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Use-Case Prism: Generative AI for Government Contact Centers

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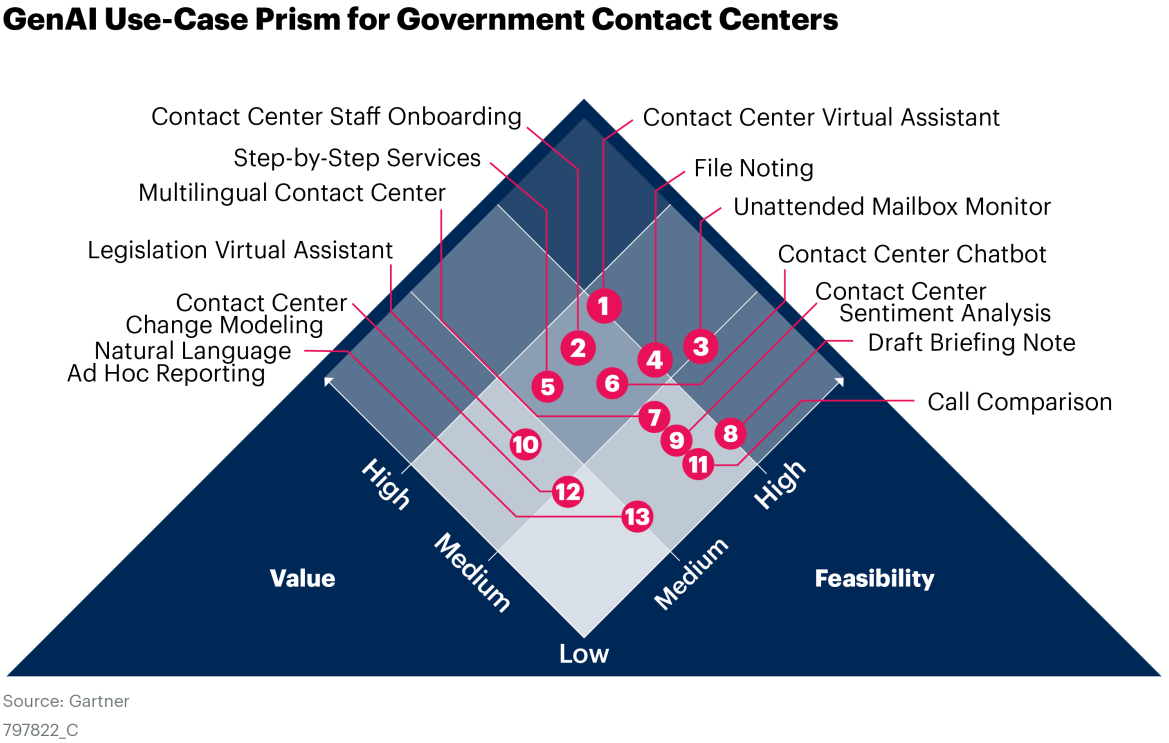
This Prism plots 13 prominent generative AI use cases for government contact centers against value and feasibility. CIOs responsible for a government call or contact center can use this to help guide strategic conversations on investment decisions in this technology.

Overview

Generative AI (GenAI) is an enabler of specific use cases that can improve the productivity and effectiveness of government contact centers. These use cases can apply to contact centers within an individual organization or a shared agency or whole-of-government contact center, including government service hotlines and 311 service providers. This Use-Case Prism plots these use cases against value and feasibility axes, inviting strategic conversations and driving investment decisions (see Figure 1).

Figure 1: GenAI Use-Case Prism for Government Contact Centers



Source: Gartner
797822_C

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How to Use

Review the GenAI-enabled use cases plotted on the Prism, comparing them with the maturity and requirements of your own contact centers and future strategy. To assist with this task, we have a presentation summary of this research and a Toolkit.

Presentation

Download a summary presentation of this research:

Toolkit

A companion Toolkit allows you to tailor the Use-Case Prism for your organization's needs. Navigate to the Toolkit and download the Excel file to customize the use cases, value and feasibility dimensions, relative weightings, and use-case scores.

Scoring Breakdown

Figure 2 shows how each use case was scored against each value and feasibility dimension. See Table 1 just below for explanations of each dimension.

Figure 2: GenAI Use-Case Scorecard for Government Contact Centers

GenAI Use-Case Scorecard for Government Contact Centers

	Value				Feasibility		
0 1 2 3 4	Mission Impact	Increased Efficiency	Managed Risk	Nonfinancial Value	Technical Feasibility	Internal Readiness	External Readiness
1 Contact Center Virtual Assistant	1	4	2	3	2	3	4
2 Contact Center Staff Onboarding	1	3	3	3	3	2	3
3 Unattended Mailbox Monitor	2	2	2	2	3	4	3
4 File Noting	1	3	2	2	3	4	2
5 Step-by-Step Services	1	4	1	3	3	2	2
6 Contact Center Chatbot	1	3	1	3	3	2	3
7 Multilingual Contact Center	1	2	2	2	3	2	3
8 Draft Briefing Note	1	2	2	1	3	3	3
9 Contact Center Sentiment Analysis	2	1	2	2	3	2	3
10 Legislation Virtual Assistant	2	3	3	2	1	2	2
11 Call Comparison	1	2	2	1	3	2	3
12 Contact Center Change Modeling	2	3	2	1	1	3	1
13 Natural Language Ad Hoc Reporting	2	1	3	1	1	2	3

Source: Gartner
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Across seven value and feasibility dimensions, Gartner evaluated use cases based on analysts' aggregate analysis of government organizations and their regular interactions with technology leaders from government. We evaluated "value" realization to occur within three to five years and "feasibility" of implementation to occur in the next 18 months.

