

## Customer Value First: Improving the Customer Experience in Public Services

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**Abstract.** *Governments worldwide are increasingly focusing on creating customer value in public services and customer experience management to improve public sector performance and increase citizens' trust in government. Therefore, recently there has been an increase in scientific literature and case studies analysing different aspects of customer value creation and/or customer experience in public services. Still, the interaction between the two is not clearly disclosed and linked. The purpose of this research is to accentuate the insights arising from research in science and practice, to summarise and systematise the knowledge already created and to perform an empirical study. Applying the methods of researching the content of scientific literature and practical reports, the article reveals the interaction between the value of public services to the customer and the customer experience in services. The aim of this study is to reveal the concept of customer value creation by applying customer experience management in public services. After refining the general theoretical insights of service value creation for the customer, the basics of the need and benefits of their application in the provision of public services as well as the application of the method of value creation for the customer in the provision of public services are analysed. The findings of this research positions the customer value in public services as a subjective phenomenon, i.e., the value is created by customers as it is based on their experiences in the process of service provision. In contrast, service providers create a value creation system for customers, which turns them into the co-creators of that value. Value creation for the customer occurs through the co-production and co-design of public services, where the customer is an active participant in different stages of service provision. Customer needs and expectations are evolving, and public service providers need to be able to recognise and track them and respond to these changes by applying a customer journey approach in the value creation system.*

**Keywords:** *customer value; customer experience; public services; value co-creation, co-production and co-design of public services; customer journey*

**Raktažodžiai:** *vertė vartotojui; vartotojo patirtis; viešosios paslaugos; bendras vertės kūrimas; bendras viešosios paslaugos teikimas ir dizaino kūrimas; vartotojo kelionė*

### Introduction

Governments around the globe are recognising the central importance of the customer experience. Although the theory and practice of customer experience are much more developed in business companies, they are increasingly discussed in the context of public organisations for the delivery of public services too. Governments worldwide are increasingly focusing on customer value creation using customer experience management as they seek to improve the overall performance of government and increase citizen trust. Governmental organisations are embracing a number of

different but highly complementary approaches in their customer value creation: customer-centred design using co-creation; inclusive design using co-design; service delivery using co-production.

The aim of this study is to reveal the concept of customer value creation by applying customer experience management in public services.

The study covers the following tasks:

- To reveal the conceptual connection between the customer experience and customer value in services;
- To justify the need for and benefits of the application of customer experience in public services;
- To examine customer value co-creation by co-production and co-design in public services.

**Study method.** The study adopts the approach of a scoping review points out the various ways in which scientists explore the world and offer explanations based on the evidence obtained from different sources of scientific and practical knowledge. This study is based on refining the theoretical concepts and substantiating the need for their application; therefore, the content analysis of scientific literature and practical reports was chosen a research method. The analysis of scientific literature was used to identify and align theoretical provisions, to refine the concept, and the analysis of practical reports was used to substantiate the benefits of the practical application of the concepts.

**Key results.** Customer value creation in public services highlights the subjective nature of the phenomenon, i. e., the value is created by customers as it is based on their experiences in the processes of service provision while service providers create a value creation system for customers, and in this way, they become co-creators of that value. Value creation for the customer takes place through the co-production and co-design of public services, where the customer is an active participant in these stages of service provision. Customer needs and expectations are evolving, and public service providers need to be able to recognise and track them and respond to these changes by applying a customer journey approach in the value creation system.

### **Research method**

The study was conducted by performing a scoping review. Scoping reviews, also known as scoping studies (Tricco et al., 2016), are the most appropriate methodology for accumulating existing literature on a research topic when the topic is not yet widely explored or may be broad, complex, and diverse. Scoping review helps to accumulate literature on a particular topic and allows the identification of key concepts, as well as on existing gaps in research, types and sources of evidence for practice and research (Tricco et al., 2016). Thus, for this research, a scoping review was chosen to link the literature sources according to concepts and trends, regardless of the type of source (based on theory or empirical research). The scoping review was implemented based on two main perspectives: theoretical and practical. The theoretical perspective is valuable in defining an object and the main aspects of the topic, while the practical perspective allows a broader overview of the practical understanding of the theoretical object. The scoping review allowed to reveal the main gaps in terms of theoretical and practical knowledge about the concept of customer value creation by applying customer experience management in public services. We selected literature sources based on keywords that sought to obtain the most relevant and comprehensive sources within the research question and that reflected key terminology. The research process took place in the following stages: (i) identifying search terms to guide the scope of the inquiry; (ii) identifying relevant literature sources; (iii) selecting literature sources; (iv) conducting qualitative thematic analysis and developing a narrative synthesis.

It started with search terms and not with a particular research question as the review was conducted for scoping purposes. The study began with identifying the first keyword, 'customer value' (i.e., value for the customer) and expanded by introducing new terms that arose from the previous term. Thus, finally, the following keywords were identified for review: customer value; customer experience; public services; value co-creation, co-production and co-design of public services;

customer journey. This has created opportunities for analysis without some preconceived notions and for the emergence of new unforeseen topics and explanations, which is more common in order to gain knowledge of the progress and change of public service management. This way of analysis gives the space to develop topics and theoretical categories without linking them to pre-existing items and combines general theories of service management and theories of public service management. The interpretative dimension is used precisely to record emerging topics, identify existing gaps and set directions for future public service management research.

### **Approach: The interaction between the concepts of customer experience and customer value**

The concept of service focuses on its result and therefore emphasises the customer-centric approach. The application of this approach highlights the importance of customer value creation in service. Customer value is based on customer experience in service. The first task of this study is to reveal the notion of customer value through customer experience as a means. It should be noted that the term “product” is used in general and considered synonymous with the term “service” in this section.

