

# between Data Quality and Customer Experience

## DATA DRIVEN CUSTOMER EXPERIENCE

Excellent customer experience in government is the outcome of the omni-channel approach organizations use to serve their citizens. It is the sum of every interaction an individual has with an organization's people, products, processes, and services throughout the customer journey. Organizations must prioritize how they address customer experience to achieve their missions. A focus on the customer, when coordinated through a data quality effort, is an evidence-based approach that has the ability to achieve a variety of outcomes, as illustrated in Figure 1:

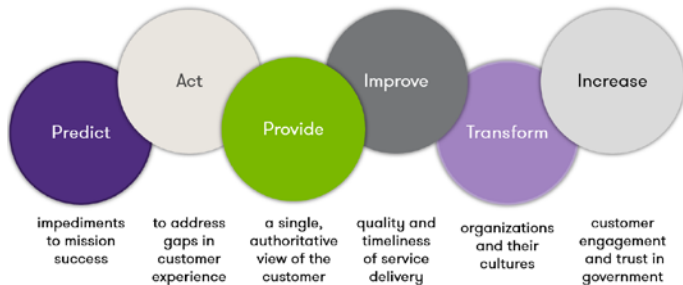


Figure 1: Customer Experience Outcomes

The Office of Management and Budget (OMB) issued guidance on how organizations can improve customer experience through the implementation of the Federal Government customer experience framework in the most recent update of Circular A-11. Government agencies are beginning to use private sector best practices, such as advanced data analytics and design thinking, to enhance customer experience — a Cross-Agency Priority Goal of the President's Management Agenda (PMA).

Good customer experience is not defined by always pleasing the customer — but rather by making the customer feel heard, supported, and cared for.

**Organizations' ability to enhance customer experience is intrinsically tied to its ability to**

**understand, measure, and take action based upon the data associated with customer interactions and experiences.** Leading private sector measures for organizations to measure customer experience include:

- **Net Promoter Score** to determine the strength of customer loyalty
- **First Response Time** to identify how efficiently customer issues are addressed and resolved
- **Customer Effort Score** to determine how easy it is for a customer to accomplish a task
- **Customer Intent** to understand what the customer is trying to achieve

Organizations that leverage customer experience measures gain uncommon customer insights and can implement meaningful customer improvements. Providing improved customer experience means ensuring every touchpoint with a customer is seamless, consistent, and trustworthy. Moreover, it entails being predictive and proactive in addressing customer requests and needs.

For example, if a family purchased a house using a home loan from the Department of Veterans Affairs, data quality driven analytic infrastructure predicts that the purchase transaction is the most likely reason that a member of the family is calling customer service, and asks them if they would like to connect with a representative from the Veterans Benefits Administration. Citizens demand a more transparent and efficient process to access services from government. These 'requirements' place a high priority on quality data in order to generate meaningful results that improve customer experience.



**Paul Seckar**

Principal  
Advanced Digital Technology & Analytics  
703.637.2626, Paul.Seckar@us.gt.com

**Jeff Lawton**

Managing Director  
Data Strategy & Data Management  
703.887.4407, Jeff.Lawton@us.gt.com

**Satish Gattadahalli**

Director  
Digital Health & Informatics  
703.637.3088, Satish.Gattadahalli@us.gt.com

## DATA QUALITY CHALLENGES

Qualitative and quantitative data enable organizations to listen to the voice of the customer and enact data-driven decisions that improve the customer experience. In today’s digital environment, data is increasingly becoming a driver of customer experience.

However, organizations commonly struggle to ensure a high level of data quality. **Data quality issues arise from legacy system-based IT environments fraught with non-authoritative data sources, complex system interfaces, inconsistent data governance, inefficient business processes, and fragmented data strategy.**

Each of these issues make trusting data a challenge. Poor data quality can lead to incorrect assumptions, a lack of data-driven decision-making, suboptimal outcomes, and ineffective stewardship of taxpayer dollars.

Data is a critical organizational asset. Without effective management, it can fall into disrepair more easily than other assets due to its unique characteristics.

Organizations traditionally identify data quality challenges only when a customer or employee knows the real world condition and sees it misrepresented in the data, or an individual proactively reviews the data en masse and sees where data does not live up to the rules that govern their values. If neither of these actions occur, organizations may use poor data to make decisions that negatively impact customer and employee experience. If an organization uses data assets with poor data quality to glean insights through customer experience measures, subsequent organizational recommendations to improve customer experience may be incorrect.

Understanding opportunities to improve data quality can enable an organization to see where and how it can improve customer experience. However, if an organization is not managing and measuring data quality, it may be unable to determine if its data pain points are leading to ineffective stewardship of assets and taxpayer dollars. Implementing a holistic data quality strategy oriented around customer experience should be an organizational

priority.