While these ratings can accelerate overall appraisal, the positioning for an individual organization will vary, in some cases, dramatically, based on region, digital maturity and mission priorities of the government organization.

Table 1: Use-Case Dimension Explanations

(Enlarged table in Appendix)

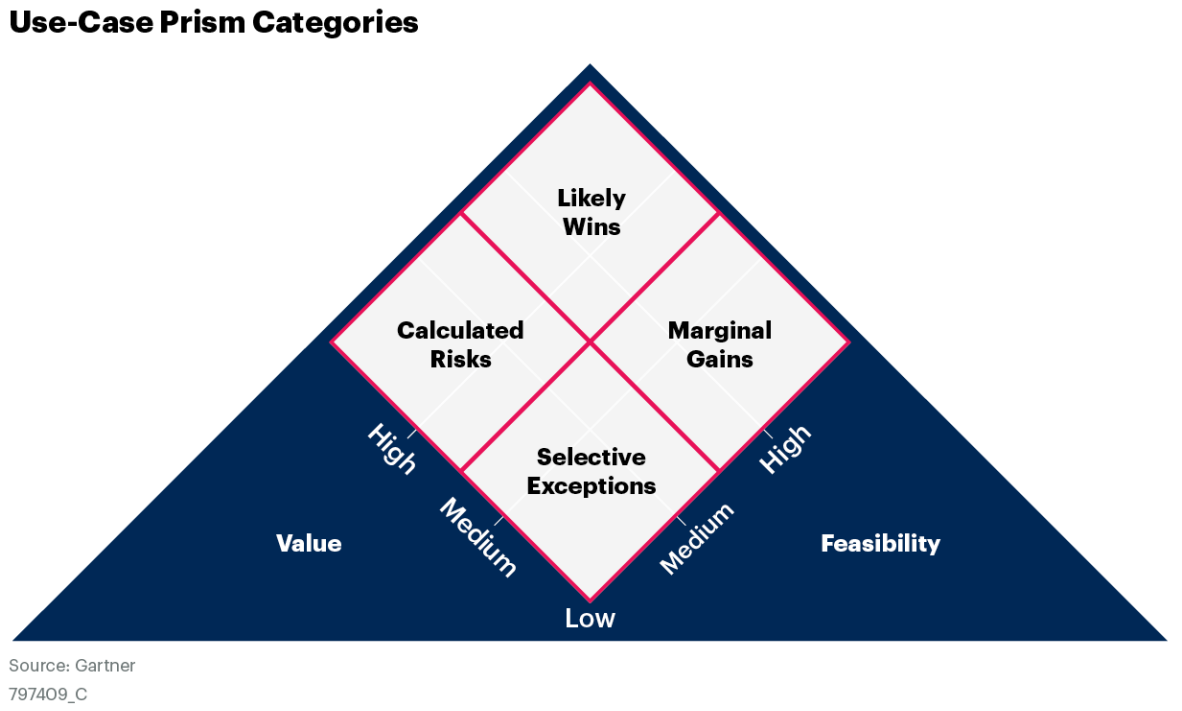
Dimension	Explanation
	Value
Mission impact	The ability of the use case to contribute toward the outcomes desired by policymakers, regulations or statutes. This may include aspects such as improved population health, improved economic activity, reduced environmental impact, or improved ability to enhance public safety or national security.
Increased efficiency	The ability of the use case to meet or exceed performance goals with equal or fewer resources, resulting in reduced efforts, reduced operating costs or improved productivity.
Managed risk	The ability of the use case to remove uncertainty from the organization's future performance by reducing potential reputational, security, operational or performance risks or creating agility to respond to future market disruptions.
Nonfinancial value	The ability of the use case to assist the organization in meeting its nonfinancial or mission-related goals. These goals can include the nonfinancial value of innovation; diversity, equity and inclusion (DEI); sustainability; citizen experience; or community development.
	Feasibility
Technical feasibility	The organization's ability to meet the technical requirements of a use case. Considerations include the core capabilities of the GenAI technology itself, the availability of vendor support, the current state of the organization's technology infrastructure, and the technical talent required by the use case.
Internal readiness	The organization's ability and openness to use and incorporate the use case. This includes the willingness of internal stakeholders to understand, trust and effectively execute the use case. This also includes internal policies, governance processes, culture and mindset needed to implement and operate the use case.
External readiness	The extent to which the environment outside of the organization is conducive for successful execution of the use case. This includes consideration of the legal and regulatory environment; public opinion of the use case; and the digital access, literacy and engagement required by the use case.

Source: Gartner (July 2023)

Scoring Breakdown by Category

Figure 3 shows the Prism overlaid with the four categories we've split the use cases into. The sections that follow summarize the rationale for each use-case score.

