



Customer-Experience-as-a Service (CXaaS)

Transforming Government Operations through an Enterprise Customer Experience Program

Category: Operational Efficiency

State: Texas

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Project End: Ongoing

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Executive Summary

The Texas Department of Information Resources (DIR) provides innovative and cost-effective technology and cybersecurity solutions for its government customers. DIR has always been keenly aware of and responsive to customer needs. Recognizing that customers expect improved access, enhanced services, and swift responses from the agencies that serve them, DIR realized the importance of elevating every customer interaction with better experiences. In 2023, DIR consolidated outreach efforts across the agency to create the Chief Experience Office (CXO). The CXO's first priority was to create an agencywide customer experience program, including a Customer-Experience-as-a-Service (CXaaS) model.

CXaaS is a framework that packages CX tools and resources for use across internal DIR divisions and by external Texas agency partners to improve the experiences of Texans. These tools include templates for:

- Identifying an organization's customers;
- Determining the ideal state of customer experiences with the organization;
- Assessing how an organization solicits and listens to customer feedback and input;
- Developing personas;
- Evaluating processes and procedures through journey mapping; and
- Addressing customer pain points and discovering potential solutions.

As part of the customer experience program, CXO developed these customer experience modules that every entity can use to understand the needs of their customers, work through process improvements, address pain points, increase productivity, and find efficiencies. Like cloud computing and other as-a-service models, CXaaS is a scalable model that can be used by entities of any size to address a variety of processes.

What Problem or Opportunity Does the Project Address?

Government teams are often mission-driven and deeply committed to public service, but the systems supporting their work are not always designed with the users in mind. Legacy technology, siloed workflows, and unclear roles can cause even well-functioning departments to inadvertently create a fragmented experience.

For users, whether constituents, business partners, or agency staff, these oversights can result in delays, confusion, and frustration when navigating services that should feel seamless. These inefficiencies compound across agencies, making it harder to deliver timely and coordinated support.

CX supports a shift from reactive problem-solving to proactive service design, enhancing both operational efficiency and the user experience.

DIR created CXaaS to address these challenges in a way that is both practical and sustainable. Rather than adding a separate initiative or requiring major system overhauls, CXaaS offers a framework for integrating customer experience (CX) principles directly into day-to-day operations. The model equips teams with simple, adaptable tools to uncover friction points, make more informed decisions, and improve coordination across departments.

DIR designed CXaaS to work within existing structures and budgets, making it accessible to any team, regardless of size or maturity. Whether applied to a single form, a service redesign, or a cross-agency planning effort, CXaaS helps government teams act with greater clarity and purpose. By aligning internal goals with external needs, the approach strengthens trust, improves outcomes, and demonstrates that even small changes, when grounded in user insight, can create lasting value.

Why Does It Matter?

CXaaS addresses the increasing demand for greater operational efficiency within government agencies. Internal teams are under pressure to do more with less—delivering results faster, adapting to shifting priorities, and coordinating across functions in increasingly complex environments. As expectations for transparency, accountability, and productivity rise, the quality of internal processes is just as critical as external service delivery. Staff experience inefficiencies firsthand, from unclear workflows and duplicated efforts to inconsistent communication and lack of ownership across teams. These factors, among others, will then translate into a poor customer experience.

Why Does It Matter? (cont'd)

To meet these challenges, CXaaS provides a structured yet flexible approach that helps teams identify friction points early and develop solutions. By embedding customer experience principles such as journey mapping, stakeholder insights, and prioritization frameworks into internal operations, CXaaS enables smarter planning and execution.

The benefit of CXaaS lies in its ability to build capacity within existing systems and teams. It doesn't require new technology or external consultants. Instead, it gives internal staff the tools and shared language to improve internal processes that directly impact customers. CXaaS supports not just service improvement, but the operational foundation needed to sustain it.

Why Makes It Different?

DIR intentionally built CXaaS from within, with internal teams who understand government operations. This internal-first design allows CXaaS to spread organically becoming a shared approach that reinforces consistency and collaboration across departments.

Because it was created with day-to-day agency operations in mind, CXaaS helps translate strategic priorities into practical, actionable steps that teams can own and sustain over time.

Why Makes It Universal?

DIR designed CXaaS to be practical and adaptable across agency types, missions, and maturity levels. Whether an organization is just beginning to explore customer experience or is refining established practices, CXaaS offers tools that meet them where they are.

