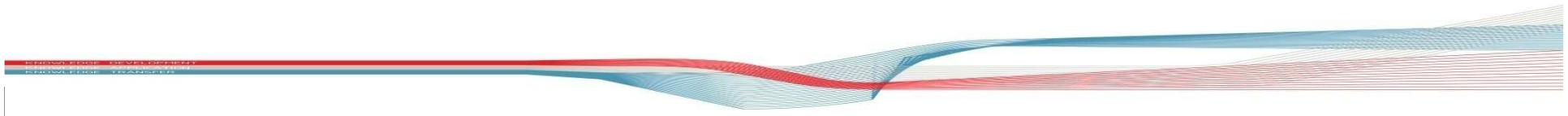
User satisfaction measurement: cross country comparisons

eGovMoNet meeting
Hungary, 26-27 March 2009

Jeremy Millard



DANISH TECHNOLOGICAL INSTITUTE

Agenda

1. **9 categories of survey methods identified, from 10 templates:**
   - **Belgium**
   - **Germany**
   - **Greece**
   - **Italy**
   - **Norway**
   - **Slovakia**
   - **Slovenia**
   - **Spain**
   - **Sweden**
   - **United Kingdom**
2. **How user satisfaction is measured**
3. **Critical issues and questions**
4. **How to progress this measure paper?**

Survey methods
1. Face-to-face

Belgium: panels and focus groups

- **normally separate from real usage situation**
- **low cost, but can be time expensive**
- **can go in-depth, qualitative**
- **defined sample but selection difficult & in longer term not representative**
- **people often talk about government & public services rather than eGovernment**

Italy: focus groups for service evaluation

United Kingdom: in home interviewing (1,700-1,800)

Survey methods

2. Testing users during usage

Greece (mystery user method)

- **participative measurement – users as evaluators**
- **sequential tasks, real-time feedback**
- **semi-structure questionnaire, open & closed**
- **defined sample, can combine with expert evaluation**
- **provides front-line staff with real-use feedback**
- **useful for fine-tuning the service**

Survey methods

3. On-line survey – after use of service

Belgium

- **immediately after use, before leaving service**
- **low cost, can be permanent but repeat users unlikely to repeat survey**
- **difficult to go in-depth, mainly quantitative**
- **self selecting sample – both pros and cons**

Survey methods

4. On-line survey – other times

Italy

- **User evaluation**
  - All web pages and functions of a particular service assessed
- **Non-user evaluation**
  - Reasons for non-use

Spain

- **User evaluation**
  - Undertaking tasks and filling in self administered questionnaire
  - Both general end users and people with disabilities

United Kingdom

- **Random visitor survey**

Survey methods
5. Telephone survey

Italy

- **CATI questionnaire for user profiling**

Norway

- **usage**
- **time saving**
- **satisfaction with service**
- **how to improve service**

Slovenia

- **CATI every two years (2006, though skipped 2008, now planned for 2009)**

United Kingdom

- **Impact assessment telephone survey**

Survey methods

6. User behaviour analysis

Italy

- **both automatic and manual monitoring of user behaviour**
- **e .g. tracking user navigation path**
- **important issue is that user behaviour changes over time**

Survey methods
7. Indirect measurement (1)

Germany

- **Monetisable and non-monetisable benefits for all stakeholders**
- **External effects: user benefits analysis**
- **Qualitative: user friendliness**
  - uniform standardised access
  - more understandable and reproducible services
  - customer support, timely availability of information
- **External economic effects: user benefits analysis**
  - saved money (e.g. on post, paper, travel), saved time
  - avoidance of mis-investments
  - increased productivity for businesses

Survey methods

7. Indirect measurement (2)

Norway: quality criteria approach

- accessibility, usability, usefulness
- setting targets (e.g. 80% of web-sites conforming by 2009)
- event where web-site owners share practice and receive advice
- annual survey of web quality, manual test by experts, 36 criteria, both quantitative and qualitative

Spain: information accessibility

- technical review of information accessibility – manual testing

Sweden: eAccessibility

United Kingdom

- web-site analytics (to be upgraded in 2009)