A service must deliver its intended benefits and meet the needs of a customer. While customers of services expect the service to be fit for purpose in advance, but then evaluate it based on both their expectations and their experience in the process of providing the service, and not just the results of the service (Osborne, et. al., 2012). Customer experience occurs when a customer faces some sensations or acquires cognition through interactions of a certain nature and level with different contextual elements created by the service provider (Pullman & Gross 2004). On the other hand, *“an experience originates from a set of interactions between a customer and a product, a company or part of its organisation, which provoke a reaction. This experience is strictly personal and implies the customer’s involvement at different levels (rational, emotional, sensorial, physical, etc.)”* (Gentile, et. al., 2007, p. 397). Many business service companies are increasingly locating the customer experience at the core of the service offering (Haeckel, et. al., 2003; Pine & Gilmore 1999; Pullman & Gross 2004; Voss, et. al. 2008). The customer experience creates mutual value for all customers at any stage of the customer experience throughout the customer interaction cycle with the organisation, encompassing all customer relationships with the organisation or its branches, its products or services provided through all channels. Thus, customer experience refers to the overall customer journey across the organisation and includes every interaction between the customer and the service provider.

Customers give recognition and credit for all the efforts offered by service provider in the experience. The challenge to the service provider is to explore the entire customer journey and each touchpoint and find ways *“to reduce the customer’s decision time or reduce customer cost or risk”* (Kotler, 2017). *“Every touchpoint during the customer’s journey provides a ‘moment of truth’ about the service. Service providers need to identify and remove any negative moments. Generally, the customer will experience three major moments of truth: (i) when he or she attempts to get (buy) the product, (ii) when he or she uses the product and finally (iii) when he or she considers disposing of the product”* (Kotler, 2017). In the case of a public service, all three moments occur at the same time or at very short notice as service production and consumption mostly occur simultaneously.

However, customer value is defined as the consumer’s perception of the benefits received in exchange for the costs incurred to obtain the desired benefits (Alrubaiee et al., 2017; Chen & Dubinsky, 2003).

Customer value can include different aspects, e.g., price, benefits received for the price paid, deep-discount price, benefits relative to alternatives, high importance, rare and precious, earnings per share, wealth-building, etc. The customer value has at least two dimensions: (i) the total value of the service, and (ii) the value of the relationship of the direct and indirect interactions between the customer and the service provider (Lindgreen & Wynstra, 2005; Alrubaiee et al., 2017). Customer value is a multidimensional nature and consists of functional, convenience, emotional, social,

conditional and epistemic value (Pihlstrom & Brush, 2008; Alrubaiee et al. 2017). “A *product is a tool for producing a valued service that will produce a valued outcome*” (Christensen in Kotler, 2017). From a management perspective, customer value must be planned in advance; to achieve the desired standard of the service, it has to take into account the resources needed and staff assigned to implement the plan (Alrubaiee et al. 2017). The way in which an organisation delivers value for customers is beginning to be equally important as what it delivers, thus, a physical product includes a whole set of services as it is a bundle of physical and service attributes (Kotler, 2017). Boundaries between products, services and customer environments (both physical and virtual) are vanishing. “*Customer value as a construct formed by two parts: one of benefits received (economic, rational and social) and the other of sacrifices made (convenience, time, effort and price) by the customer*” (Roig et al. in Alrubaiee et al. 2017).

Several challenges appear to seek for better customer value in the delivery of public services. They may be grouped into interrelated approach and service design categories covering two related aspects of identifying and understanding the customer and redesigning the service delivery from the customer perspective. Thus, the approach category is mainly related to the organisational culture and organisational capacity to recognise and understand customer needs. The service design category is primarily associated with the service delivery system. These two categories are related in such a way that customers are increasingly expecting immediacy, personalisation and convenience from their service providers. Thus, designing the customer experience requires rearranging interactions between the customer and public service provider into different sequences (McKinsey, 2018).

There is a separation between those who create policies and those who deliver the services, and this often results in an incoherent service experience for citizens. Governments seek to focus on public services providing in a way that is most efficient. Thus, the “*shift from ‘designing from the inside out to ‘designing from the outside in’ is used*” (Design for Europe, 2016).

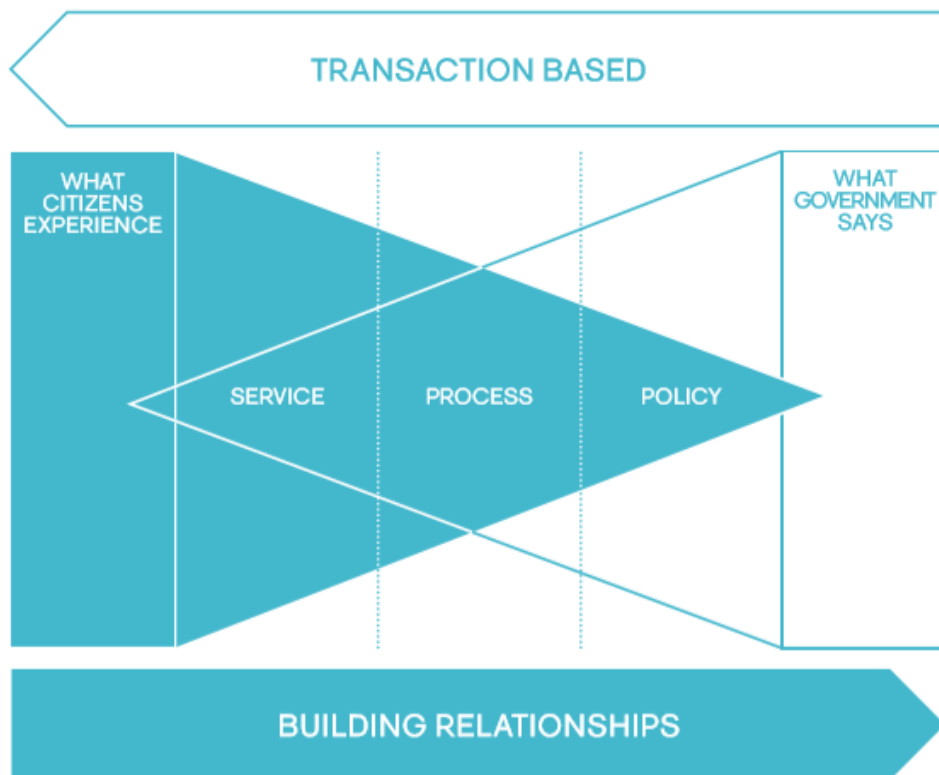


Figure 1. *Interaction between citizens and government in the system of public services delivery*