The value is in its flexibility. CXaaS doesn't require full-scale transformation to deliver results—incremental adoption drives measurable gains. And as more teams adopt it, shared language and methods emerge—fostering alignment and accelerating problem-solving across the enterprise.

This approach directly supports **Digital Government/Digital Services (NASCIO Priority #3)** by improving and digitizing citizen experiences with consistent, accessible, and human-centered design practices. It also aligns with **Data Management and Analytics (NASCIO Priority #4)** by promoting data-informed decision-making rooted in customer insights.

CXaaS also supports **Legacy Modernization (NASCIO Priority #5)** by helping teams improve the usability and effectiveness of existing systems. Rather than requiring immediate platform replacement, CXaaS enables agencies to modernize workflows, communication, and decision-making around legacy infrastructure. In parallel, it advances **Budget and Cost Control (NASCIO Priority #6)** by driving operational improvements using existing staff, tools, and resources—delivering value without additional funding or new technology.

As adoption grows, CXaaS fosters shared language and unified practices across teams—helping agencies overcome silos, increase cross-functional collaboration, and accelerate problem-solving. This contributes to **Workforce Transformation (NASCIO Priority #9)** by equipping staff with repeatable methods and mindsets to enhance service delivery, while reinforcing **Accessibility (NASCIO Priority #10)** through inclusive design standards built into CX tools and training.

In this way, CXaaS serves as a unifying force: aligning people, processes, and platforms to help state governments deliver with the clarity, cohesion, and responsiveness their constituents expect.

Why Makes It Scalable and Effective?

CXaaS components are modular and purpose-built for rapid deployment. Whether it's a team using a journey map to streamline onboarding or a department applying prioritization grids for annual planning, CXaaS supports incremental gains that compound over time. Every successful use case becomes a model for others.

What Was the Roadmap?

The development of CXaaS followed a four-phase evolution from idea to implementation:

2022-2023		2023-2024	2024-Present
Alignment	Tool Creation & Use	Awareness & Education	Operationalize & Expansion
CX certification for key internal staff and a cross-functional Customer Experience Group (CXG) was formed to introduce and apply CX to build initial buy-in. Participants were trained in the eight module CX program and encouraged to apply insights immediately for their respective divisions. Customized journey map workshops helped clarify pain points, share insights, and brainstorm solutions	A suite of templates and tools using familiar platforms were used to gain insight and to diagnose existing processes from the customer’s perspective. The focus was on identifying impactful actions to implement to provide better experiences for both internal and external users.	CXaaS tools were applied at in-person workshops titled “Transform Your Customer’s Experience” which reached 280+ professionals including DIR staff as well as staff from other state agencies.	CXaaS is now building employee experience (EX) within DIR and developing a Center of Excellence to support statewide adoption of CX principles and best practices.

Who Was Involved?

DIR developed CXaaS through a cross-functional, agencywide collaboration. Its success was made possible by strong executive sponsorship, shared ownership across divisions, and a commitment to rethinking how government work is planned and delivered.

Executive Director Amanda Crawford played a pivotal role in embedding CX into the agency’s strategic direction. Her support and leadership ensured customer experience became a core pillar of operational excellence—woven into performance metrics, workforce development, and strategic planning rather than treated as a stand-alone initiative.

At the center of the effort was DIR’s Chief Experience Office (CXO), which served as both architect and engine of the program. The CXO led the design of low-cost, repeatable tools, facilitated interactive workshops, and maintained consistency across implementations. Additionally, CXO worked closely with every DIR department and division to prioritize real needs, ensuring tools were grounded in practical applications.

How Did You Do It?

As this was an agencywide initiative, it was crucial to get cross-functional support from all divisions for the CX program to succeed. After developing the eight modules of the CX framework, CXO identified representatives throughout the agency to participate in the customer experience group (CXG). CXO trained the CXG over the course of one year, illustrating practical applications for each module. The CXG workshops emphasized action. Participants applied tools to current challenges and left with implementation plans—not just ideas. This approach demonstrated impact quickly, helping the model spread without mandates.

CX Framework Sequence							
1	2	3	4	5	6	7	8
Identify Customers	Vision, Mission, Value Statement	Voice of the Customer (VoC)	Develop Personas	Persona Journey Map	Journey Map Diagnostics	Metrics & Analysis	Tools & Resources

CXG participants then took any insights or learnings back to their divisions. This train-the-trainer model became the foundation upon which the CXaaS initiative was built.