Survey methods

8. User profiling (also indirect?)

Italy

- **expected benefits**
- **identification of target features of the service**
- **supplemented by user involvement (e.g. focus groups, CATI questionnaire)**

United Kingdom

- **ethnographic research**
- **customer insight**
- **customer journey mapping**
- **redesign services around needs of user**

Survey methods
9. Ad hoc measurement

Slovakia

- **measurement undertaken individually for each portal / authority**
- **best practice prizes**
- **users make ad hoc (anytime, initiated them) comments by web or email, i.e. an open feedback system**

Slovenia

- **daily basis: individual measurements on user satisfaction and general usage of services**
- **using integrated tracking tools and on-line questionnaires (also user behaviour analysis?)**

Survey methods
Summary

1. **Face-to-face (panels, focus groups, interviews): Belgium, Italy, UK**
2. **Testing users during usage: Greece**
3. **On-line survey – straight after service use: Belgium**
4. **On-line survey – other times: Italy, Spain, UK**
5. **Telephone survey: Italy, Norway, Slovenia, UK**
6. **User behaviour analysis: Italy**
7. **Indirect measurement: Germany, Norway, Spain, Sweden, UK**
8. **User profiling: Italy, UK**
9. **Ad hoc measurement: Slovakia, Slovenia**

Indicators: how user satisfaction is measured

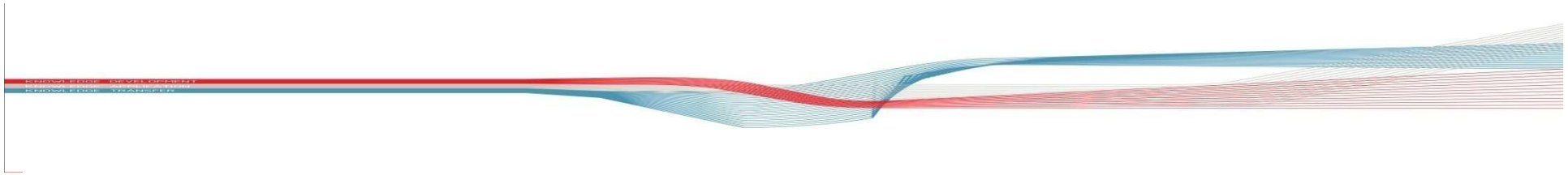
- Access to services
- Time saving
- Cost saving
- Travel reduction
- More convenience
- Simplification
- More user fulfiment
- Fewer barriers, e.g. aware-ness, knowledge, skills…
- Less bureacracy & administrative burden
- More security
- More transparency & accountability
- Higher quality tailored to segment / individual
- Personalisable
- User involvement, e.g. in design, delivery
- Channel mix, including non-ICT, intermediaries
- Trust & how users are treated

Critical issues and questions

- **Need to start and finish with clear idea of policy, strategy and purpose**
- **Most users do not distinguish eGovernment from government or public sector**
- **To ’e’ or not to ’e’, and which ’e’ ?**
- **Which (e)government services ?**
- **Which level(s) ?**
- **Who delivers, and who is responsible: public, private, civil, community, users ?**
- **When to measure: before, during, after ?**
- **Standardised or tailored approach**
- **Competition or cooperation**

How to progress this measure paper

- **What will paper be used for?**
- **Need more templates filled**
- **Categorisations of (?)**
  - **methodologies**
  - **indicators**
  - **data collection (survey) methods**
  - **analysis methods**
  - **presentation and use of results**
- **European good practice, guidelines, advice, handbook, etc.?**


