



# Creating a unified, cross-department customer experience.

A simpler approach to realizing the vision of no-wrong-door.

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For decades, realizing the vision of no-wrong-door has been top of mind for health and human services (HHS) leaders. But despite best intentions and efforts, government has yet to fully realize this vision.

From the public's perspective, it's all one government. The fact that HHS related services may be provided by different departments or agencies shouldn't matter. Regardless of which "door" they initially walk through-whether it's the home page of a website, a call center help desk, or the door of an office-the customer should be presented with a unified experience that helps connect them with the right service at the right time in their HHS journey.

**Regardless of which "door" they walk through, the public should be presented with a unified experience.**





## Fulfilling the no-wrong-door vision remains difficult.

Challenges to fulfilling this vision occur at every level—people, process, and technology. Managing a case across programs requires that case-workers be trained to understand the services provided by those programs, for example who qualifies and how do they apply.

Process challenges involve data ownership issues and privacy concerns when information needs to be shared between programs and agencies.

Technical challenges involve integration across disparate back-end systems, master data management, and data consolidation; all of which are difficult to implement.

## Solving these challenges requires a change in perspective.

To make measurable progress, leaders must first realize that creating a single “door” through which all government services can be accessed may not be realistic.

Within HHS alone, the services provided include food assistance, child support, disability, medical, and aging and transitional assistance, and span organizational boundaries at local, state, and federal levels. Given the challenges of people, process, and technology, there will always be multiple doors, websites, or call centers through which customers will make contact. Leaders can't realistically expect to create a single front door for all of HHS, much less for all of government.

**Based on what we know about the customer, we recommend the “next-best-door.”**



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## Presenting the “next-best-door” approach.

Adobe offers a unique and simpler alternative to no-wrong-door. Using the combined technologies of Adobe Experience Cloud, government agencies can provide a unified experience to their customers, regardless of which “door” they happen to walk through. Based on what we know about the customer, and the context in which we are interacting with them, we can recommend to them the “next-best-door.” In other words, what is that next best service or that next best piece of information that we believe might benefit them? Regardless of how a customer initially makes contact, the approach leverages an automated recommendation to guide them to the right “door.”

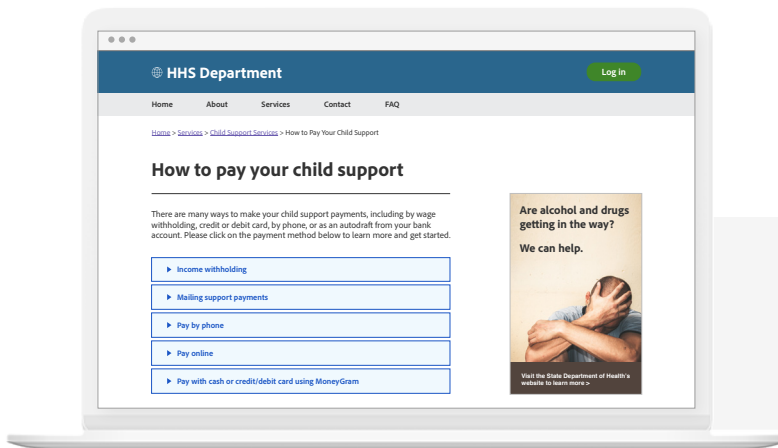


Figure 1. A service recommendation is made within a small, predefined area of a web page.

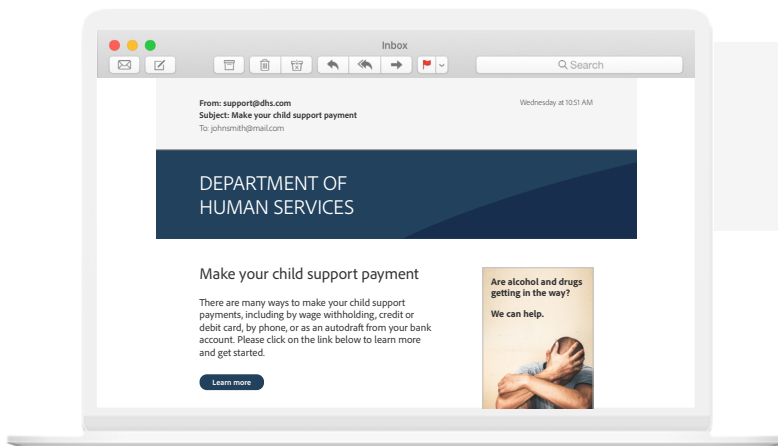


Figure 2. The public can opt in for service recommendations in email.



