



GUIDE

From Legacy to Leading

Delivering Innovation Through Operational Efficiency



Today, we as an industry are redefining the boundaries of digital governance and executing the mission of citizen service delivery has never been more important. However, in an environment with significant workforce reductions and increased program expectations, the challenge of delivering efficient, modernized services can be intimidating. And with the added challenge of agencies being saddled with legacy IT systems, it makes the task of accelerating mission outcomes that much more challenging.

“ Given the federal government’s more than \$100 billion annual spend on IT and the heavy reliance agencies have on those systems to carry out their missions, the GAO has designated IT management a “high-risk” area. Failed IT investments, cost overruns and “schedule slippages” were also cited by the GAO as reasons for the high-risk designation.

U.S. Government Accountability Office Report

Source: “Critical Actions Needed to Urgently Address IT Acquisition and Management Challenges,” January 2025

However, in the face of these intimidating challenges, the promise of modernized government service delivery is very real, and Adobe is doing it for governments of all sizes, all around the globe. The American Customer Satisfaction Index (ACSI) 2024 Federal Government Study found that Americans prefer timely and easy-to-access digital experiences. For 2024, the call center satisfaction index is 62, whereas the website satisfaction index is 10 points higher at 72. According to ACSI, while government websites have room for improvement, the substantial difference between the call center and website indices suggests that citizens are receiving higher levels of service and more satisfying experiences online.

In short, now is the time for government to reimagine service delivery—and elevate the customer experience.



4 out of 5 respondents rely on digital methods to get information about public services, and they rate government websites as more trustworthy than other sources of public info.



But 74% of respondents reported frustrations with accessing information online about those services.

Source: Adobe and Deloitte Digital

You can read the full study to [get more details.](#)



Ramp up your personalization efforts to boost agency mission effectiveness.

Personalization is becoming commonplace in all industries. This means the same people who get custom ads for smartphones, targeted emails for oil changes, smart notifications for their recommended weekend streaming series, and more are also expecting this type of customization in their government experiences.

Now more than ever it's vital to personalize experiences at scale, which means today is the perfect time to consider where your agency is when it comes to your personalization efforts.

Personalization Drives Efficient Outcomes.

The 21st Century Integrated Digital Experience Act requires Federal government agencies to deliver customized, efficient and effective digital services. During your modernization journey, you can use this framework to get a holistic view of what's possible, find where you can align, and outline what steps you can take now to modernize the citizen experience.

Digital Maturity	Nascent	Basic	Emerging	Advanced	Cutting Edge
Public sector digital maturity tactics	Static websites Service catalog with few digital service options and no personalization	Inconsistent digital tools Challenging navigation for some services, with inconsistent look and feel across websites	Connected experiences Self-service digital tools for most services with some omnichannel experiences	Unified profile Consistent, personalized messaging across agencies and channels	Experience-driven org One-stop portal with proactive, intelligence-driven recommendations
Personalization level	1:Everyone Little to no personalization tactics	1:Most Explicit personalization based on visitor click behavior	1:Many Implicit personalization based on behavioral data	1:Microsegment Journey-based personalization surfacing next likely actions	1:1 Leveraging omnichannel data to personalize across touchpoints
Select examples across private and public sector	MONTANA.GOV OFFICIAL STATE WEBSITE Kansas	MS.GOV Official Website of Mississippi utah gov	OKLAHOMA NEW YORK STATE NATIONAL BANK OF CANADA United States Census Bureau	ARMY NATIONAL GUARD DELTA NORDSTROM CHASE Marriott	THE HOME DEPOT SEPHORA NIKE

From Legacy to Leading.

In your quest to align to this maturity framework and modernize government services inside and out, you can rely on these four key pillars to support your efforts.



Service Delivery Optimization

Data is the foundation of any modern experience. Finding insights about citizens' digital journeys with your agency will help you streamline your services. And when you connect everything from both the front end and back end into a central repository, you can use your output to power success.