KNOWLEDGE DEVELOPMENT
KNOWLEDGE TRANSFER

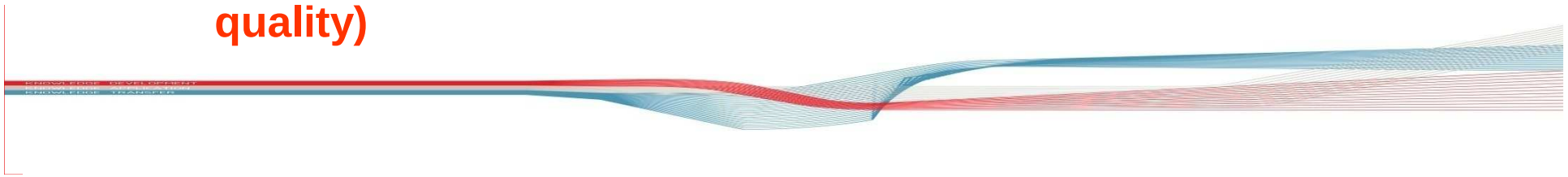
Tentative conclusions

- **Huge variety of different approaches**

- **Needs to be part of an overall eGovernment measurement framework:**
  - **should be linked to overall policy development/ implementation process so can balance / trade off against other measures (inputs, processes, outputs, outcomes impacts, etc.)**
  - **measurement is not an end in itself: it must serve a 'higher' purpose**
  - **it is not the actual measurement score itself which is important but how and why the score was produced, i.e. there is a need to focus on what lies behind the score (learn from it)**
  - **in fact, impact measurement loses its purpose if there is no clear understanding of how the various combinations of factors have produced the impact**
  - **Measurement thus facilitates political, performance and management decision-making**

Improving user take-up and satisfaction (1)

- **User take-up of, and satisfaction with, eGovernment services is low**
- **Good measurement frameworks are a necessary tool to address this**
- **There is no 'one-size-fits-all' solution, but a number lessons, i.e. need to:**
  - **Increase knowledge of users (including surveys, behavioural analyses)**
  - **Increase dialogue with users**
  - **Improve marketing, branding and awareness**
  - **Ensure appropriate and simple identity and authentication management**
  - **Build user trust (transparency, reliability, responsiveness, quality)**



Improving user take-up and satisfaction (2)

Supply side

- Behavioural and socio-demographic analyses of users
- Codes and charters
- Design for all and eAccessibility
- Local/specific services for local/specific needs
- Specific user assistance where needed
- CRM and user intelligence for better design and tailoring

User interface & service delivery

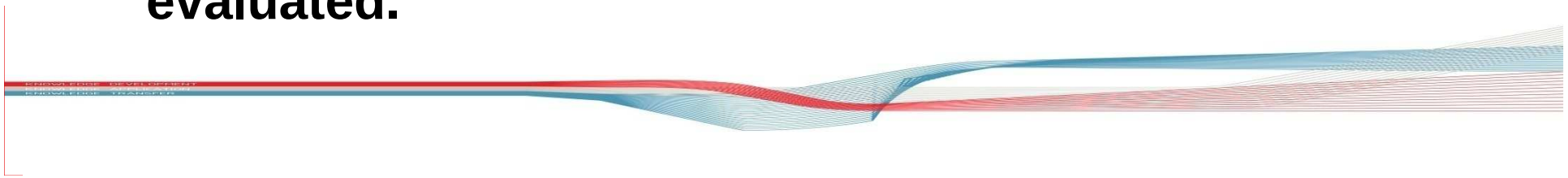
- User segmentation
- PPPs and PCPs along the delivery value chain
- Multi-channel and channel-mix strategies
- Personalised pro-active services
- Personalised services through close government-citizen relations
- Individual self-service and individual personalisation

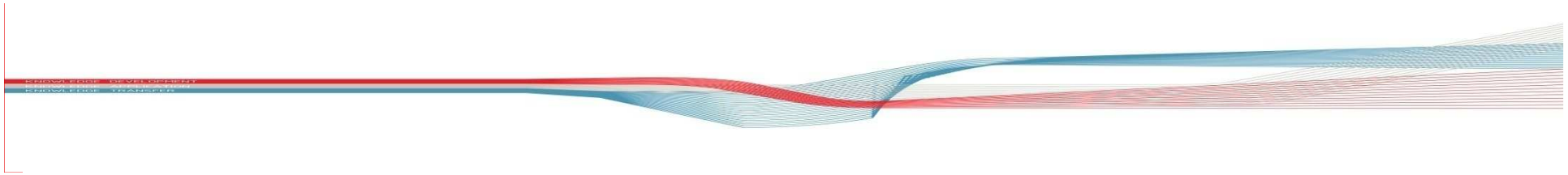
Demand side

- Social use of eGovernment and intermediaries
- User-driven innovation in eGovernment services
- Digital literacy of users
- The next generation