As shown in Figure 1, the service recommendation is made in a small area of the web page, similar to an advertising box displayed on a commercial website. The recommendation is possible without requiring user login or back-end system integration. Additionally, as shown in Figure 2, they could opt in to receive recommendations that appear in a small area in email correspondence.

The next-best-door is presented to the public as a recommendation, with a link to additional information and access to a mobile-friendly, paperless application. While many government services are available to people with specific needs, they can't apply if they are unaware that the services exist. Each strategically placed recommendation provides the person with both awareness as well as access.

## Leveraging a visitor's real-time customer profile.

Using Adobe Experience Cloud, government can access a wealth of captured web analytics data about interactions with state-owned digital properties. As people visit state-owned websites, click through links in emailed outreach or interact with, for example, a mobile app for checking their benefits, that "click" data can be collected within the customer's real-time profile and then used to make recommendations.

The behavioral data collected using web analytics can also be combined with operational data sourced from back-end systems. As an example, when a customer logs into an HHS website to check their benefits, additional profile attributes could be sourced from a benefits management system or a customer relationship management (CRM) system and added to the customer's profile. By incorporating operational data into a person's customer profile, the quality of recommendations can be improved.

This technology is used extensively in the commercial sector to make personalized product recommendations in the form of a next best offer to prospective customers. Recall that last pair of shoes you viewed online or the tennis racket you left in your shopping cart, both of which are still following you around on the internet? It's the same technology.

Using this technology, commercial brands can realize five to eight times the ROI on marketing spend, and lift sales by 10% or more.<sup>1</sup> The lesson learned from the commercial sector is that personalized recommendations can significantly improve the chances of a website visitor responding to an associated call to action like "apply now" or "learn more."

**Commercial brands can increase sales 10% or more by placing personalized product offers on websites.**

## Using customer profile traits to avoid negative health outcomes.

A powerful aspect of a visitor's customer profile is that it can be used to target recommendations based upon behavioral traits. Why is this information important? Studies have shown that these traits can have an impact on health outcomes.<sup>2</sup> For example, a middle-aged white male who is unemployed and recently divorced is at an increased risk for substance abuse. If HHS agencies know or can infer these things about their customers, they can potentially predict and prevent negative health outcomes.



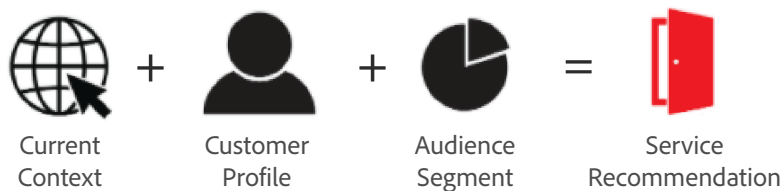
HHS agencies can use behavioral traits to target recommendations."

## Making recommendations based upon a visitor's audience segment.

Roughly 80% of health-related services, as measured by cost, are consumed by 20% of the population; it can be assumed that this ratio holds true for human related services as well.<sup>3</sup> To realize the biggest impact, agencies should focus on this segment of the population when using the next-best-door approach. Using the Adobe platform, audience segments can be defined by dividing the population into different categories. This can be done using the geolocation from which a visitor is browsing to a site in addition to the behavioral traits contained within the visitor's customer profile. While the available traits are data-source dependent, a variety of data sources can be combined using Adobe Experience Cloud.<sup>4</sup>

For example, an agency might create a segment for low-income, expectant females who live in a specific county. Or a segment could be created for unemployed non-custodial parents. Qualification for an audience is determined in real time when someone visits a web page or interacts with other digital touchpoints such as opening emailed correspondence or viewing a page within a mobile app.





**Figure 3. The visitor's customer profile is examined in real-time to see if they qualify for a specific recommendation.**

As shown in Figure 3, recommendations are made based on current context—for example, the web page being viewed—plus the visitor's customer profile and audience segment. Each recommendation will be different based on the audience segment for which the person qualifies. If a visitor to a web page doesn't qualify for an audience segment, a default recommendation will be shown.

Audience segmentation is used extensively in the commercial sector as the basis for making product recommendations. A shoe manufacturer may define an audience segment for each type of shoe it sells, for example young, male athlete or urban, female professional. Each segment is then matched to a specific shoe recommendation. The next-best-door approach uses the same technology, but it is used to recommend services and information rather than products.

## Recommending the right service at the right time.

When a customer visits a web page and views specific content or takes a specific action, it implies something about their current situation. Leveraging this implied context allows agencies to make a recommendation at a specific time, relative to a person's HHS journey.