Program Efficiency

To deliver the right message at the right time, you need to empower your content creators with the ability to create, manage, deliver, and optimize content. Pair that with a centralized system, and you can quickly scale experiences by easily managing and reusing your content.



Seamless Omnichannel Engagement

Even if you have the right message and know the right time to deliver it, your experiences will still suffer if you can't deliver them on your citizens' preferred channels. With a single system to deploy content based on individual needs and preferences, you can take the administrative pressure off your teams and reduce call center interactions.



Intelligent Automation

Today's citizens expect a digital experience from start to finish. This means your processes need to not only be digital, they also need to be automated. That way, you can improve internal efficiencies, reduce paper-based and manual processes, and provide self-service options.

Let's take a more in-depth look at each of these pillars—and how you can use them to propel your agency forward.

1. Robust data and insights improve the citizen experience.

Data is the fuel for any great digital experience. Unfortunately, adopting the latest data and insights solutions has been slow going in the public sector. Many agencies are still collecting data in paper or basic digital forms that don't live up to the dynamic experiences citizens are expecting. As a result, data stays siloed, which keeps agencies from collecting data and uncovering insights they can act on.

Citizens are speaking up.



53% of consumers believe government is making good-faith efforts to protect their data and provide transparency and choice around its use.

Source: Adobe and Deloitte Digital

Roughly 77 percent of Americans have little to no understanding about what the government does with their data. However, 65 percent are comfortable with government agencies collecting their data to design personalized services. Luckily, the path to impactful data insights, increased transparency and effective program outcomes is clear.

- ✓ Create a single source of truth for data collection across your agency.
- ✓ Streamline your data governance and compliance management.
- ✓ Unify real-time citizen profiles that update based on their behaviors.

Data-driven service efficiency.

Let's take a look at how the Los Angeles County Department of Public Social Services (LADPSS) is taking a modern approach to data and insights.



Challenge

With an overwhelming amount of web pages with complex copy and inefficient search support, the site was slow and outdated—with a limited ability to serve over 10 million residents.

Approach

Using Adobe Analytics, the team enhanced data reporting to provide accurate search results for citizens and increase user behavior insights. And with Adobe Experience Manager Search, they simplified web navigation, removed unnecessary content, and further upgraded search capabilities.

Impact

Now, LADPSS can publish web content in just three weeks, and the agency has seen a 66% boost in content efficiency. Plus, by adding a Spanish-language version of the site, the team has broadened citizen reach—and they can add 11 more languages quickly.

Read the [full LADPSS story](#).

2. Optimize services for first-touch resolution.

It's clear that messages and content across your digital properties are going to constantly change. But it can be tough to get it done quickly and at scale. Maybe your content creators don't have access to current content, or maybe they simply can't find it. So instead, they create new content rather than optimizing what's already out there. This results in a deluge of mixed messages and information, causing citizens to get frustrated and give up when they can't easily get to what they need to.

Citizen satisfaction with digital government services on average lags behind the private sector by nearly 20 percent.

Here are some steps you can take to start delivering the up-to-date content experiences people expect and deserve.

- ✓ Invest in an intuitive asset management system that makes it easy to find existing content.
- ✓ Give creators the dynamic content assembly tools they need to build messages quickly.
- ✓ Build web experiences that update in real time to reflect user needs and wants based on their profile and browsing behavior.



Streamlining service delivery.

Now let's see how the California Statewide Automated Welfare System (CalSAWS) is bringing dynamic content creation and delivery to life.



Challenge

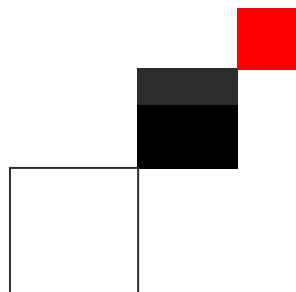
It took a long time to create communications for over 20 countries across multiple lines of business. As a result, it was tough to engage with customers in relevant ways. Plus, the team spent excessive time and money managing on-premises infrastructure.