Source: Design for Europe, 2016.

In the case of public services, not only individual value for the customer is created, but also public (social) value. Creating public value means the process by which public sector organisations

offer delivery of services that meet the needs of citizens (Moore, 1995; Hodgkinson et al., 2017). Public value arises from the interactions with citizens, who act as “*problem solvers, co-designers and co-deliverers*”, thus contributing to public services. Thus, “*understanding the role of service customers in the delivery system can help public service providers to find new ways of understanding and measuring public value*” (Hodgkinson, et.al., 2017). Farr (2016) reports that public value is created by PSOs when it “*create different conditions, service provision, experiences and outcomes*”; *this means that public services are “personalised and tailored” and customers are “supported to achieve outcomes*”. Thus, service providers should invest in products, in people and in the service-delivery processes to put customers’ value first.

### Literature review: Applying customer experience in public services

Customer value reveals the level of customer satisfaction with the service. From the service provider’s perspective, customer satisfaction is an intrinsic process which is affected by the customer’s individual features and contexts. With this in mind, the service provider can influence the level of customer satisfaction through customer experience management. The second task of this study is to acknowledge the dependence of customer satisfaction on customer experiences in public services.

As the study of McKinsey Centre of Government shows, governments are struggling to keep up with demands from citizens or to meet their changing expectations, and customers are far less satisfied with public than with private-sector services (McKinsey, 2018).

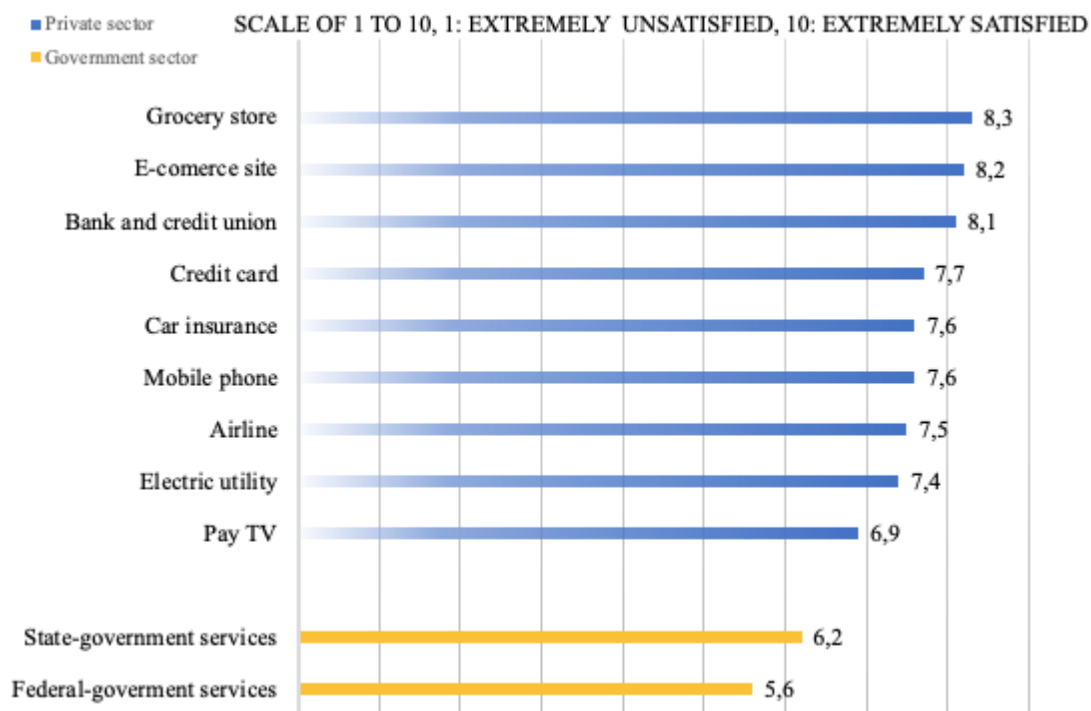
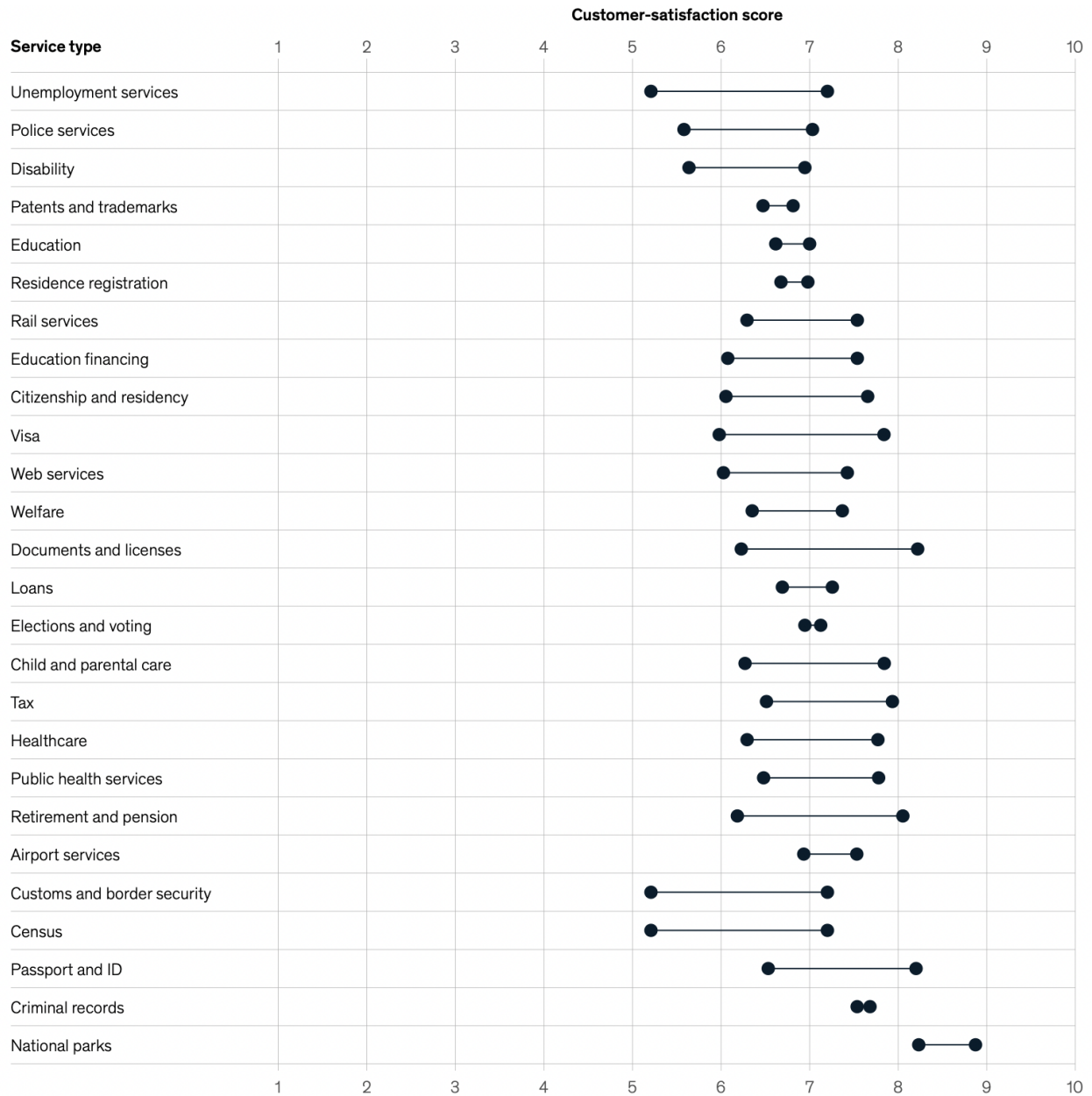