Providing awareness at the right time, within the right context, improves the likelihood that the recommendation will be understood and appreciated—in the form of a click. To help visualize these concepts, see the following scenarios, each of which has an associated service recommendation.





## Scenario 1

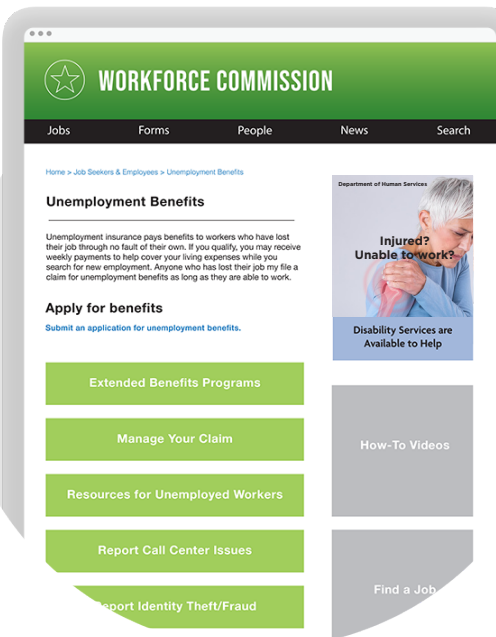


Figure 4. Person injured in an accident visits state unemployment benefits website.

### 1. Context

Person visits workforce commission unemployment insurance website.

### 2. Audience Segment

Individuals injured in an accident, unable to work.

### 3. Recommended Service

Disability determinations service offered by DHS.

## Scenario 2

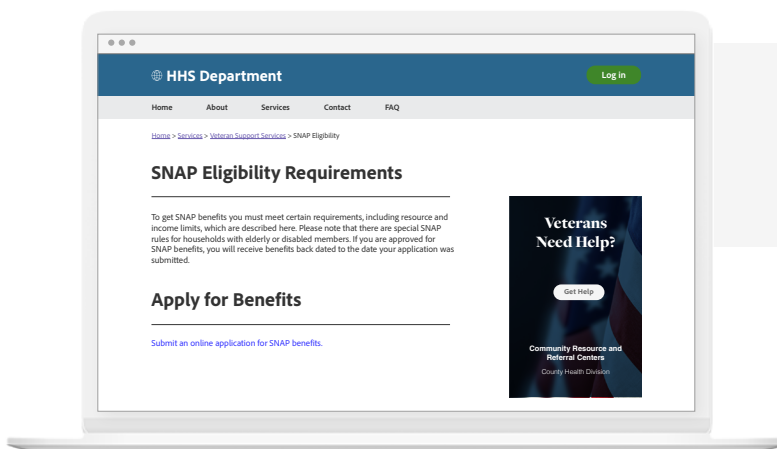


Figure 5. Unemployed veteran visits HHS website to see if she qualifies for food assistance.

### 1. Context

Veteran visits DHS website to see if she qualifies for SNAP benefits.

### 2. Audience Segment

Unemployed veterans.

### 3. Recommended Service

Community referral centers offered by County Health Division.

## Scenario 3

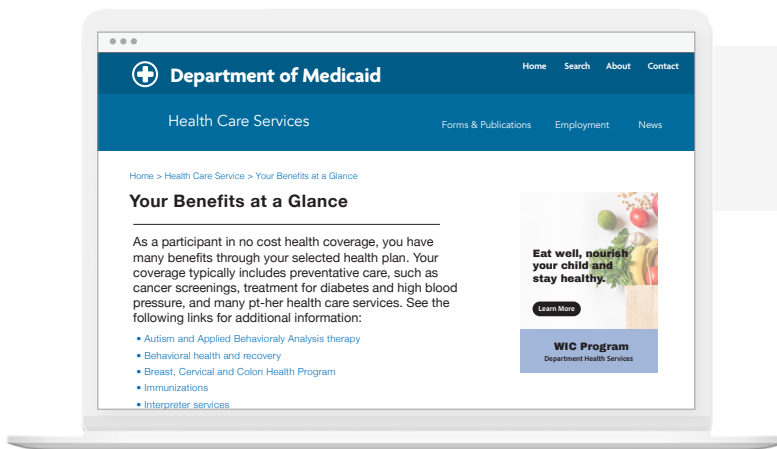


Figure 6. Parent with new baby visits Medicare website to check benefits.

### 1. Context

Parent visits Medicaid website to check benefits.

### 2. Audience Segment

Medicaid recipients with new baby.

### 3. Recommended Service

WIC nutrition program offered by DHS.