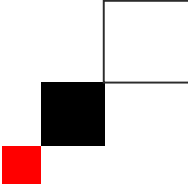
Approach

CalSAWS turned to Adobe Managed Services, which provides 24/7 support and a more flexible environment. This ecosystem supports automation and easy-to-use templates, which allows the team to quickly generate hundreds of thousands of correspondence pieces per month—and create content in 15 different languages.

Impact

CalSAWS has seen huge results. The team can deliver over 120,000 pieces of correspondence every night and support 10,000 workers across more than 20 countries every day. Plus, they've enhanced the user experience by providing forms with personalized formats, delivered in any given person's chosen language.





3. Deliver effective journeys across every channel.

With messages and content always changing, it's imperative that agencies deliver these separate, personal experiences on multiple channels. Adobe allows agencies to activate and harmonize journeys across all channels, intelligently measuring the impact at every step, and optimizing to make each engagement more efficient than the last.

And while that can feel overwhelming, especially if you're under tight resource constraints, it's one of the most important steps you can take to drive meaningful mission outcomes.

“ The opportunity is for us, collectively, to be the change that we want to see in government. Good government to me really centers on the person, the people that we all serve, and I think we can be customer experience advocates from any seat that we take.

Barbara Morton

Deputy Chief Veterans Experience Officer, Veterans Experience Office (VEO),
U.S. Department of Veterans Affairs

Quote taken from the Adobe Experience Makers Government Forum 2022

To get your omnichannel journeys going, here are three crucial steps.

- ✔ Use AI automated decisioning to deliver content based on citizen behavior.
- ✔ Refer citizens to another service or agency based on their behavior or needs.
- ✔ Create content that can dynamically respond to the channel it's delivered on.

Building for impact.

Let's check out a hypothetical example of what a great cross-channel journey might look like in the public sector.



Sienna Smith
US citizen

Constituent need
Renew passport

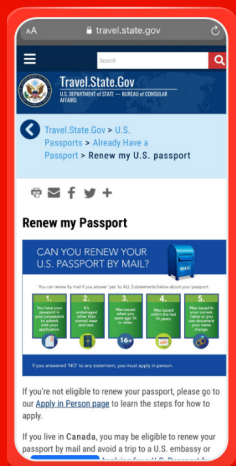
Real-time profiles incorporate preferences, behaviors, and contextual data to personalize interactions.



1
Sienna uses her mobile phone to search for a new passport application.



2
She signs and submits her form online.



3
Based on her profile, she receives an email recommending a quick method to renew and expedite her passport delivery.



Customer profile data is updated in real time or near real time.



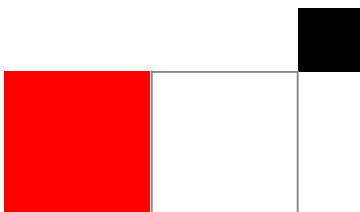
Centralized customer profile data can be easily activated for personalized experiences.

4. Align people to mission.

The digital age is in full force, which means the era of manual or paper-based processes is over. Concerningly, the 2024 Federal Employee Viewpoint survey found that only 60 percent of respondents believe management encourages innovation. Too often, agency staffers are bogged down with things that could be automated or digitized, so they end up unable to spend time on the projects they truly care about—those that would advance their mission to serve the public. As a result, employee productivity suffers while citizen frustration rises.

To make sure that doesn't happen, you can take these steps to modernize your processes.

- ✓ Automate workflows with centralized project management.
- ✓ Digitize internal approval processes using e-signature solutions.
- ✓ Automatically upload and collect data from forms with a data management platform.



Reduce administrative burden.

Here's just one example of what a great digital process might look like.



Digital forms and data capture

Start streamlining the form-filling experience across channels by empowering government agency users to author and publish forms without depending on IT. This will make your forms frictionless and available on any device, which in turn will reduce form abandonment rates.