Figure 3: Use-Case Prism Categories



Source: Gartner
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Use-Case Prism Categories

Each use case is placed into one of four categories based on its position on the Prism. Click on the category name to jump to a section summarizing the rationale for each use-case score in that category:

- **Likely Wins**: Use cases at the top of the Prism combine high feasibility and high value, making them wins in most circumstances.
- **Calculated Risks**: Use cases on the left side of the Prism offer high value but low feasibility, meaning they represent riskier options.
- **Marginal Gains**: Use cases on the right side of the Prism are highly feasible but offer low value, making them low-risk but for marginal gains.
- **Selective Exceptions**: Use cases at the bottom of the Prism offer low value and low feasibility, making them lower-priority except in select circumstances.

Likely Wins

Use cases at the top of the Prism combine high feasibility and high value, making them wins in most circumstances.

Table 2: Scoring Breakdown: High-Value, High-Feasibility Use Cases

(Enlarged table in Appendix)

Use Case	Value	Feasibility
1. Contact Center Virtual Assistant *GenAI is used to draft personalized government responses to citizen questions. It is used in combination with a GenAI capability that monitors for consistency across the contact center responses to citizen inquiries. This could be via extending call center solutions and email support capabilities or supporting web chat interaction. It could incorporate cultural considerations to adjust responses to ensure appropriate empathy is maintained.*	**Mission impact (1)**: It delivers increased consistency around the responses given to citizens. **Increased efficiency (4)**: It saves contact center staff time and effort across the board, while improving the quality of the explanation and reducing double handling and duration of calls and interactions. **Managed risk (2)**: It mitigates the risk of poor performers on the contact center, improving the consistency of services. **Nonfinancial value (3)**: It ensures all staff are delivering best-practice experiences.	**Technical feasibility (2)**: This would be an extension of existing capabilities. It would rely heavily on existing contact center data that may not exist, resulting in difficulties with the quality of the answers. **Internal readiness (3)**: Many contact center staff members have used some level of scripting or automation tool that makes next-best-action recommendations. **External readiness (4)**: There are no external barriers, and the improved consistency would add to the overall quality of the contact center experience for citizens.
2. Contact Center Staff Onboarding *GenAI is used to develop training plans and materials, based on real-world situations, mimicking the content and tone of real requests. This will accelerate bringing on new people, as well as supporting retraining for contact center staff.*	**Mission impact (1)**: It would ensure consistency of government values and service standards. But it would primarily be focused on administrative benefits. **Increased efficiency (3)**: It reduces effort in developing and executing staff training and retraining over time. **Managed risk (3)**: It reduces the risk of inexperienced staff delaying or misleading citizens. **Nonfinancial value (3)**: Better-trained staff can more readily and more rapidly handle standard and edge case calls.	**Technical feasibility (3)**: It would depend on the quality of the data currently captured. The diversity of data will dictate the level of training that can be produced. **Internal readiness (2)**: Government agencies can struggle without review and approval of training programs in advance. **External readiness (3)**: This would not impact citizens directly. There are no external obstacles.
Use cases are scored on a 0 to 4 scale for each dimension, with 0 being the lowest and 4 being the highest. See Tables 6 and 7 for definitions of the scoring scale.		

Source: Gartner (July 2023)

Calculated Risks

Use cases on the left side of the Prism offer high value but low feasibility, meaning they represent riskier options.

Table 3: Scoring Breakdown: High-Value, Low-Feasibility Use Cases

(Enlarged table in Appendix)

Use Case	Value	Feasibility
5. Step-by-Step Services *A GenAI experience is used to generate a step-by-step guided service. It takes a citizen through a form or process, asking questions, offering clarifications, and using the service as a complete service or a triaging process to improve the productivity of the contact center.*	**Mission impact (1)**: It increases clarity around services and reduces time to response on time-sensitive issues. It is primarily focused on improved processing. **Increased efficiency (4)**: It reduces citizen errors in filling out forms, reduces calls and reduces abandoning of digital services. **Managed risk (1)**: It reduces the risk of poorly completed forms. It reduces blowing out contact center wait times. **Nonfinancial value (3)**: It is less frustrating than digital forms, with more clarity and personalization of questions.	**Technical feasibility (3)**: It is a type of more advanced chatbot. And it would depend on training data. **Internal readiness (2)**: Citizen acceptance of the handoff to or from a chatbot could lead to some staff resistance. **External readiness (2)**: It will depend on citizens' growing acceptance of this style of interaction.
10. Legislation Virtual Assistant *GenAI is used to create one or more dedicated legislation virtual assistants (VAs) that could be used to explain complex legislation, policies and procedures that are often confusing for citizens and can lead to handing off calls from contact centers. GenAI VAs can improve the effectiveness of central contact centers and can speed up resolution of citizen questions. Initially internally focused, this could be citizen-facing over time.*	**Mission impact (2)**: It improves the consistency and clarity around citizen concerns and understanding of legislation. **Increased efficiency (3)**: It reduces the delays and handoffs of citizen inquiries. **Managed risk (3)**: It reduces the risk of legislation and policy questions being answered incorrectly. **Nonfinancial value (2)**: It improves the perception of government services and has a positive impact on trust in government.	**Technical feasibility (1)**: Though it is largely just a chatbot, the quality of the response will depend on the ability to train the model. **Internal readiness (2)**: Staff would need to grow their trust in the tool's responses and learn how to ask the questions with clarity. **External readiness (2)**: It would be largely transparent to the citizen (that is, citizens would not be aware of its presence). But it would eventually support external exposure to citizens.
Use cases are scored on a 0 to 4 scale for each dimension, with 0 being the lowest and 4 being the highest. See Tables 6 and 7 for definitions of the scoring scale.		