II. Implementation

Transforming Government Operations through an Enterprise Customer Experience Program

How Did You Do It? (cont'd)

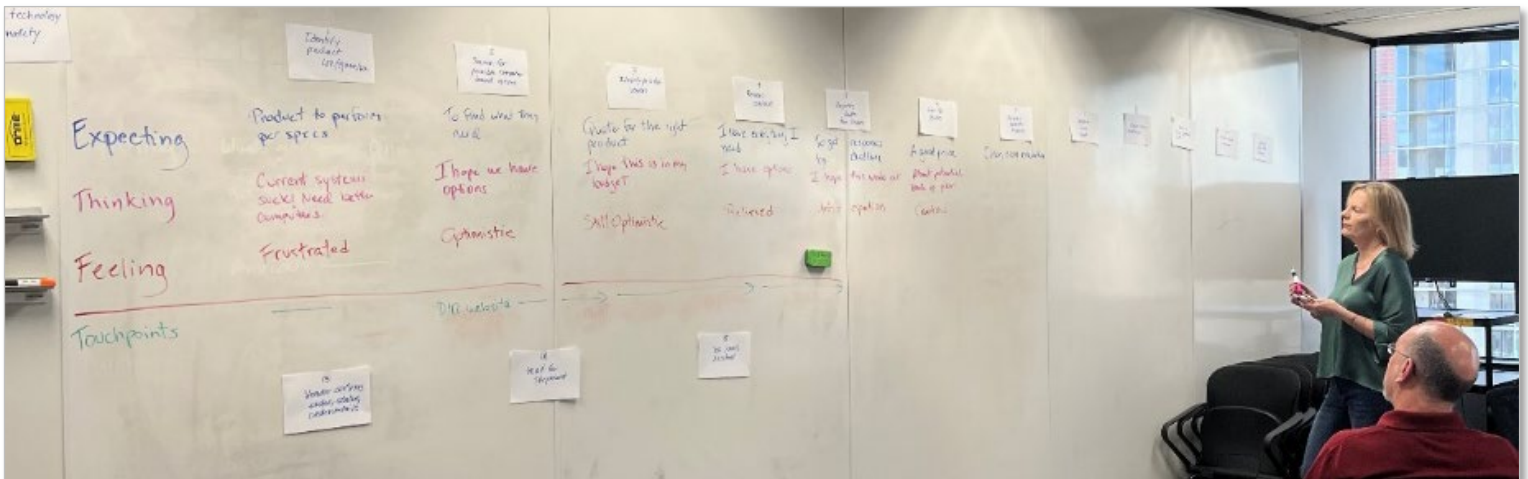
DIR built CXaaS tools using tools that staff already use every day, such as Word, Excel, and Microsoft Teams, eliminating the need for new systems or steep learning curves. This makes it easy for teams to adopt the framework gradually and begin applying it wherever they are in their project cycle, whether they're launching a new initiative or improving an existing process

DIR developed CXaaS without additional budget or technology. This approach allowed the CXO to be as flexible as possible while building the program. CXO wanted to prove that any agency could use this model in a meaningful way without additional resources. By focusing on practical applications and using common tools, it avoided procurement delays and kept the learning curve low.

"The journey mapping tool helped me better understand where our users, Data Management Officers, might experience roadblocks throughout the process of completing the Data Management and Analytics Maturity Assessment.

The tool helped us identify potential obstacles or areas of frustration so we can prepare better documentation and training materials."

Monica Smoot
Data Literacy Program Administrator
Office of the Chief Data Officer, DIR



Internal DIR Journey Map Work Session

Journey Map: Expecting, Thinking, Feeling, Touchpoint

Task	Ivan needs cybersecurity training for his staff						
Steps	1	2	3	4	5	6	7
What is he expecting?	Visits dir.texas.gov	Finds Statewide Cybersecurity Awareness Training link	Reads entire landing page	Confused on his options; Looks for contact info for assistance.	Finds email address to send to at bottom of page	Sends email with questions	Waits for response
What is he thinking?	To find info easily	Clear guidance on next process	Steps to be clearly outlined	To find phone or email contact	A quick response	Answers about DIR's process	DIR email will answer questions
What is he feeling?	I hope this isn't too complicated	That was easy to find	This is a lot of info to read through	I don't want to have to contact someone	I hope this doesn't take too long	I don't have time for this	Will I meet the deadline?
Which touchpoint is he using?	DIR homepage	/information-security content	/information-security content	/information-security content	Email platform	Email platform	Email platform