Workflows

By automating complex agency workflows, submitted applications and forms can quickly move into both automated and human-driven workflows. Support these workflows by integrating your back-end systems with data to easily process this complex data and store it securely.



Citizen communications

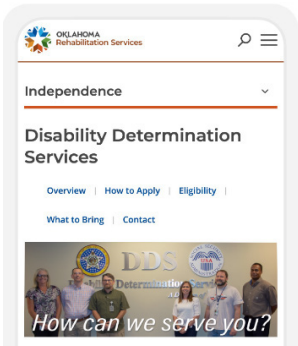
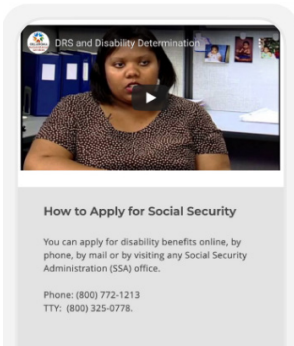
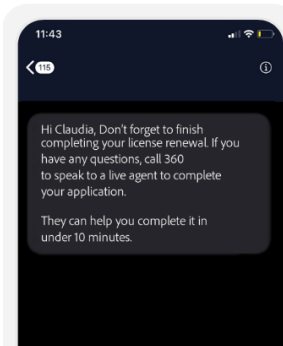

After initial citizen onboarding, keep people engaged for their entire relationship with your agency. One way to do this is to provide batch or on-demand document generation. You can also deliver personalized, engaging communications to create opportunities for additional services.

[Learn](#) how you can modernize your forms process.

Change the future of digital governance.

The journey toward modern government experiences may seem daunting—but success is within reach. And although you may run into roadblocks along the way, building a better future is what government is all about. That’s why it’s so exciting that you can take steps right now to modernize the government experience. No matter what the future brings, you can build a better tomorrow today.

Let’s take a look at one last example. This time, we’ll imagine what a completely modern, connected, and personalized citizen journey could look like.

Educate	Engage	Enroll	Nurture
<p>Claudia, a Tagalog-speaking resident with mobility challenges, opens her local government site on her phone. She has previously browsed disability programs and finds the relevant program at the top of her landing page.</p> 	<p>She specifies Tagalog as her language and SMS as her outreach preference and navigates to the relevant web-based form. To access the form, she can use the same statewide sign-on that she uses for other services.</p> 	<p>She begins the .gov application on her phone but has questions and abandons. Later she receives a SMS reminding her to complete her application and a phone number to speak with a live agent in Tagalog if needed.</p> 	<p>Claudia speaks with an agent who has her information handy, including data from previous office visits, to quickly address the question. Claudia finishes the form and signs online. She receives texts with status updates and additional services that she is eligible for.</p> 
<p>Awareness of services</p> <ul style="list-style-type: none"> • Profile consolidation • Dynamic home page • Real-time personalization 	<p>Tailored Engagement</p> <ul style="list-style-type: none"> • Language support • Data collection with opt-in • Web-based forms • Single sign-on 	<p>Personalized onboarding</p> <ul style="list-style-type: none"> • Form re-targeting • Cross-channel connectedness • Next best action 	<p>Guided service delivery</p> <ul style="list-style-type: none"> • Tailored outreach • Online and offline data consolidation • Electronic signatures • Automated cross-agency referrals

Modernize your government processes with Adobe.

Wherever you are in your modernization journey, we're here to help. Our industry-leading customer experience tools are built specifically to help organizations everywhere deliver personalization at scale and connected citizen experiences.

Adobe Experience Cloud is the most comprehensive suite of customer experience management tools on the market. With solutions for data, content delivery, commerce, personalization, and more, this technology stack is created with the world's first platform designed specifically to create engaging customer experiences. Each capability has built-in artificial intelligence and integrates with your existing technology and future innovations so you can consistently deliver the right experience every time.

Learn more about how we're helping government agencies transform the way they work—and how we can help you too.

[Get details](#)



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