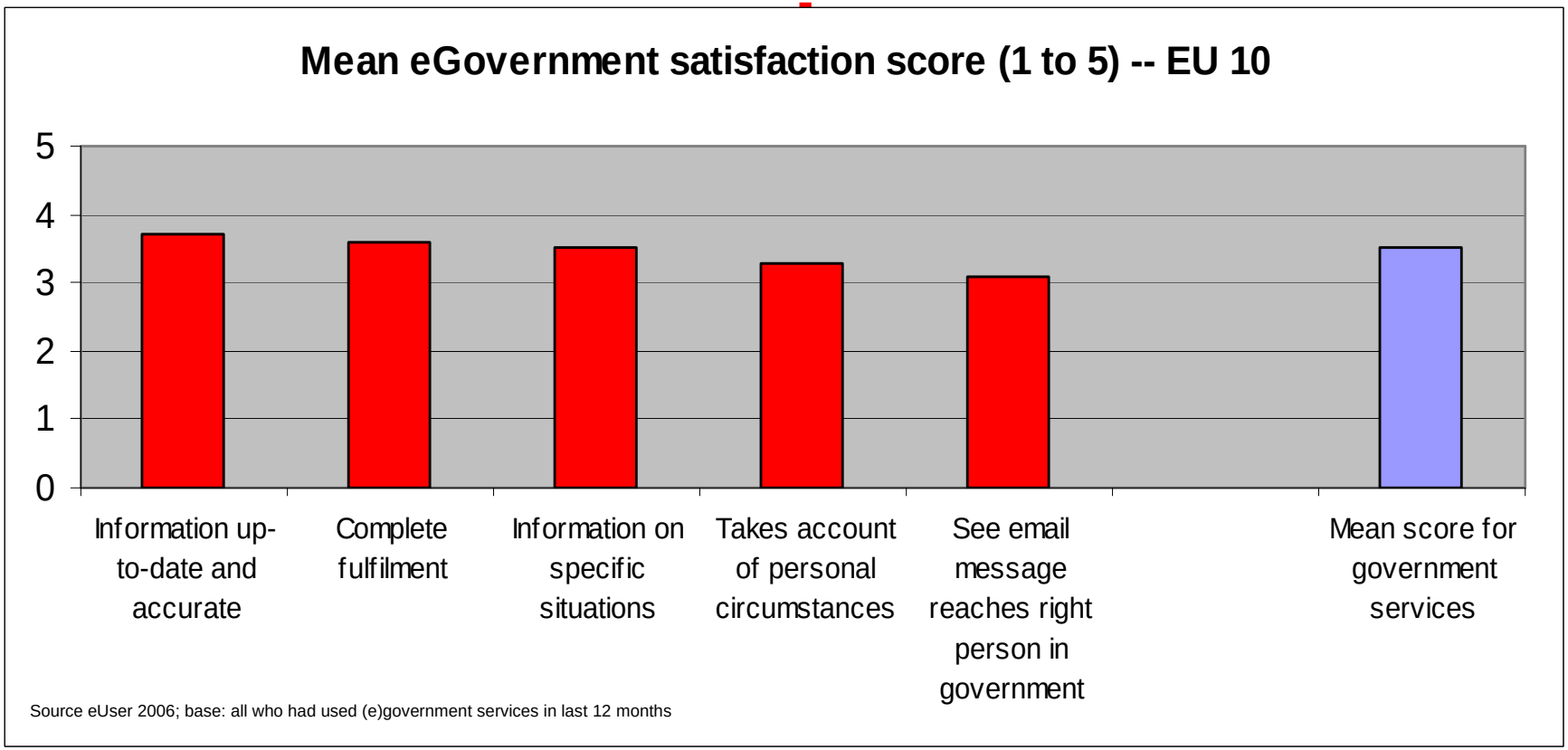
Conclusion

- **Recent evidence has shown that eGovernment services set up by taking into account user needs are able to target their reference audience in an extremely short time frame, thus improving performance and accelerating ROI**
- **User satisfaction is one of the main drivers of excellence in public service delivery processes**
- **It represents a powerful tool for fine-tuning eGovernment initiatives as they constantly update the perception the user community has of an eService and thereby enable governmental activities to be re-evaluated.**




