



**Exhibit 3.5**

**Customer Experience Management**

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VA-210517-NTT – Messaging Services

**COMMONWEALTH OF VIRGINIA  
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## 1.0 Introduction

In collaboration with the Supplier, VITA will establish a robust Customer Experience Management Program. This program will be multi-dimensional, focused on optimizing the Customer Experience over time. It will employ a variety of tools, metrics and tactics (examples of which are included in this Exhibit) to measure, analyze and continually improve both the Customer Experience and the VITA/Supplier maturity in Customer Experience Management.

## 2.0 Customer Satisfaction

Supplier will be responsible for:

1. Supporting the MSI Supplier in its Customer Satisfaction reporting responsibilities, as needed
2. Working with the MSI Supplier, VITA and VITA Customers in the development of Customer Satisfaction surveys and implementation strategies for their corresponding support areas.

### 2.1 Customer Satisfaction Surveys

Satisfaction surveys may be executed for multiple stakeholder groups, including:

1. Commonwealth Executive leadership, e.g., cabinet secretaries, gubernatorial appointees such as agency heads and deputies
2. Commonwealth Business Leadership, e.g., agency department heads or directors
3. Commonwealth IT Leadership, e.g., Agency IT Resources (AITRs), agency CIOs, agency ISOs
4. Consumers of services, e.g. agency IT staff, Users

Supplier responsibilities, in collaboration and coordination with the MSI, include:

1. In collaboration with VITA, develop draft surveys for VITA approval
2. Provide a tool or toolset, available for VITA use, to automate the conduct, analysis and trend analysis of customer satisfaction surveys
3. Distribute surveys to stakeholder groups and statistically valid samplings of such groups as approved by VITA
4. Conduct such surveys on a frequency defined by VITA
5. Compile and analyze survey results and recommend improvements to services and/or processes based on the analysis
6. Develop and execute plans to implement improvements as approved by VITA
7. Retain survey results to allow for trend analysis over time

8. As requested, provide VITA with complete survey data in format(s) prescribed by VITA
9. Encourage participation using tools and techniques agreed to by VITA to ensure statistical validity of all surveys
10. At a minimum, customer satisfaction surveys should be of the following types:
  - 10.1. Executive Customer Satisfaction
  - 10.2. Business Leadership Customer Satisfaction
  - 10.3. IT Leadership Customer Satisfaction
  - 10.4. Overall Customer Satisfaction
  - 10.5. Point-of-Service Customer Satisfaction Survey
11. Provide for integration with the IT Information Portal Service Management System to display summary and detail results as directed by VITA.

## 2.2 Customer Journey Mapping

Journey mapping can be a powerful tool for understanding of the end-to-end customer experience. It is also used as the foundation for process improvement efforts resulting in increased customer satisfaction and improved customer experience over time. VITA has engaged in a customer experience improvement effort for several years based on the results of journey mapping and desires to continue and expand this effort in collaboration with Supplier in the ITISP environment.

Supplier responsibilities include:

1. Based on Supplier's knowledge of customer habits, assist VITA with development of Customer and User personas to drive journey mapping work sessions
2. Collaborate with VITA to conduct and facilitate journey mapping work sessions
3. Provide software tools, for use by both VITA and Supplier, to automate the mapping and facilitate improvement efforts
4. Participate in the analysis of results and design of customer experience improvement plans; such plans may result in specific improvement Projects as approved by VITA
5. Participate in or lead the implementation of customer experience improvement plans as directed by VITA

## 2.3 Measurement

In order to fully understand and optimize the customer experience, Supplier and VITA will establish a performance management framework that includes perception, descriptive and outcome metrics including specific Key Measures, SLAs and Customer Satisfaction measures. These metrics will then inform the choices made for follow-up activities (e.g., focus groups, improvement projects).

Supplier responsibilities, in collaboration with the MSI, include:

1. Consolidate measures identified by VITA into a single display available through the IT Information Portal Service Management System
2. Perform analysis of the consolidated measures and provide recommendations to VITA
3. Participate in work sessions with VITA and other stakeholders (e.g., ITISP Governance, focus groups) to discuss overall results and develop specific action plans; at VITA's request facilitate and provide logistical and administrative support to these work sessions.
4. Perform follow-on activities as directed by VITA.