## Scenario 4

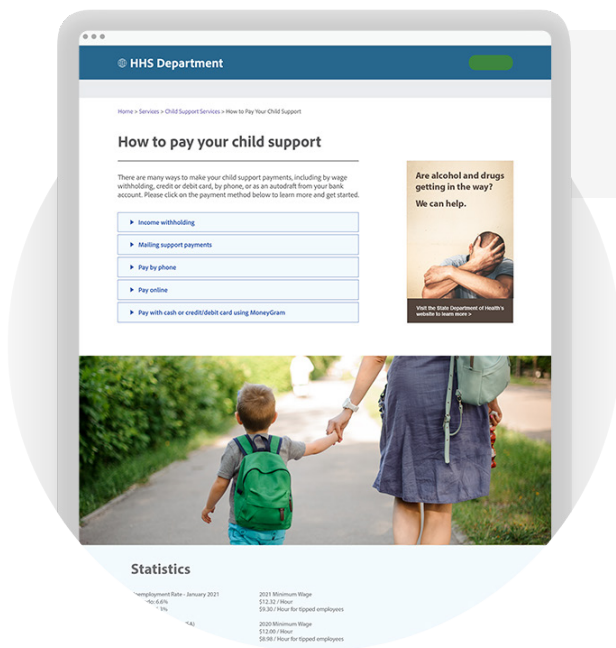


Figure 7. Parent visits HHS website to pay child support.

### 1. Context

Parent visits state HHS website to pay child support.

### 2. Audience Segment

Middle aged males living in counties with high incidence of opioid abuse.

### 3. Recommended Service

Substance abuse prevention offered by DOH.

## Scenario 5



**Figure 8. Pregnant Medicaid recipient visits DPS website to renew her driver's license.**

### 1. Context

Female visits state DPS website to renew her driver's license.

### 2. Audience Segment

Pregnant, low-income, unmarried females.

### 3. Recommended Service

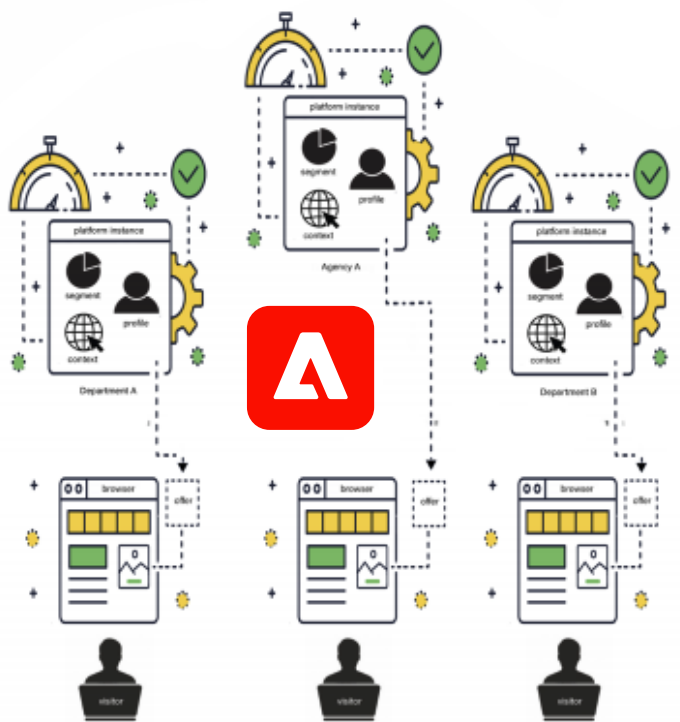
Free prenatal care offered by Department of Medicaid.





## Seeing the big picture.

As shown in Figure 9, recommendations can be scoped to a single department for cross-program coordination or expanded to serve a large agency with numerous departments.