Figure 2. Average customer satisfaction scores in the United States of America

Source: McKinsey, 2019.

Customer satisfaction with public services varies widely across countries and across public services. In terms of satisfaction with passport services in various countries, analysis (see Figure 2) shows that US citizens are 10-20 per cent more satisfied than German citizens (McKinsey, 2019).



<sup>1</sup>On a scale from 1 (very dissatisfied) to 10 (very satisfied).

**Figure 3. Range of customer satisfaction across services in Canada, France, Germany, United Kingdom and the United States of America**  
 Source: McKinsey, 2019.

Thus, the customer experience creation approach has begun to be applied to public services too. It is acknowledged that “the performance of public service is not (solely) about its effectual design in relation to its purpose but is equally about the subjective experience of that service by its customers” (Osborne, Radnor, and Nasi, 2013). Adopting the public service-dominant approach, governments are devoting resources to improving customer experience (Hodgkinson et al., 2017; Osborne, Radnor, and Nasi, 2013). Public service providers are starting to recognise the importance of the customer experience for improving customer satisfaction, employee engagement, efficiency and effectiveness in the delivery of public services. “Successful public services management is seen not exclusively in terms of the effective design of public services, which is a necessary, but not sufficient condition”(Osborne et al., 2013). Rather, it also necessary to manage and respond to

customer expectations for services, to train and motivate service PSO's staff to communicate positively with customers (Osborne, Radnor, and Nasi, 2013).

The core ideas of agile management are the ability to move quickly and efficiently and a relentless focus on delivering value to customers (McKinsey, 2018). Analysis of practice of business companies shows that they are incorporating customer journey management in their customer experience programs seeking to achieve far greater year-over-year performance improvement levels across a number of key performance fields (Minkara, 2016).