Journey Map Steps and Data Transcribed to Excel

Diagnostics Applied

Task	Ivan needs cybersecurity training for his staff						
Steps	1	2	3	4	5	6	7
Target Outcome	Customer immediately finds answers	No need to contact DIR	No need to contact DIR	No need to contact DIR	No need to contact DIR	No need to contact DIR	No need to contact DIR
Effort, Questions, Wait Time, Error	Customer Effort	Customer Questions	Customer Effort	Customer Effort	Customer Effort	Customer Effort	Customer Wait Time
Potential Solution	Update, reorganize site content	Make it easier to find	Site content update/reorg, outreach education	Site content update/reorg, outreach education	Site content update/reorg, outreach education	Site content update/reorg, outreach education	set up auto responder email with FAQs and response time, add SLA agreement for 48-hour response
Priority	Immediate (0-3 mos)	Immediate (0-3 mos)	Medium (3-9 mos)	Medium (3-9 mos)	Medium (3-9 mos)	Medium (3-9 mos)	Immediate (0-3 months)
Who	Meredith/Kris	Meredith/Kris	Meredith/Kris	Meredith/Kris	Meredith/Kris	Meredith/Kris	Meredith/Kris
How	Utilize Personas, Word for internal use/review/approval	Request 2nd contact module, contact Sue	Request 2nd contact module, contact Sue	Request 2nd contact module, contact Sue	Request 2nd contact module, contact Sue	Request 2nd contact module, contact Sue	Assess process = workflow options

Journey Map Diagnostics Transcribed to Excel

"DIR's CX tools, like journey mapping templates, make it easy to understand important customer interactions and identify ways to improve our customer's experience."

Elizabeth Cooper
Planning, Policy, and Reporting Director,
Office of Public Affairs, DIR

What Did the Project Make Better?

CXaaS has helped DIR divisions make incremental improvements in how they plan, prioritize, and deliver services. By introducing tools like journey maps and early insight frameworks, teams are better equipped to identify potential friction points and improve coordination.

The tools have been especially helpful in encouraging teams to test ideas earlier in the process. While not every issue is resolved up front, having a shared understanding of goals and user needs has improved alignment and reduced confusion. These changes have laid a foundation for more thoughtful planning and supported a gradual shift toward more user-informed service delivery. Over time, these efforts are contributing to a more responsive and collaborative environment.

How Do You Know?

Since launching CXaaS, over 280 professionals from DIR and other Texas agencies have participated in training sessions, with many applying what they learned directly to ongoing projects.

Feedback from these sessions has been overwhelmingly positive, with a 97 percent satisfaction rate, highlighting the clarity and practical value of the tools. While these numbers reflect early momentum, the more important indicator is the gradual shift in how teams approach their work.

There has been a steady increase in the use of CX tools and requests for consultation, particularly during the early stages of project planning. This suggests a growing interest in integrating CX practices as part of everyday operations, rather than as a follow-up step.

Notably, all of this progress has been achieved using existing staff and systems—no new funding or technology was required. CXaaS simply made better use of what was already available, providing structure and support for more thoughtful, user-centered decision-making.

What Now?

The next phase of CXaaS focuses on scaling its use and embedding it more deeply into the way Texas government operates. CXO is developing a statewide toolkit and training curriculum to help other agencies adapt CX practices to their specific needs. In parallel, CXO is forming a community of practice to support shared learning across agencies, providing a space for teams to exchange use cases, troubleshoot challenges, and celebrate progress. These efforts aim to make CX more accessible, practical, and sustainable across the state.

Beyond tools and training, CX principles are gradually being integrated into broader governance structures, informing how projects are planned, how innovations are evaluated, and how change is managed. The approach is also expanding to include employee experience, with the goal of improving internal processes alongside public-facing services.

These efforts reinforce CX not just as a helpful methodology, but as a core management function that supports better decision-making and smarter service delivery. By making complexity more navigable and priorities more actionable, CXaaS is helping government become more productive, responsive, and efficient, one team at a time.



DIR-led Journey Map Workshop for the Texas Workforce Commission

“Every one of us walked away with new thinking that will improve our customer and staff experience. We appreciate the work you did to get us prepared for the journey. It was a meaningful one!”

Laura York
Texas Workforce Commission