Source: Gartner (July 2023)

Marginal Gains

Use cases on the right side of the Prism are highly feasible but offer low value, making them low-risk but for marginal gains.

Table 4: Scoring Breakdown: Low-Value, High-Feasibility Use Cases

(Enlarged table in Appendix)

Use Case	Value	Feasibility
3. Unattended Mailbox Monitor *GenAI triages emails sent to accounts used for general inquiries or citizen impacts. GenAI reviews these emails and classifies content, sending an initial confirmation or response that could include requests for additional information. It also routes the work to appropriate operators, ensuring content in these unattended mailboxes are appropriately managed.*	**Mission impact (2)**: It is not really linked to the mission drivers of the department. But it meets the commitment to support citizens through multiple channels. **Increased efficiency (2)**: It ensures appropriate routing and a timely response to this citizen-facing channel. **Managed risk (2)**: It ensures important or time-sensitive requests routed to this channel are not missed. **Nonfinancial value (2)**: It improves the experience of those citizens or stakeholders using this channel.	**Technical feasibility (3)**: It is relatively straightforward technically, but will depend largely on training data. **Internal readiness (4)**: The use of AI for this service would be largely transparent to the staff, as most already use work queues to control priorities. **External readiness (3)**: The use of AI for this service would be largely transparent to the citizen. There are no external barriers.
4. File Noting *GenAI is used to create an effective summary of a call for internal file noting and for confirmation of the conversation for the citizen. GenAI is used to draft both the confirmation email and file note.*	**Mission impact (1)**: It is more administrative, but will help build transparency. **Increased efficiency (3)**: It reduces the effort to file notes. Coupled with more-specific clarification with citizens, it will reduce double handling. **Managed risk (2)**: It improves transparency and will reduce the risk of misunderstandings or delays. **Nonfinancial value (2)**: Confirmation and transparency will improve stakeholders' perception of the service.	**Technical feasibility (3)**: It is an extension of currently available capabilities. **Internal readiness (4)**: It reduces effort and double handling in terms of file noting. **External readiness (2)**: It improves stakeholders' perception of the service, and provides clarity about next steps and so on.
6. Contact Center Chatbot *GenAI is used to improve the quality and experience of virtual agents through voice or text chatbots available from government portals or through IM platforms like WhatsApp. Generated responses will be limited by the government agency's willingness to allow for generated responses, similar to existing limitations for chatbots, but asking clarification questions will allow for prescreening and routing of interactions.*	**Mission impact (1)**: This can be seen as a simpler and more timely way to access government services. **Increased efficiency (3)**: Chatbots still have the potential to take the largest load off of contact centers if done well. **Managed risk (1)**: It increases the accessibility of government services. **Nonfinancial value (3)**: When done well, this can improve the citizen experience and improve the flexibility of service delivery.	**Technical feasibility (3)**: It is most likely to come from enhancement to existing chatbot platforms. Text-based chatbots will progress faster than voice-based chatbots. **Internal readiness (2)**: Many governments still struggle to ensure these chatbots can operate at a level that they are confident that they will respond appropriately. **External readiness (3)**: Citizen acceptance and adoption will be the biggest obstacle.
7. Multilingual Contact Center *GenAI is used to simplify multilingual support in government contact centers, increasing the reach and improving the experience for non-native-language speakers.*	**Mission impact (1)**: It improves the inclusivity of the services but remains process-centric. **Increased efficiency (2)**: It reduces handoff delays in addressing citizen questions. **Managed risk (2)**: It mitigates the political risk of not supporting the diversity of citizens. **Nonfinancial value (2)**: It improves the reach and experience of government contact center services.	**Technical feasibility (3)**: Solutions exist, and advances in large language models (LLMs) will increase the flexibility and improve the quality of the experience. **Internal readiness (2)**: The more natural the exchange is, the more readily this will be accepted by the government workforce. **External readiness (3)**: It is increasingly expected. However, it can reflect poorly on the government if the solution is not flexible and appropriately trained.
8. Draft Briefing Note *GenAI is used to generate draft briefing notes for senior management on a particular call or as a status report incorporating contact center statistics, patterns, sentiments and outliers.*	**Mission impact (1)**: It provides timely and rapid escalation of trends and outliers to senior management. **Increased efficiency (2)**: It reduces effort in developing and communicating current status. **Managed risk (2)**: It ensures clear and rapid escalation of issues. **Nonfinancial value (1)**: It contributes to longer-term planning and adjustment of contact center practices.	**Technical feasibility (3)**: This would be an extension of more-rudimentary reporting capabilities. **Internal readiness (3)**: This would be an improvement to existing statistical reporting. **External readiness (3)**: This would not directly impact citizens. There are no external obstacles.
9. Contact Center Sentiment Analysis *GenAI is used to understand the sentiments of an individual conversation to adjust and improve outcomes or used to profile overall sentiments and sentiments on particular topics or identify training opportunities for specific topics. Extending sentiment analysis across all contact center channels will enable planning and adjustment in approach or scripting.*	**Mission impact (2)**: This will indirectly contribute to better outcomes over time. **Increased efficiency (1)**: This will not directly impact efficiency, but will identify areas that negatively impact sentiment. **Managed risk (2)**: It will start to identify patterns that undermine trust or satisfaction with government services or responses. **Nonfinancial value (2)**: It offers insights that can be used to improve overall service quality and outcomes.	**Technical feasibility (3)**: Sentiment analysis initiatives already exist in some government and call center platforms. **Internal readiness (2)**: Many contact centers are already analyzing calls. There may be some resistance to monitoring sentiments from an individual's perspective. **External readiness (3)**: Government calls are already often recorded from contact centers.
11. Call Comparison *GenAI is used to compare call management techniques and outcomes across similar calls or between contact center staff.*	**Mission impact (1)**: It is more administratively focused. **Increased efficiency (2)**: It reduces effort in identifying and analyzing outliers. **Managed risk (2)**: It identifies early on inappropriate processes or training shortcomings. **Nonfinancial value (1)**: It improves call quality experience over time.	**Technical feasibility (3)**: It would depend on the quality of call data. **Internal readiness (2)**: It would replace manual analysis. There will likely be resistance to this level of microanalysis of an individual's performance. **External readiness (3)**: It is largely transparent externally to citizens. There are no external obstacles.
Use cases are scored on a 0 to 4 scale for each dimension, with 0 being the lowest and 4 being the highest. See Tables 6 and 7 for definitions of the scoring scale.		

