



Innovation, Science and
Economic Development Canada

Innovation, Sciences et
Développement économique Canada

Canada

IMPROVING SERVICE DELIVERY

CORPORATIONS CANADA IACA CONFERENCE 2019

CONTEXT

The background features a dark purple gradient with vibrant pink and magenta wavy patterns. In the lower half, there is a grid of glowing dots that form a perspective of a receding surface, creating a sense of depth and digital connectivity.

Who We Are

1. Federal Corporate Regulator
2. Service Provider for Business



In Canada, each province/territory has their own registrar for business registration

Fast Facts

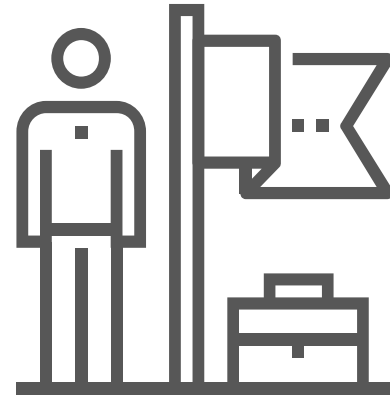
Last year:

- 500 000 transactions submitted
- 65 000 phone calls
- 9 500 written inquiries
- 345 000 active federal business corporations
- 5.5 million hits on our webpage
- 3 million searches for federal corporations
- 30 000 active federal not-for-profit corporations

Our Environment

Client expectations for government services are increasing:

- They expect services and tools on par with the private sector
- Anywhere, anytime and from any device
- Faster, easier and cheaper



OUR JOURNEY

The background features a vibrant, abstract design. It consists of several layers of wavy, undulating lines in shades of pink and purple. In the foreground, there is a dense grid of small, glowing dots that also follow the wavy pattern, creating a sense of depth and movement. The overall color palette is a mix of bright magenta, deep purple, and soft pink.

From Designing **FOR** to Designing **WITH**...

Before 2016...

- **Annual program** conducted on a schedule
 - **Attitudinal** information collected through scheduled **surveys** and **engagement sessions**
 - Client feedback solicited at the end of product development

Since 2016...

- Continuous contact with clients
- **Qualitative** and **behavioural** analysis through a business intelligence tool
- **Targeted** engagement activities
- Develop new products and services with our clients at the **forefront**

User Testing

- When developing new services, user testing is included **early** in the development phase
- Not just a check box exercise
 - **Continuous** iterations with users to ensure it meets their needs



User Personas

- Profiles based on average **user types**
- Creates an image of who they are, what they do and understand their **needs, goals and motivations.**



Joseph

- SME Owner
- Wants to invest time in business, not deciphering bureaucratic requirements



Norman

- Lawyer/Law Clerk
- Wants to understand all legalities to offer quality service to clients



Sarah

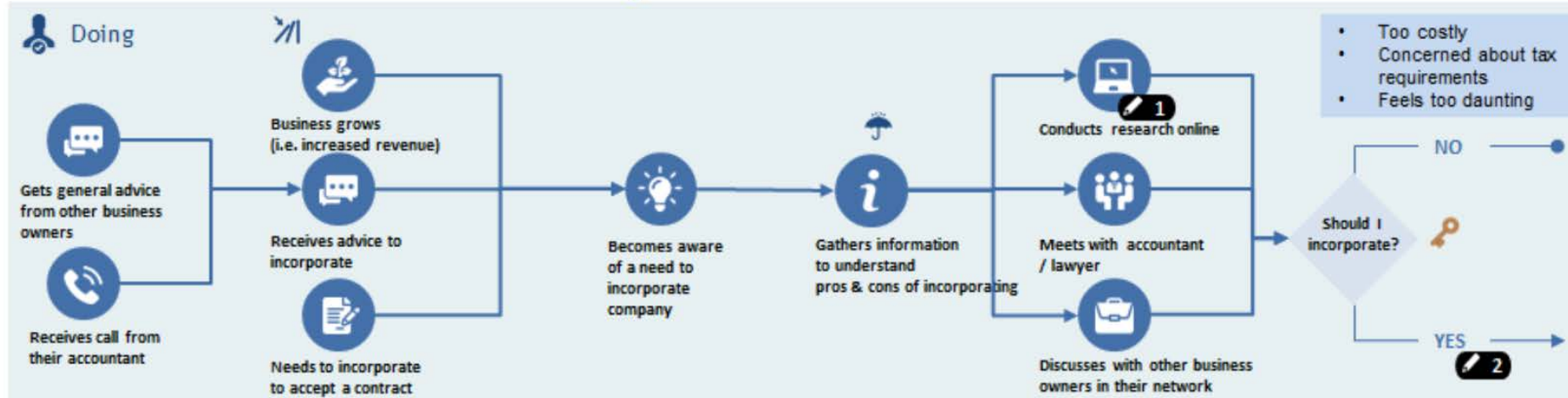
- Researcher/Paralegal
- Wants to find reliable and authoritative information to support decisions

Journey Maps



Stages clients go through when interacting with us

Becomes Aware of a Need: Sub-Journey



Notes

Sources / Influencers

Questions

Challenges

Opportunities

Feeling



Unsure



Confused



Worried



Excited

"I didn't get the shares aspect. I'm so small, so this was hard to even think about. When I hear shares, it makes me think of huge corporations."



Key Moments

- Analyzing the pros and cons to understand if the value in incorporating their company outweighs the associated costs

The Results

Going through this transformation allowed us to understand our client in a new way:

- 88% of clients said “The online application was **simple and easy to follow**”

Clients expressed their satisfaction in our renewed engagement approach

- Established **segmented communities** with users who are eager to be consulted throughout the project development phase

Insights gathered throughout the year supports our **strategic planning** process

WHERE WE'RE GOING

Building on our success

- Develop a **Client Satisfaction Index**, assess our current state and measure changes annually
- Work towards **co-creation** with users through **design jams** and within our innovation labs

REFLECTIONS

The background features a gradient from dark purple at the top to bright pink at the bottom. A series of wavy, horizontal bands of light pink and purple dots create a sense of depth and movement, resembling a digital or particle-based landscape.

Reflections on our journey

- Understanding client **needs** and **expectations** are key
- Focus on engaging all users, including **employees**
- Invest in **transforming** the organization towards a **service culture**
- **Incremental** changes are central to changing the culture

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