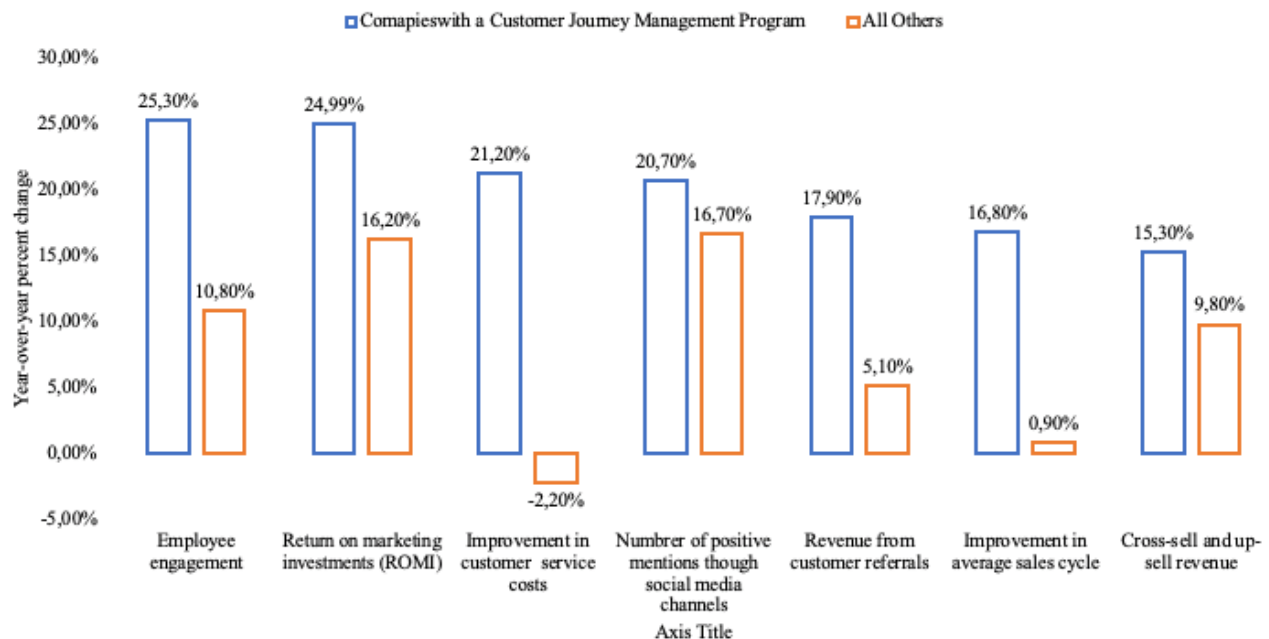


Figure 4. The customer journey management reasons, per cent of respondents, n=211

Source: Minkara, 2016, based on Aberdeen Group, 2016.

Customer experience is also an integral part of the concept of public service management. Based on the generalisation of Osborne, Radnor and Nasi (2013) (which was based on the analysis of substantial scientific literature), there are several key elements of public services management, including “*knowing who the customers of service are, their expectations, requirements and value expectations, developing, articulating and sharing a (compelling) service promise or offering, designing and “engineering” both the service and the experience of it in order to deliver this promise, creating a service culture and customer-focused mindset and measuring and assessing the service from the point of view of the customer*”.

In large organisations such as public services providers, “*a distinctive customer experience depends on a collective sense of conviction and purpose to serve the customer’s true needs*” (McKinsey, 2016b), which corresponds to what may be called ‘strategic orientation’ (see Osborne, Radnor, and Nasi [2013] on this subject). Public service providers need to identify and understand the overall customer’s journey. This means paying attention to the “*complete, end-to-end customers experience*” (McKinsey, 2016b). “*Customer journeys are a framework that allows public service providers to organise themselves and mobilise employees to deliver value to customers consistently, in line with its purpose. The journey construct can help align employees around customer needs, despite functional boundaries*” (McKinsey, 2016b). Still, too many public service providers focus on individual interaction touchpoints intended for registration, billing, service calls, etc. Customer journeys are significantly more strongly related to overall customer satisfaction than touchpoints, i.e., even if individual touchpoints may operate well, the overall customer experience can still be poor (McKinsey, 2016).

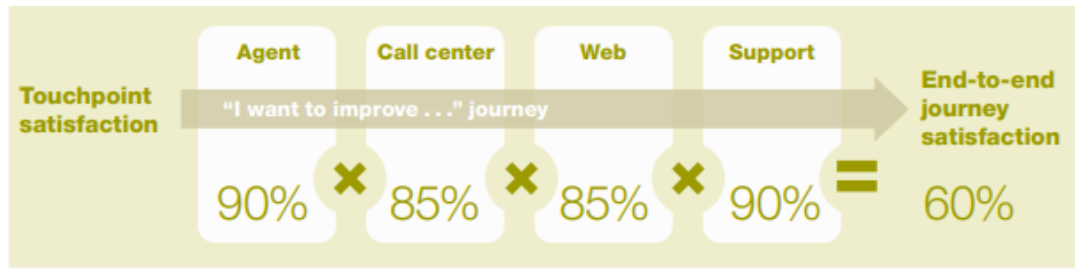


Figure 5. *Touchpoints satisfaction impact on customer experience*

Source: Digital labels McKinsey, 2016.

Public service providers may take several tactics to increase customer experience value. Starting from the improvement of the most important customer journey point, then improving all the steps that make up the customer journey, looking into the management of customer expectations and designing supporting processes and finally setting the culture of continuous innovation.

Public service providers' actions may include several "hard" improvements in operations and "soft" behavioural-psychology initiatives:

- There is an overall trend that more and more public service providers are digitising public services delivery processes as new levels of speed, agility, efficiency and precision are required. This is how customer expectations of immediacy and convenience may be met.

- Customers hold service providers to high standards for service quality, performance and price. Thus, customer segmentation leading to the process of redesigning functions around customer needs helps service providers to maintain focus and have a positive impact on customer satisfaction. This is how the customer expectation of personalisation may be met (at least to some extent).

- *"Influencing and understanding a customer's expectations of service is fundamental to their experience of and satisfaction with that service – and that this experience then affects quite profoundly the effectiveness and impact of that service"* (Osborne, Radnor, and Nasi, 2013). Thus, shaping customer perceptions by applying behavioural psychology may be used. For example, the sequence of interactions between the service provider and customers should end on a positive note or the merge of various stages of interactions should decrease the customer's perceived sense of duration and facilitate the feeling of moving forward.