Source: Gartner (July 2023)

Selective Exceptions

Use cases at the bottom of the Prism offer low value and low feasibility, making them lower-priority except in select circumstances.

Table 5: Scoring Breakdown: Low-Value, Low-Feasibility Use Cases

(Enlarged table in Appendix)

Use Case	Value	Feasibility
12. Contact Center Change Modeling *GenAI uses historical calls and sentiment data to create a partial digital twin of calls and specific call types to model or predict responses to specific changes. This is used to test impacts and to test data used when implementing changes to processes, scripts and responses.*	**Mission impact (2):** It allows the government agency to pivot services more rapidly in line with policy or critical events. **Increased efficiency (3):** It accelerates the rate at which processes can be adjusted without negative impact. **Managed risk (2):** It reduces the risk of a process change having unexpected impacts. **Nonfinancial value (1):** It ensures that impacts of changes are not felt or tested on citizens.	**Technical feasibility (1):** It would take time to incorporate the flexibility required to deal with edge cases. **Internal readiness (3):** The changes not being tested in production would allow for better staff training and planning. **External readiness (1):** There is minimal external impact, other than avoiding possible negative feedback on poorly tested changes.
13. Natural Language Ad Hoc Reporting *GenAI offers ad hoc natural language data interrogation, report generation and visualization. A prompt interface is used to ask questions of contact center data, inquiring about particular call types, time frames, individuals and responses to summarize patterns.*	**Mission impact (2):** It improves analysis and executive access to insights. **Increased efficiency (1):** It reduces the effort to produce one-off reports or answer specific scenario questions. **Managed risk (3):** It allows for simpler nontechnical reporting. **Nonfinancial value (1):** It is largely transparent to citizens.	**Technical feasibility (1):** It is an extension of existing reporting capabilities. But this will require the contact center platform providers to make the data available for this type of reporting. **Internal readiness (2):** It would require some level of practice to explain and demonstrate this to leadership. **External readiness (3):** It is largely transparent externally to citizens. There are no external obstacles.

Use cases are scored on a 0 to 4 scale for each dimension, with 0 being the lowest and 4 being the highest. See Tables 6 and 7 for definitions of the scoring scale.

Source: Gartner (July 2023)

Evidence

These use cases have been selected, positioned and averaged out based on an assessment by Gartner analysts and customer feedback. Their applicability may vary across government organizations and call center functions. For detailed customization, use Gartner's Prism Toolkit.

Note 1: Definitions of the Scoring Scale

Table 6: Definitions of the Value Ratings

Rating	*Definition*
N/A	Not applicable. The use case is not intended to create value in any way.
0	**Negligible.** It offers promise for value in the market, but it is doubtful that enterprises gain any real value.
1	**Low.** It offers a slight process improvement. It is difficult to translate into increased mission impact, revenue or cost savings.
2	**Moderate.** It offers incremental, but significant, improvements to existing processes. These improvements will result in increased mission impact, revenue or cost savings for an enterprise.
3	**High.** It enables new ways of performing horizontal or vertical applications, resulting in significantly increased mission impact, revenue or cost savings for an enterprise.
4	**Transformational.** It enables new ways of doing business within and across industries. This will result in major shifts in industry dynamics.

Source: Gartner (July 2023)

Table 7: Definitions of the Feasibility Ratings

Rating	*Definition*
0	**Impossible.** There is a very low chance of enterprises feasibly implementing the use case.
1	**Challenging.** It is possible to implement the use case, but enterprises must overcome barriers with significant efforts.
2	**Complicated.** Enterprises can implement the use case, but will face moderate obstacles.
3	**Doable.** Enterprises can implement the use case with minor obstacles.
4	**Easy.** The use case is within the capabilities of most enterprises to adapt.

Source: Gartner (July 2023)

Recommended by the Author

Some documents may not be available as part of your current Gartner subscription.

Toolkit: Discover and Prioritize Your Best AI Use Cases With a Gartner Prism

Quick Answer: What Are the Implications of LLM Applications Such as ChatGPT for Government CIOs?

