES OVER £2M IN SAVINGS



Like every local authority in Britain, Basildon Borough Council is under pressure to reduce its operating costs without affecting the quality of service delivery.

For the council, that has meant exploring ways in which its website can work harder to reduce the administrative burden on council staff, while providing better service to the borough's 172,000 residents.

“ GOSS held workshops with all of the council service heads to see where savings could be made by channel shifting to the web. We realised if we could move a third more activity to the web, we could achieve some major efficiency savings. ”

Andrew Pickess, Business Development Manager, Basildon Borough Council

STERLING DELIVERS CHANNEL SHIFT SUCCESS



A surge in customer use of mobile devices and social media gave Stirling Council an opportunity to rethink its service delivery approach – moving more services online to reduce costs and meet evolving customer needs.

The customer service team identified GOSS as channel shift specialists and asked us to facilitate channel shift workshops for the entire management team. The workshops ensured buy-in across the Council and acted as the first step in creating a cross-authority channel shift action plan.

“ The public sector experience of the GOSS consultants was essential, as local authorities are culturally very different from the private sector. I would fully recommend this workshops to other local authorities looking to develop a practical approach to Channel Shift. ”

Alan Whisker, Customer Service Development Manager, Stirling Council

IMPROVED SERVICE STRATEGY FOR MOAT



Moat is a major housing association working across the South East of England

to provide high-quality, affordable homes and services. A key focus for Moat is making the most efficient use of its resources to ensure its customers' needs are met in the most effective way.

With the help of GOSS, Moat has defined and initiated a phased channel shift strategy that will enhance self-service for its customers, while freeing up customer-facing staff to work on more complex cases and respond more readily to urgent enquiries and more vulnerable customers.

“ We knew many of the enquiries coming into our contact centre could be more efficiently dealt with in other channels, but we wanted to take a strategic approach to managing that shift. GOSS has helped us to understand what channel shift means for Moat and to create an action plan that will ensure we get the best results from it. ”

Mandy Samrai, Head of Business Strategy and Planning, Moat

MENDIP DELIVERS USER-CENTRIC WEBSITE



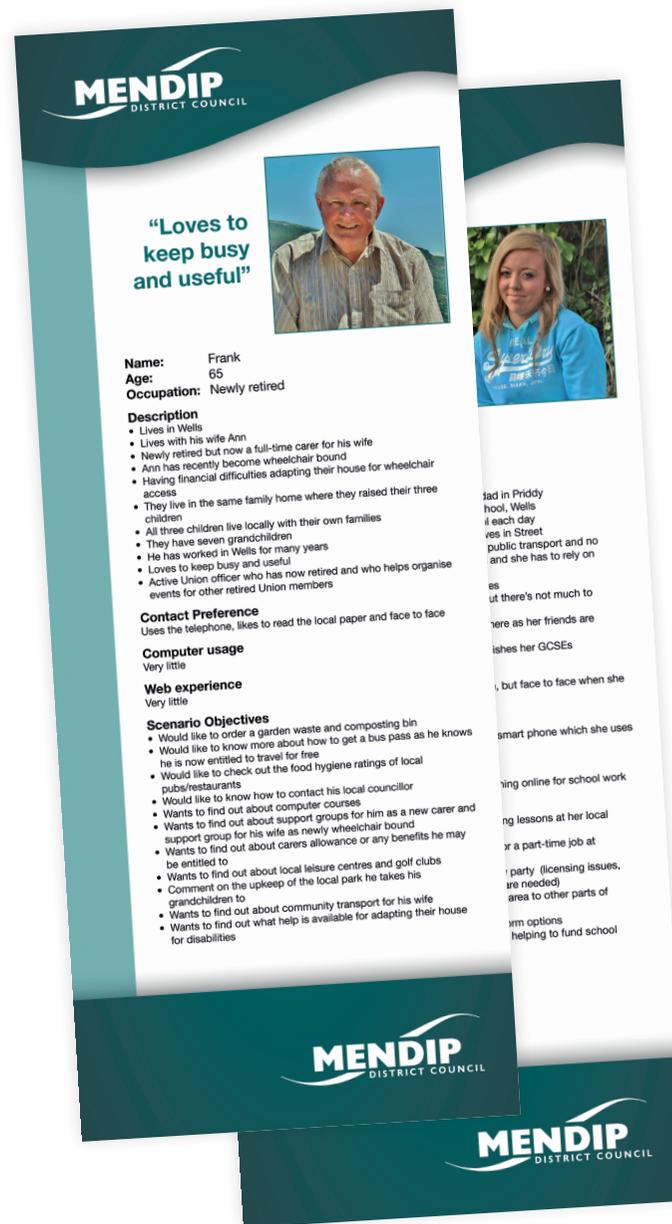
Mendip District Council is preparing for the digital future with a new five-year

web strategy that will move more enquiries and transactions online, significantly reducing its service delivery costs.

A new website and mobile site, built using technology and consultancy from the public sector web specialists at GOSS, is designed to keep pace with customers' changing technology usage patterns as more people turn to the web first for local government information and services.

“ GOSS was the only CMS vendor who also had a complete strategy for helping us to move more transactions online and make significant cost savings. We couldn't have done this with anyone else. ”

Lucy Mitchard, ICT Officer (Web), Mendip District Council



GOSS

GOSS technology underpins many of the UK's most user-centred websites, including the Met Office, Brittany Ferries, BBC, Berkeley Group, Virgin Trains and over 90 Public Sector organisations. Our customer experience management tools and pre-built Public Sector forms and processes drive web strategies that deliver lower costs and superior customer service.

Our highly experienced consultants lead strategic projects in the public and private sectors, helping clients to implement web, mobile and channel shift strategies that deliver the best possible results.

- LEADERSHIP ENGAGEMENT
- CUSTOMER INSIGHT
- CHANNEL INSIGHT
- CHANNEL ACCESS STRATEGY
- CHANNEL IMPROVEMENTS
- PROCESS IMPROVEMENTS

GET IN TOUCH

Find out how GOSS can help you to develop a channel shift strategy that delivers tangible cost savings while transforming service delivery:

Call 0844 880 3637
 Email enquiries@gossinteractive.com
 Visit www.gossinteractive.com/channel-shift