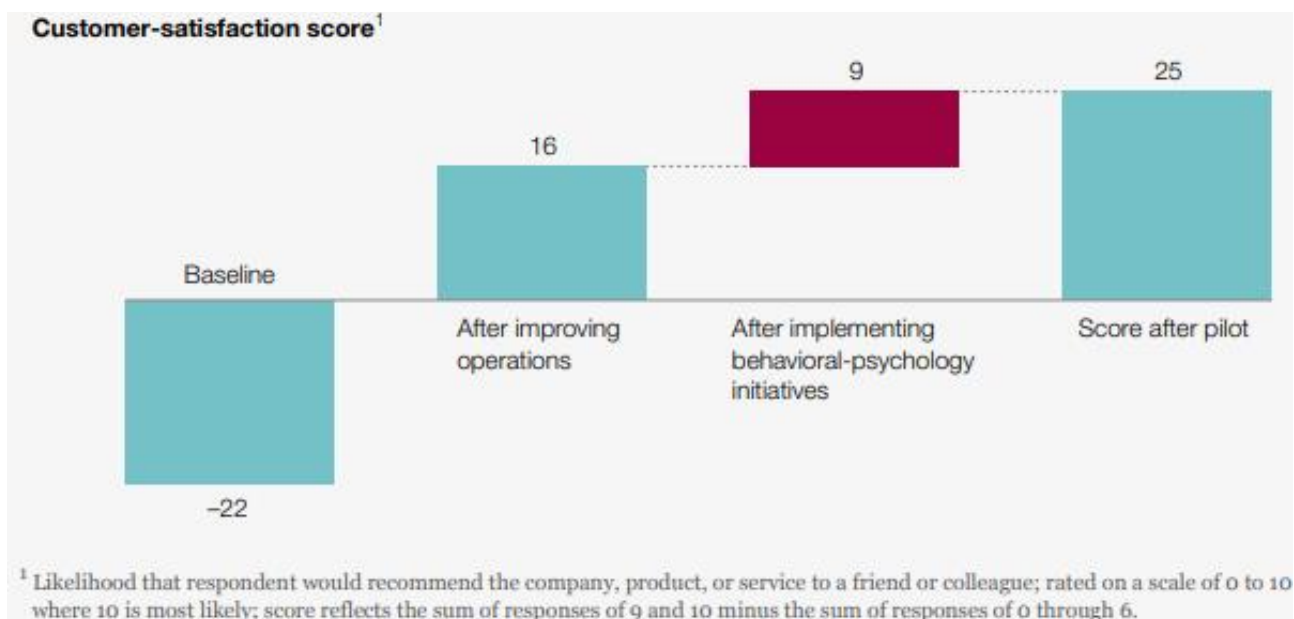


Figure 6. *Customer-satisfaction score*

Source: McKinsey, 2016.



McKinsey's (2017) pilot study of a customer-services company found that improvements in customer-satisfaction scores accrued "from 'soft' behavioural-psychology initiatives as well as from 'hard' improvements in operations".

Globally, agencies such as the United Kingdom's Government Digital Services, Singapore's Government Technology Agency and the Canadian Digital Services are committed to using digital technologies to enhance the experience of citizens, businesses and government employees. In the United States, the Office of Management and Budget in 2018 instructed all executive branch agencies to incorporate customer experience into their strategic decisions, culture and services design (Deloitte, 2019). A massive program "Design for Europe" (<http://www.designforeurope.eu/>), jointly supported by the European Commission to improve the customer experience by promoting design awareness and knowledge sharing. Eighteen out of 28 EU countries have government-funded national policy and service design centres.

### Results and discussion: Customer value co-creation by co-production and co-design in public services

Terms such as co-creation, co-production, co-design are very common and widely used in the context of policy and public governance. On the one hand, this shows the meaning and significance of concepts in society and public governance; on the other hand, this also complicates a common understanding of the terms. With this in mind, one of the tasks of this study is to reveal the turn of co-creation by co-production and co-design concepts and to identify their essential differences.

Gronroos and Voima (2013) identify three interrelated spheres: provider, joint, customer; the "provider sphere produces resources and processes for customers' use", a "joint sphere a is co-creation of value between the service provider and the customer" and the "customer sphere as the experiential sphere, outside direct interactions, where real value is created through the customer's accumulation of experiences with resources and processes and their outcomes in social, physical, mental, temporal, and/or spatial contexts".