**Figure 9. Recommendations are made from platform instances running in Adobe Experience Cloud.**

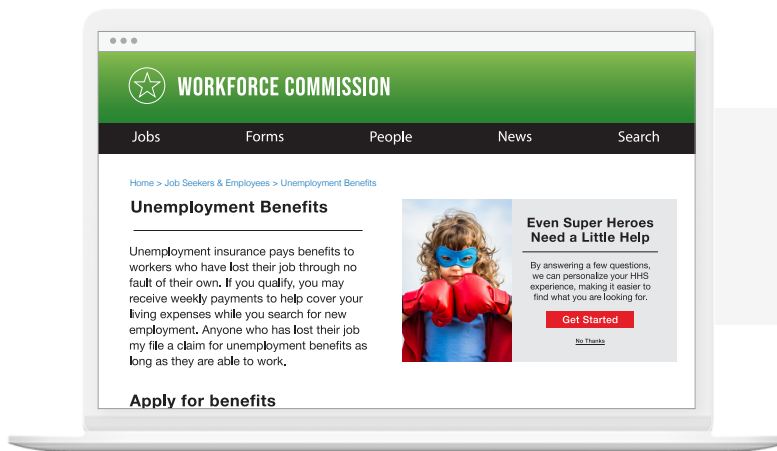
The scope could also extend to state government as a whole. Every state has a website that's used as a portal for the public to access services. The challenge is that these services are provided by many different departments, each with its own website and back-end system. The next-best-door approach would allow each department to recommend its services to specific audience segments within a predefined section on the portal's home page. The recommendations would be seen only by website visitors that fall within those specific segments. Using this approach, every department's services could be featured, providing a unified customer experience.

Figure 9 also illustrates how the next-best-door approach enables the coordination of services across state, local, and federal government. An example of this is provided in Figure 5, where a Department of Veterans Affairs assistance program is recommended to unemployed veterans visiting a state SNAP eligibility website. There are many examples where creating a unified experience across the different levels of government makes sense.

## Ensuring privacy.

The next-best-door approach makes use of a person's customer profile to make in-context service recommendations. This naturally leads to questions regarding privacy.

Adobe designs privacy into every solution. The Adobe Experience Platform provides a robust data governance framework that assists in managing compliance with privacy regulations, restrictions, and policies. Adobe has enhanced Adobe Experience Cloud to support readiness for even the most stringent privacy regulations, including the European Union's GDPR.<sup>5</sup>



**Figure 10. Customers opt-in to receiving personalized recommendations.**

As a further safeguard, it is recommended that customers “opt-in” before receiving personalized recommendations. As shown in Figure 10, using web analytics, an unknown, first time visitor to a web-site could be shown a “light box” on the landing page a few seconds after arriving. By answering a few questions, for example, “age,” “gender,” and “reason for visiting the site,” the Adobe Experience Platform can use this information to make an initial recommendation.

When the customer logs into a website, an additional level of “opt-in” can be provided. For example, when a person is using an online form to apply for a program or service, they could check a box to receive personalized recommendations via other digital channels including email, text message, mobile push notifications, or in-app messages.

The trade-off between privacy and benefit represents a fine balance that should be taken into consideration when implementing the next-best-door approach. Care should be taken to only offer recommendations that are perceived as relevant, timely, and that hold value for the customer. If this is done correctly, the perception that government isn't doing enough to help shifts to one where the government cares and is making a difference.

**Enhancements to Adobe Experience Cloud support readiness for the most stringent privacy regulations, including the European Union's GDPR.**

**Taking a simpler approach to creating a unified customer experience.**

As outlined in this paper, many challenges face agencies attempting to implement a no-wrong-door approach to service delivery. Challenges at all levels—people, process, and technology—need to be addressed. Adobe's approach to providing a unified customer experience helps address these challenges.

The approach, for example, doesn't require cross training caseworkers or other front-line employees. Intelligence for making service recommendations is preprogrammed into the system. No cross-department, cross-agency, back-end data sharing is required. Behavioral data within the visitor's customer profile can be used to determine when and what recommendations to display.



The next-best-door approach simplifies the alignment of people, process, and technology. "



## Getting started with the next-best-door approach.

Through the network of Adobe-approved partners, HHS agencies can outsource all or part of the service recommendation process including the audience segmentation, creative design process for service offers, and the recommendation placement on existing agency web pages.

Because the next-best-door approach is 100% cloud-based, it requires very little development. HHS agencies can easily place recommendation “boxes” on an existing website to display and recommend service offers. Most of the work is focused on defining user profiles and audience segments and mapping those segments to recommendations. Implementing this approach will also require working with other departments and agencies to identify opportunities for service coordination. As with anything, agencies can start small and gradually increase the scope of their implementation.

Adobe is excited about the potential the next-best-door approach holds for you and your customers. The wait is over. Providing a unified customer experience across all levels of government is now a reality.

For more information on using this approach in your specific area of government, contact Megan Atchley at [meatchle@adobe.com](mailto:meatchle@adobe.com).

**The next-best-door approach allows for full or partial outsourcing of the service recommendation process."**



[Sources:]

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3 Kaiser Family Foundation analysis of Medical Expenditure, Agency for Healthcare Research and Quality, U.S.

4 <https://www.adobe.com/experience-platform.html>

5 <https://www.adobe.com/content/dam/acom/en/experience-platform-highlights/pdfs/adobe-experience-cloudand-gdpr.pdf>



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