KNOWLEDGE DEVELOPMENT
KNOWLEDGE TRANSFER

Satisfaction & benefits of eGovernment and government

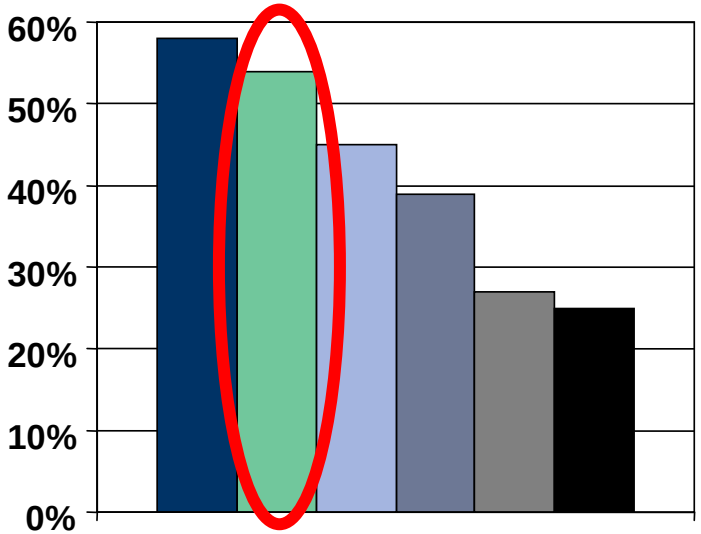


- eGovernment rated as high as government services
- But not (yet?) higher

DANISH TECHNOLOGICAL INSTITUTE

Barriers to eGovernment: perceived and actual

Perceived barriers before use



Need to go to office anyway

Too complex for online

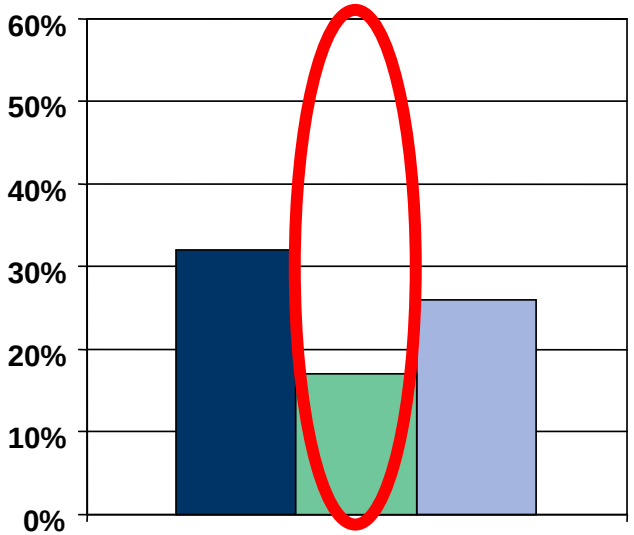
Concerned about personal Data online

Is there an online service?