How to Pilot Generative AI

How to Choose an Approach for Deploying Generative AI

Uncovering Artificial Intelligence Business Opportunities in Over 20 Industries and Business Domains

Understanding Use Case Prisms for Prioritizing Artificial Intelligence Investments

Table 1: Use-Case Dimension Explanations

Dimension	Explanation
Value	
Mission impact	The ability of the use case to contribute toward the outcomes desired by policymakers, regulations or statutes. This may include aspects such as improved population health, improved economic activity, reduced environmental impact, or improved ability to enhance public safety or national security.
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Nonfinancial value	The ability of the use case to assist the organization in meeting its nonfinancial or mission-related goals. These goals can include the nonfinancial value of innovation; diversity, equity and inclusion (DEI); sustainability; citizen experience; or community development.
Feasibility	

Dimension	*Explanation*
Technical feasibility	The organization's ability to meet the technical requirements of a use case. Considerations include the core capabilities of the GenAI technology itself, the availability of vendor support, the current state of the organization's technology infrastructure, and the technical talent required by the use case.
Internal readiness	The organization's ability and openness to use and incorporate the use case. This includes the willingness of internal stakeholders to understand, trust and effectively execute the use case. This also includes internal policies, governance processes, culture and mindset needed to implement and operate the use case.
External readiness	The extent to which the environment outside of the organization is conducive for successful execution of the use case. This includes consideration of the legal and regulatory environment; public opinion of the use case; and the digital access, literacy and engagement required by the use case.

Source: Gartner (July 2023)

Table 2: Scoring Breakdown: High-Value, High-Feasibility Use Cases

Use Case	*Value*	*Feasibility*
1. Contact Center Virtual Assistant *GenAI is used to draft personalized government responses to citizen questions. It is used in combination with a GenAI capability that monitors for consistency across the contact center responses to citizen inquiries. This could be via extending call center solutions and email support capabilities or supporting web chat interaction. It could incorporate cultural considerations to adjust responses to ensure appropriate empathy is maintained.*	**Mission impact (1):** It delivers increased consistency around the responses given to citizens. **Increased efficiency (4):** It saves contact center staff time and effort across the board, while improving the quality of the explanation and reducing double handling and duration of calls and interactions. **Managed risk (2):** It mitigates the risk of poor performers on the contact center, improving the consistency of services. **Nonfinancial value (3):** It ensures all staff are delivering best-practice experiences.	**Technical feasibility (2):** This would be an extension of existing capabilities. It would rely heavily on existing contact center data that may not exist, resulting in difficulties with the quality of the answers. **Internal readiness (3):** Many contact center staff members have used some level of scripting or automation tool that makes next-best-action recommendations. **External readiness (4):** There are no external barriers, and the improved consistency would add to the overall quality of the contact center experience for citizens.

Use Case ↓	*Value* ↓	*Feasibility* ↓
2. Contact Center Staff Onboarding *GenAI is used to develop training plans and materials, based on real-world situations, mimicking the content and tone of real requests. This will accelerate bringing on new people, as well as supporting retraining for contact center staff.*	**Mission impact (1):** It would ensure consistency of government values and service standards. But it would primarily be focused on administrative benefits. **Increased efficiency (3):** It reduces effort in developing and executing staff training and retraining over time. **Managed risk (3):** It reduces the risk of inexperienced staff delaying or misleading citizens. **Nonfinancial value (3):** Better-trained staff can more readily and more rapidly handle standard and edge case calls.	**Technical feasibility (3):** It would depend on the quality of the data currently captured. The diversity of data will dictate the level of training that can be produced. **Internal readiness (2):** Government agencies can struggle without review and approval of training programs in advance. **External readiness (3):** This would not impact citizens directly. There are no external obstacles.
Use cases are scored on a 0 to 4 scale for each dimension, with 0 being the lowest and 4 being the highest. See Tables 6 and 7 for definitions of the scoring scale.		

Source: Gartner (July 2023)

Table 3: Scoring Breakdown: High-Value, Low-Feasibility Use Cases

Use Case	*Value*	*Feasibility*
5. Step-by-Step Services *A GenAI experience is used to generate a step-by-step guided service. It takes a citizen through a form or process, asking questions, offering clarifications, and using the service as a complete service or a triaging process to improve the productivity of the contact center.*	**Mission impact (1):** It increases clarity around services and reduces time to response on time-sensitive issues. It is primarily focused on improved processing. **Increased efficiency (4):** It reduces citizen errors in filling out forms, reduces calls and reduces abandoning of digital services. **Managed risk (1):** It reduces the risk of poorly completed forms. It reduces blowing out contact center wait times. **Nonfinancial value (3):** It is less frustrating than digital forms, with more clarity and personalization of questions.	**Technical feasibility (3):** It is a type of more advanced chatbot. And it would depend on training data. **Internal readiness (2):** Citizen acceptance of the handoff to or from a chatbot could lead to some staff resistance. **External readiness (2):** It will depend on citizens' growing acceptance of this style of interaction.