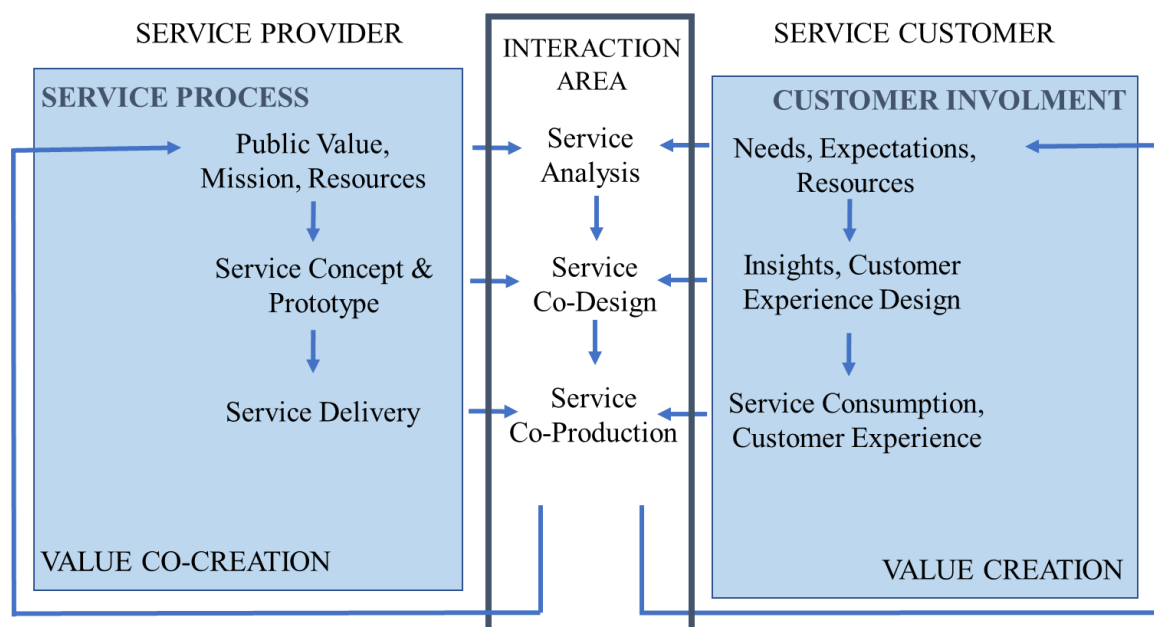


Figure 7. Customer value creation in the system of public service delivery

Source: authors.

Studies performed by the McKinsey Center for Government (2018) show that the customers' feeling of control and choice has a strong impact on overall customer satisfaction. Thus, the usage of co-production, co-creation and co-design in public service delivery is the way to increase customer

experience value in public services. Either the mode of consumer participation would be selected. The customer and his/her needs, aspirations and preferences are both a starting point and a mode of service delivery, where service delivery systems are designed and refined based on customer feedback. The service value is defined by the customer's experience, and perception of the benefits received, as it is determined by comparing the match between the customer's expectations for the service and the experience of the service delivery process (Osborne et al. 2017) and thus the customer's view on customer experience value is at the heart of customer experience management.

*“Value of a public service is not an objective phenomenon”* (Osborne, 2021: 85), but is set up by customers in the context of their needs, expectations and experiences. The value of public service is subjective as it is always experienced in the customer's own particular life context (Gronroos, 2019). Thus, customer value may be created through the consumption of public service in two ways: (i) value *“co-creation can take place only through direct interactions”* between customer and service provider, and (ii) *“service provider may facilitate the customer's value creation by producing and delivering resources and processes that represent potential value, or expected value”* (Gronroos & Voima, 2013).

The term of value co-creation is proposed in the service dominant approach model and is *“an exchange processes that integrate knowledge and skills”* (Vargo & Chandler, 2011). This means pooling resources from multiple sources and then working together to create the desired service delivery. It is a complex process that aims to integrate different resources. Public value also means analysis of more general needs of citizens. The public service dominant approach puts service customers and citizens at the core of public service delivery through the co-creation of value, co-design and co-production of services (Hodgkinson et. al., 2017; Trischler et. al., 2019). *“Value of the service customers comprises their satisfaction with the service, the impact of the service experience upon their well-being and the extent to which it meets their social, health or economic needs”* (Osborne et al., 2016). Public value is created through political mediation and is an expression of collectively determined priorities that reflect what citizens value (Moore 1995).

From the perspective of the service provider, services have no intrinsic value because they are only a value promise. The service provider becomes the value co-creator as it frames the service delivery system and pools resources. Service customers *“co-create the value of their own service”* and *“contribute to the collective co-creation of value for other”* service customers (Osborne et al., 2016).

The co-creation of value builds up an inclusive society through the co-production of service by meeting an individual social need (or of groups of individuals). Co-production is the value that service customers gain from using a service as well as its effect and impact upon their well-being in the short term, by their (dis)satisfaction with the service, and in the long term, by creating expectations about future public service. As service production and consumption mostly occur simultaneously, the customer is naturally a co-producer of the service (for example, in education or healthcare). Therefore, *“co-production is not an “add-on” to services, but a core feature of them”* and even an inalienable element of public services (Osborne and Strokosch, 2013). Co-production is a core element of process of interaction between any public service provider and its customer at the point of delivery of a service (Gronroos, 2007; Cluley, Radnor, 2020; Brandsen et al., 2018). The extent of customer participation in the service delivery process may vary (as there is a continuum of perspectives on co-production), depending on customer involvement in the phase(s) of a public service lifecycle (not only demanding, consuming and evaluating). The co-production process involves enabling interactions so that customers can have meaningful and compelling engagement experiences in all public service lifecycle. *“Co-production becomes an inalienable component of public service delivery that places the experiences and knowledge of the service customer at the heart of effective public service design and delivery”* (Osborne, Radnor, and Nasi, 2013). *“Co-production refers to citizens' involvement in the (co-)implementation of public services”* (Jukić et al., 2019). Co-production of public services involves the conscious agency of citizens in the management and production of public services.

The co-creation of value through co-design of service in a way that adds to society by meeting community needs (Osborne et al., 2016; Osborne, 2018). Co-design is a specific pattern of a co-creation practice that allows customers to “*participate and contribute as experts in their own experiences*” (Trischler et al., 2019). Co-design involves the direct engagement of citizens in the service design process, irrespective of whether it has an impact upon their needs, expectations and experience. This may also lead to public service improvement of the broader service delivery system by addressing prior fail-points and service failures (Osborne et al., 2021; Osborne, 2018). In order to develop successful services, co-design is very important for the design of services as it is necessary to understand the service from both sides of the interaction, i.e. to know the needs of the service customers and to know the content and process of the service. “*Customer involvement, customer knowledge assimilation, and concept transformation*” enables a service provider to exploit customer knowledge in the development of new services and improvement existing ones (Patrício and Fisk 2013). “*Designing for service is seen as an exploratory process that aims to create new kinds of value relation between diverse actors within a socio-material configuration*” (Kimbell 2011). Service design is the transformation of customer needs into new service ideas. Voorberg et al. (2015) considers citizens as co-designers involved in the development of the content and process of service delivery and in the (co-)implementation of public services later on.

Co-design and co-production processes are not only about the effective meeting of needs: they are two-way processes of exploring and shaping the expectations of a public service for its customers.