Too much effort to find online service

Feel don't have technical means

Actual barriers after use



Did try but felt left alone

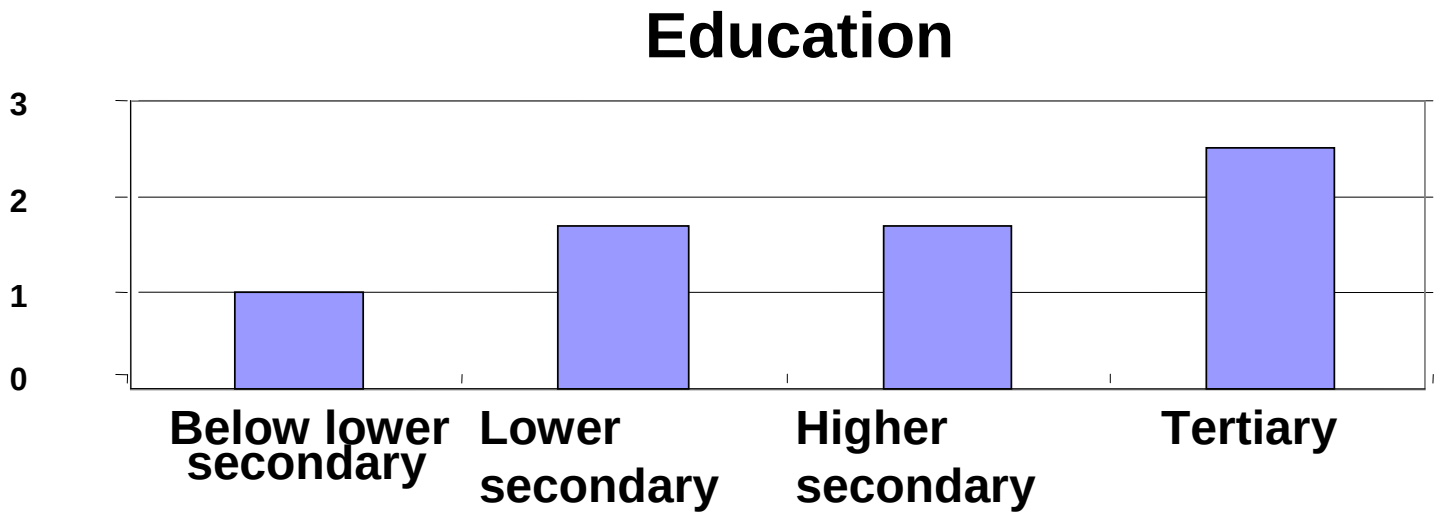
Did try but too complex

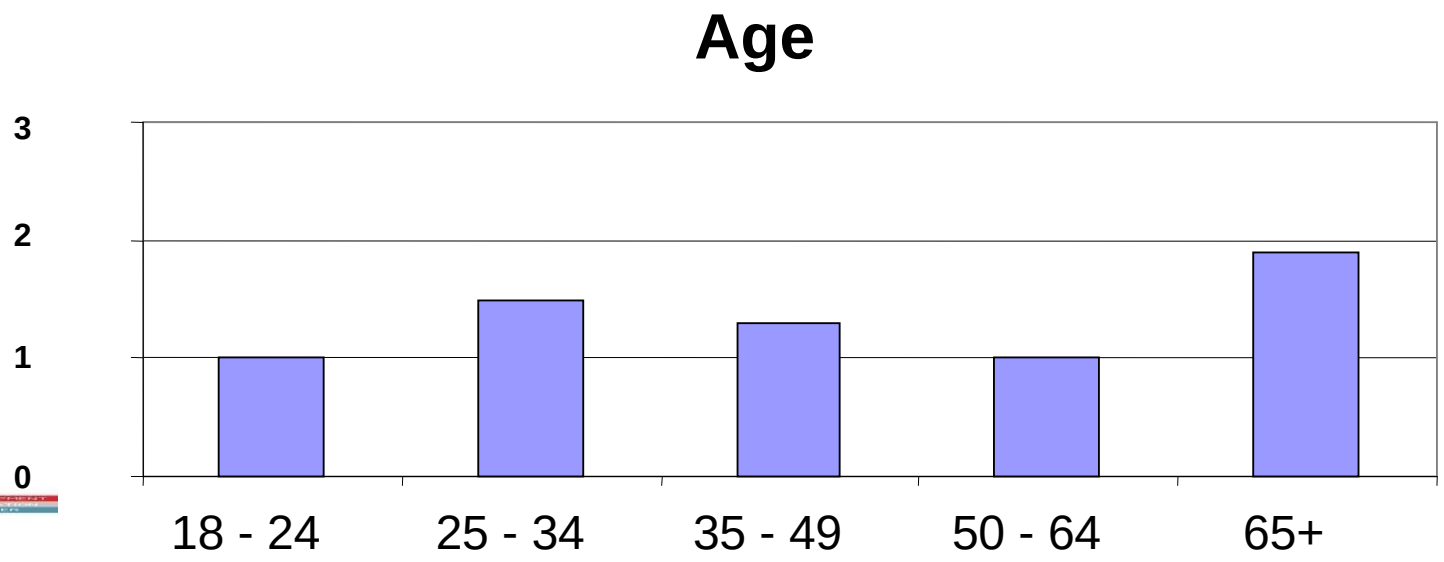
Did try but not specific to my need

- Many perceived barriers reduce after actual use
- Still not sufficiently personalised