Use Case	*Value*	*Feasibility*
10. Legislation Virtual Assistant *GenAI is used to create one or more dedicated legislation virtual assistants (VAs) that could be used to explain complex legislation, policies and procedures that are often confusing for citizens and can lead to handing off calls from contact centers. GenAI VAs can improve the effectiveness of central contact centers and can speed up resolution of citizen questions. Initially internally focused, this could be citizen-facing over time.*	**Mission impact (2):** It improves the consistency and clarity around citizen concerns and understanding of legislation. **Increased efficiency (3):** It reduces the delays and handoffs of citizen inquiries. **Managed risk (3):** It reduces the risk of legislation and policy questions being answered incorrectly. **Nonfinancial value (2):** It improves the perception of government services and has a positive impact on trust in government.	**Technical feasibility (1):** Though it is largely just a chatbot, the quality of the response will depend on the ability to train the model. **Internal readiness (2):** Staff would need to grow their trust in the tool's responses and learn how to ask the questions with clarity. **External readiness (2):** It would be largely transparent to the citizen (that is, citizens would not be aware of its presence). But it would eventually support external exposure to citizens.

Use cases are scored on a 0 to 4 scale for each dimension, with 0 being the lowest and 4 being the highest. See Tables 6 and 7 for definitions of the scoring scale.

Source: Gartner (July 2023)

Table 4: Scoring Breakdown: Low-Value, High-Feasibility Use Cases

Use Case	*Value*	*Feasibility*
3. Unattended Mailbox Monitor *GenAI triages emails sent to accounts used for general inquiries or citizen impacts. GenAI reviews these emails and classifies content, sending an initial confirmation or response that could include requests for additional information. It also routes the work to appropriate operators, ensuring content in these unattended mailboxes are appropriately managed.*	**Mission impact (2):** It is not really linked to the mission drivers of the department. But it meets the commitment to support citizens through multiple channels. **Increased efficiency (2):** It ensures appropriate routing and a timely response to this citizen-facing channel. **Managed risk (2):** It ensures important or time-sensitive requests routed to this channel are not missed. **Nonfinancial value (2):** It improves the experience of those citizens or stakeholders using this channel.	**Technical feasibility (3):** It is relatively straightforward technically, but will depend largely on training data. **Internal readiness (4):** The use of AI for this service would be largely transparent to the staff, as most already use work queues to control priorities. **External readiness (3):** The use of AI for this service would be largely transparent to the citizen. There are no external barriers.

Use Case ↓	*Value* ↓	*Feasibility* ↓
4. File Noting *GenAI is used to create an effective summary of a call for internal file noting and for confirmation of the conversation for the citizen. GenAI is used to draft both the confirmation email and file note.*	**Mission impact (1):** It is more administrative, but will help build transparency. **Increased efficiency (3):** It reduces the effort to file notes. Coupled with more-specific clarification with citizens, it will reduce double handling. **Managed risk (2):** It improves transparency and will reduce the risk of misunderstandings or delays. **Nonfinancial value (2):** Confirmation and transparency will improve stakeholders' perception of the service.	**Technical feasibility (3):** It is an extension of currently available capabilities. **Internal readiness (4):** It reduces effort and double handling in terms of file noting. **External readiness (2):** It improves stakeholders' perception of the service, and provides clarity about next steps and so on.
6. Contact Center Chatbot *GenAI is used to improve the quality and experience of virtual agents through voice or text chatbots available from government portals or through IM platforms like WhatsApp. Generated responses will be limited by the government agency's willingness to allow for generated responses, similar to existing limitations for chatbots, but asking clarification questions will allow for prescreening and routing of interactions.*	**Mission impact (1):** This can be seen as a simpler and more timely way to access government services. **Increased efficiency (3):** Chatbots still have the potential to take the largest load off of contact centers if done well. **Managed risk (1):** It increases the accessibility of government services. **Nonfinancial value (3):** When done well, this can improve the citizen experience and improve the flexibility of service delivery.	**Technical feasibility (3):** It is most likely to come from enhancement to existing chatbot platforms. Text-based chatbots will progress faster than voice-based chatbots. **Internal readiness (2):** Many governments still struggle to ensure these chatbots can operate at a level that they are confident that they will respond appropriately. **External readiness (3):** Citizen acceptance and adoption will be the biggest obstacle.

Use Case	*Value*	*Feasibility*
7. Multilingual Contact Center *GenAI is used to simplify multilingual support in government contact centers, increasing the reach and improving the experience for non-native-language speakers.*	**Mission impact (1):** It improves the inclusivity of the services but remains process-centric. **Increased efficiency (2):** It reduces handoff delays in addressing citizen questions. **Managed risk (2):** It mitigates the political risk of not supporting the diversity of citizens. **Nonfinancial value (2):** It improves the reach and experience of government contact center services.	**Technical feasibility (3):** Solutions exist, and advances in large language models (LLMs) will increase the flexibility and improve the quality of the experience. **Internal readiness (2):** The more natural the exchange is, the more readily this will be accepted by the government workforce. **External readiness (3):** It is increasingly expected. However, it can reflect poorly on the government if the solution is not flexible and appropriately trained.
8. Draft Briefing Note *GenAI is used to generate draft briefing notes for senior management on a particular call or as a status report incorporating contact center statistics, patterns, sentiments and outliers.*	**Mission impact (1):** It provides timely and rapid escalation of trends and outliers to senior management. **Increased efficiency (2):** It reduces effort in developing and communicating current status. **Managed risk (2):** It ensures clear and rapid escalation of issues. **Nonfinancial value (1):** It contributes to longer-term planning and adjustment of contact center practices.	**Technical feasibility (3):** This would be an extension of more-rudimentary reporting capabilities. **Internal readiness (3):** This would be an improvement to existing statistical reporting. **External readiness (3):** This would not directly impact citizens. There are no external obstacles.