## Conclusions

In the field of public service management many concepts are beginning to be used while their meanings are not precisely revealed and their fragile connections are not established, so they become just buzz words. After analysing the content of the general concepts in the field of services and applying them to the specifics of public services, this study revealed the content of concepts and their relationship: customer experience, customer value co-creation, co-design and co-production of public services.

The result of a service is the value it creates for the customer. Customer value depends on customer experience, meaning that value can be experienced as it is created. The value of the service is equal to its customer’s perceived value. Customer perception of value stems from satisfaction with a particular service. The source of satisfaction with a service is the internal process of the customer. The service provider creates a framework for customer value creation. Therefore, the value is owned by the customer and co-created by the service provider. The co-creation role of service providers in customer value creation may be conceptualised as the process of extracting the value from public service providers’ resources in public service delivery. Satisfaction with the service is based on the customer experience of the service. The customer’s experience is discovered and detected by the customer itself. Therefore, when service providers perform service management, they seek to influence the experience of the service customer. The customer experience consists of the customer journey(s) using the service. Customer value is created through customer experience, while a customer journey is a type of customer experience.

Service management includes analysis, service design, service delivery in the service delivery system. The interactive nature of the service is determined by the interplay between the provider and the customer, leading to co-design and co-production of service. Co-design is the interaction of provider and customer in developing a service concept based on the knowledge of customer needs, expectations, previous experience. Creating value for public services customers is only possible if customers’ “needs, aspirations and preferences are met. Thus, customer value creation can only be based on customers” desired outcomes (Osborne, 2021). Systems of public services delivery should align the service provider and customer seeking the cognition and satisfaction of customers’ desired outcomes. Co-production is the interaction between a provider and a customer in a service production process, where the service provider provides the service framework and the customer experiences the service in the customer journey. These interaction processes are not one-off or random, but

permanent. Customers' needs and aspirations are subject to change. Providers of public services must be able to identify, track and respond to changes. Thus, improving the customer value in public services requires responsiveness, agility and continuous innovation of customer experience. Using the customer journey approach helps get a more specific view and feel of the actual customer experience (and its impact on the value), which can then be continually refined.

This approach is relatively new in the field of public service management and requires a more in-depth scientific substantiation and tools for its practical application. Further research is required to provide a detailed clarification of customer value dimensions and criteria application in public services. In terms of the future development of this line of research, it is worth mentioning the comparative analysis of the gap of public value co-creation in different areas of public services (such as education, social care, health care, justice or public utilities, etc.). Generally, customer value is individual-centric while in the case of public services it goes beyond the individual user and covers a wider customer value reflection in communities and/or whole society. So far there are no clear explanations and solutions for the situation when the individual value contradicts the societal value (for example, imprisonment of persons).

Further research is expected to apply the customer experience management framework reflecting the essence of public services and the specifics of the operation of public services organisations. Notably, there is a significant amount of scientific and practical insight supporting the need for and benefits of co-design and co-production of public services, but there is a lack of practical models of their application systems and/or processes which should be developed for providers of public services.

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## **Vertė vartotojui svarbiausia: vartotojo patirties gerinimas viešosiose paslaugose**

### *Anotacija*

Vyriausybės visame pasaulyje, siekdamas pagerinti viešojo sektoriaus veiklą ir padidinti piliečių pasitikėjimą valdžia, vis daugiau dėmesio skiria vertės vartotojui kūrimui viešosiose paslaugose ir naudoja vartotojo patirties valdymą. Taikant mokslinės literatūros ir praktinių ataskaitų turinio tyrimo metodus, straipsnyje atskleidžiama viešųjų paslaugų vertės vartotojui ir vartotojo patirties paslaugose sąveika. Išgryninus bendrąsias teorines paslaugų vertės kūrimo vartotojui prielaidas, pagrindus jų taikymo poreikį ir naudą teikiant viešąsias paslaugas, analizuojamas vertės vartotojui kūrimo metodo taikymas teikiant viešąsias paslaugas. Paslaugos rezultatas yra vertė, kurią ji sukuria vartotojui. Vartotojui vertė priklauso nuo jo patirties, o tai reiškia, kad vertę galima patirti ją su(si)kuriant. Paslaugų teikėjas sukuria vartotojui vertės kūrimo sistemą, todėl jis yra šios vertės bendrakūrėjas. Iš paslaugos teikėjo perspektyvos, vertės vartotojui kūrimas vyksta taikant viešųjų paslaugų bendrą teikimą ir bendrą dizaino kūrimą, kai vartotojas yra aktyvus šių paslaugos teikimo proceso etapų dalyvis. Vartotojo dalyvavimas paslaugos teikimo procese sukuria vartotojo patirtį, kuri kyla iš vartotojo kelionės. Todėl paslaugų teikėjui vykdant paslaugų vadybą, jis siekia paveikti paslaugos vartotojo patirtį. Bendras paslaugos dizaino kūrimas – tai paslaugos teikėjo ir vartotojo sąveika kuriant paslaugos koncepciją, pagrįstą žiniomis apie vartotojų poreikius, lūkesčius, ankstesnę patirtį. Bendras paslaugos teikimas – paslaugos teikėjo ir vartotojo sąveika paslaugų teikimo procese, kai paslaugų teikėjas suteikia paslaugų sistemą ir vartotojas patiria paslaugą vartotojo kelionės metu. Šie sąveikos procesai nėra vienkartiniai ar atsitiktiniai, o nuolat vykstantys. Vartotojų poreikiai ir lūkesčiai kinta, todėl viešųjų paslaugų teikėjai turi sugebėti juos atpažinti, sekti bei reaguoti į šiuos pokyčius, taikant vartotojo kelionės metodą.

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