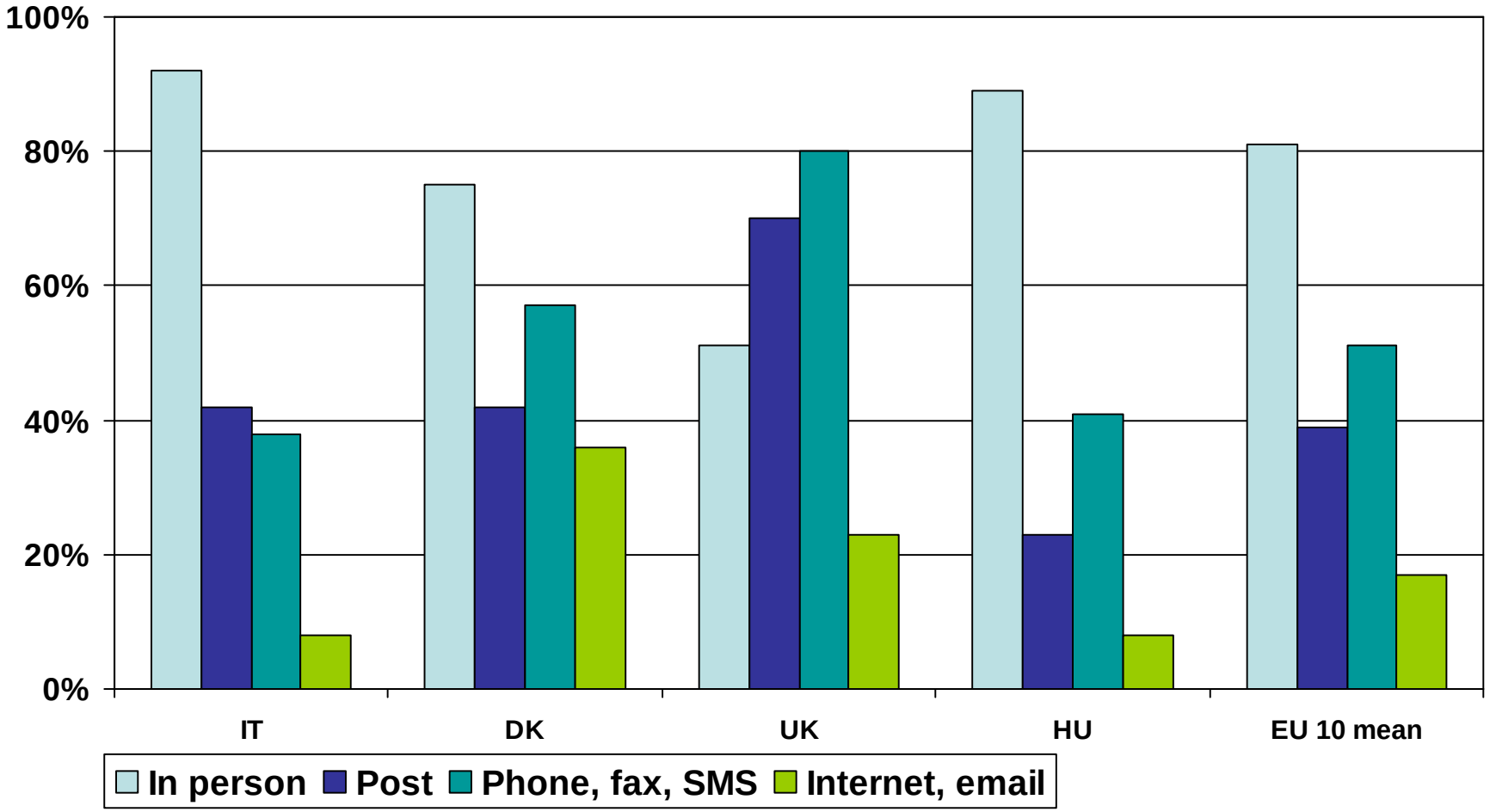
DANISH TECHNOLOGICAL INSTITUTE

Use of government services by education & age





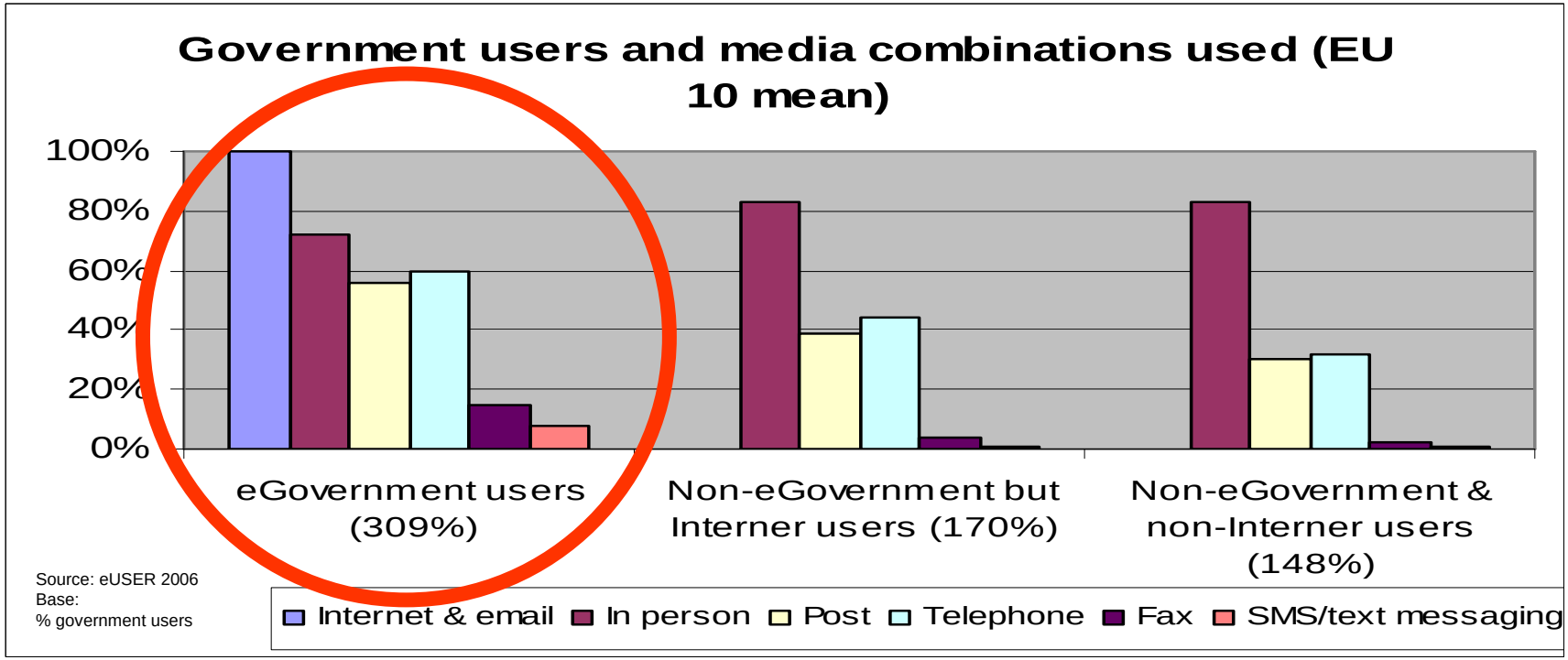
Multi-channel access to government services (2005)



- In-person remains most common, but large country differences

DANISH TECHNOLOGICAL INSTITUTE

Government users and multi-channel



eGovernment users:

- 60%-70% also use in-person, telephone, post (+ other electronic)
- are not just ‘Internet nerds’ – but use government services more, & use other channels more, through ‘channel balancing’
- 42% of eGovernment users also assist others as ‘social intermediaries’, each helping an average of 2.6 other people