Use Case ↓	*Value* ↓	*Feasibility* ↓
9. Contact Center Sentiment Analysis *GenAI is used to understand the sentiments of an individual conversation to adjust and improve outcomes or used to profile overall sentiments and sentiments on particular topics or identify training opportunities for specific topics. Extending sentiment analysis across all contact center channels will enable planning and adjustment in approach or scripting.*	**Mission impact (2):** This will indirectly contribute to better outcomes over time. **Increased efficiency (1):** This will not directly impact efficiency, but will identify areas that negatively impact sentiment. **Managed risk (2):** It will start to identify patterns that undermine trust or satisfaction with government services or responses. **Nonfinancial value (2):** It offers insights that can be used to improve overall service quality and outcomes.	**Technical feasibility (3):** Sentiment analysis initiatives already exist in some government and call center platforms. **Internal readiness (2):** Many contact centers are already analyzing calls. There may be some resistance to monitoring sentiments from an individual's perspective. **External readiness (3):** Government calls are already often recorded from contact centers.
11. Call Comparison *GenAI is used to compare call management techniques and outcomes across similar calls or between contact center staff.*	**Mission impact (1):** It is more administratively focused. **Increased efficiency (2):** It reduces effort in identifying and analyzing outliers. **Managed risk (2):** It identifies early on inappropriate processes or training shortcomings. **Nonfinancial value (1):** It improves call quality experience over time.	**Technical feasibility (3):** It would depend on the quality of call data. **Internal readiness (2):** It would replace manual analysis. There will likely be resistance to this level of microanalysis of an individual's performance. **External readiness (3):** It is largely transparent externally to citizens. There are no external obstacles.
Use cases are scored on a 0 to 4 scale for each dimension, with 0 being the lowest and 4 being the highest. See Tables 6 and 7 for definitions of the scoring scale.		

Source: Gartner (July 2023)

Table 5: Scoring Breakdown: Low-Value, Low-Feasibility Use Cases

Use Case	*Value*	*Feasibility*
12. Contact Center Change Modeling *GenAI uses historical calls and sentiment data to create a partial digital twin of calls and specific call types to model or predict responses to specific changes. This is used to test impacts and to test data used when implementing changes to processes, scripts and responses.*	**Mission impact (2):** It allows the government agency to pivot services more rapidly in line with policy or critical events. **Increased efficiency (3):** It accelerates the rate at which processes can be adjusted without negative impact. **Managed risk (2):** It reduces the risk of a process change having unexpected impacts. **Nonfinancial value (1):** It ensures that impacts of changes are not felt or tested on citizens.	**Technical feasibility (1):** It would take time to incorporate the flexibility required to deal with edge cases. **Internal readiness (3):** The changes not being tested in production would allow for better staff training and planning. **External readiness (1):** There is minimal external impact, other than avoiding possible negative feedback on poorly tested changes.
13. Natural Language Ad Hoc Reporting *GenAI offers ad hoc natural language data interrogation, report generation and visualization. A prompt interface is used to ask questions of contact center data, inquiring about particular call types, time frames, individuals and responses to summarize patterns.*	**Mission impact (2):** It improves analysis and executive access to insights. **Increased efficiency (1):** It reduces the effort to produce one-off reports or answer specific scenario questions. **Managed risk (3):** It allows for simpler nontechnical reporting. **Nonfinancial value (1):** It is largely transparent to citizens.	**Technical feasibility (1):** It is an extension of existing reporting capabilities. But this will require the contact center platform providers to make the data available for this type of reporting. **Internal readiness (2):** It would require some level of practice to explain and demonstrate this to leadership. **External readiness (3):** It is largely transparent externally to citizens. There are no external obstacles.

Use cases are scored on a 0 to 4 scale for each dimension, with 0 being the lowest and 4 being the highest. See Tables 6 and 7 for definitions of the scoring scale.

Source: Gartner (July 2023)

Table 6: Definitions of the Value Ratings

Rating	*Definition*
N/A	Not applicable. The use case is not intended to create value in any way.
0	**Negligible.** It offers promise for value in the market, but it is doubtful that enterprises gain any real value.
1	**Low.** It offers a slight process improvement. It is difficult to translate into increased mission impact, revenue or cost savings.
2	**Moderate.** It offers incremental, but significant, improvements to existing processes. These improvements will result in increased mission impact, revenue or cost savings for an enterprise.
3	**High.** It enables new ways of performing horizontal or vertical applications, resulting in significantly increased mission impact, revenue or cost savings for an enterprise.
4	**Transformational.** It enables new ways of doing business within and across industries. This will result in major shifts in industry dynamics.

Source: Gartner (July 2023)

Table 7: Definitions of the Feasibility Ratings

Rating	*Definition*
0	**Impossible.** There is a very low chance of enterprises feasibly implementing the use case.
1	**Challenging.** It is possible to implement the use case, but enterprises must overcome barriers with significant efforts.
2	**Complicated.** Enterprises can implement the use case, but will face moderate obstacles.
3	**Doable.** Enterprises can implement the use case with minor obstacles.
4	**Easy.** The use case is within the capabilities of most enterprises to adapt.

Source: Gartner (July 2023)

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