## APPROACH

Grant Thornton uses a nine-step approach to assess data quality and recommend steps for institutionalizing customer experience improvement as shown in Figure 2. Grant Thornton’s approach leverages our Data Maturity Assessment Toolkit (DMAT), a proprietary tool that rapidly evaluates the quality of data assets according to organizational priorities to complete the nine-step approach. Our toolkit leverages knowledge areas and best practices from the Data Management Book of Knowledge (DMBOK) to ensure an emphasis on master data management.



Figure 2: Grant Thornton’s Nine-Step Data Quality Approach

With facilitated workshops, we collect organizational artifacts and information on data challenges, thresholds, and goals. We begin by empathizing against an organization’s unique perspectives and strategic needs, selecting current and desired levels of maturity to attain data quality. Workshop notes are converted into



**Paul Seckar**

Principal  
Advanced Digital Technology & Analytics  
703.637.2626, Paul.Seckar@us.gt.com

**Jeff Lawton**

Managing Director  
Data Strategy & Data Management  
703.887.4407, Jeff.Lawton@us.gt.com

**Satish Gattadahalli**

Director  
Digital Health & Informatics  
703.637.3088, Satish.Gattadahalli@us.gt.com

quantitative and qualitative data points using DMAT, functioning as an instrument to organize and prioritize based on objective measures. These workshops serve as the initial basis for identifying the impacts of maturing data quality and determining what the tradeoff will be should the data quality not mature to the desired level. We use these results and measure them against customer experience measures to create a high-level data quality implementation roadmap that addresses five core independent, simultaneous data components that are shown in Figure 3:

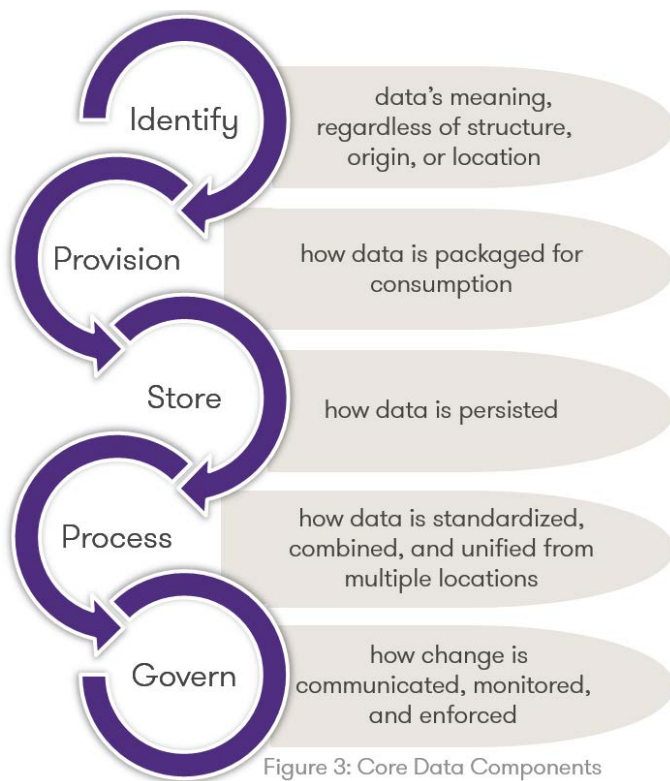


Figure 3: Core Data Components

**Change management, continuous monitoring, and governance are imperative to achieve strong data quality.** The culmination of the nine-step approach is a holistic data quality environment that is a lynchpin for improved customer experience.

## BENEFITS AND VALUE

An organization's ability to improve customer experience is intrinsically linked to its data quality. Grant Thornton's

Data Quality approach lays the foundation to meet the customer experience requirements of the Foundations of Evidence-Based Policy Making Act, OMB M 19-23, OMB Circular A-11, Integrated Digital Experience Act, Connected Government Act, Taxpayer First Act, and PMA – all of which bring customer experience into the forefront and affirm data as an enterprise asset.

Investing in data quality increases trust and transparency with internal and external stakeholders. Improving data quality allows organizations to harness data to resolve issues, reduce uncertainty about decisions, improve performance, and decrease costs. Combined, these benefits strengthen customer experience and overall organizational health.

Establishing data foundations to reinforce data quality will improve an organization's data-driven decision making and customer experience maturation. Grant Thornton's Data Quality nine-step approach applies private industry and public sector best practices and tailors them specifically to each organization's definition of customer experience success.

Reliable data quality will enable organizations to hard-wire customer experience into their missions, core values, interactions, products, and services. It will allow organizations to elicit insights through customer experience measures and make data-driven decisions that strengthen customer trust and loyalty. To that end, establishing a collaborative partnership between the Chief Data Officer (CDO), Chief Information Officer (CIO), and Chief Experience Officer (CEO) is paramount.



### Paul Seckar

Principal  
Advanced Digital Technology & Analytics  
703.637.2626, Paul.Seckar@us.gt.com

### Jeff Lawton

Managing Director  
Data Strategy & Data Management  
703.887.4407, Jeff.Lawton@us.gt.com

### Satish Gattadahalli

Director  
Digital Health & Informatics  
703.637.3088, Satish.Gattadahalli@us.gt.com